



ITC's 2022 Mentoring Programme for Women

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1. Mentoring is...

A collaborative, mutually beneficial partnership between a mentor (who possesses skills, knowledge and experience in certain areas), and a mentee (who is looking to increase their skills, knowledge and experience in similar areas).

2. Mentoring is not...

- A substitute for HR practices that foster professional development
- Matching skills that would normally be addressed through other management processes, strategies and policies
- A one-sided relationship
- For underperforming individuals
- Taking on the mentee's work problems
- Therapy or intended to deal exclusively with personal issues

3. What is the 2022 model?

ITC's Mentoring Programme for Women is one example of ITC's initiatives aimed at promoting gender equality and diversity. The initiative recognizes the scope of talent we have within ITC and the importance of creating an enabling work environment, and through the mentoring exchange, an organizational culture that fosters inclusion and belonging.

The model:

- Is a partnership with four organizations (OWIT Lake Geneva, GCSP, UNAIDS and WHO) and with external mentors, known as fortifiers, who are committed to gender equality, diversity and inclusion in their professional and personal lives
- Has a six-month duration
- Follows clear standards: mentoring as a professional relationship between two individuals benefitting from the sharing of experiences
- Allows for a free choice between mentors and mentees
- Is non-directive
- Recognizes that learning is a life-long experience, and that knowledge sharing is not necessarily hierarchical
- Is a formal programme, supporting the growth of informal relationships
- Is a fluid commitment between mentor and mentee

4. Who are ITC's partner organizations?

- The Organization of Women in International Trade (OWIT) Lake Geneva, International NGO
- Geneva Centre for Security Policy (GCSP), International Foundation
- The Joint United Nations Programme on HIV/AIDS (UNAIDS), Specialised Agency of the United Nations
- World Health Organization (WHO), Specialised Agency of the United Nations

Each partner organization will contribute to the programme based on identified needs. In addition to bringing mentors and mentees, partners will contribute to capacity building and learning events during the six-month mentoring cycle.

5. What is a fortifier?

A fortifier is an external mentor from another UN entity or from civil society organizations. The mentoring team invites people we know to be committed to gender equality, diversity, and inclusion in their professional and personal lives. Fortifiers are volunteers and are giving freely of their time and energy. If you are interested in being a fortifier at ITC, please let us know!

6. Why focus on mentoring as a programme for women?

Reaching gender parity at the professional levels within ITC means that we reinforce women's visibility and involvement at all organizational levels. Mentoring provides an opportunity for women to build networks, strengthen desired skill sets and gain clarity around their personal and professional goals. Mentoring is an opportunity for all involved - mentors and mentees - to learn and enhance their own skills.

We recognize, however, that to reach gender parity and to address existing inequities, men play an important role. As such, our mentors include people of all genders. While traditionally, mentee participation was focused on women, after our successful male engage pilot programme of 2021, we will continue to include a small group of male mentees as part of the 2022 model. More information this initiative can be found in sections 14 and 15.

7. What are the programme's key objectives?

Using the UN Women's overarching guidelines for an enabling environment and in support of interagency collaboration, the mentoring programme aims to contribute to the professional growth and development of women with the following objectives:

- Support women at all stages of their careers
- Bring an intersectional lens towards women's empowerment
- Encourage male mentees, through its 2022 initiative, to engage as active allies of gender equality
- Equip participants with the tools necessary to perform to their highest capability within their current roles and beyond
- Strengthen technical competencies and/or programmatic knowledge
- Create opportunities to meet, exchange and collaborate with others from different organizations, with different roles or experiences
- Support a mutually beneficial mentoring exchange and create a win-win scenario for the pair and the organization

8. What are the programme's key principles?

- Respect for diversity of opinions and experiences
- Constructive mutual feedback to support personal and professional growth
- A voluntary structured programme, yet an informal exchange between professionals
- Confidentiality, trust and mutual respect

9. What are the benefits of mentoring?

For mentors:

- Share experiences and knowledge Practice and reinforce your own skills
- Increase your confidence and motivation
- Learn and grow professionally and personally
- See different perspectives and learn from the experiences of others
- Make new connections across a wide network of professionals
- Contribute to an enabling work environment in and beyond ITC
- Gain the satisfaction of adding to others' development and success, while possibly making a real difference in your mentee's life
- 'Give back' and contribute to the success of your organization and its partners

For mentees:

- Share experiences, learn and receive tailored professional guidance
- Build confidence, develop skills and strengthen competencies
- Increase your confidence and motivation
- Develop strategies for dealing with both professional and personal issues in a safe and supportive space
- Learn and grow professionally and personally
- See different perspectives and learn from the experiences of others
- Encourage greater self-efficacy
- Strengthen existing relationships
- Make new connections across a wide network of professionals

For participating organizations:

- Invest in internal talent and resources
- Build a culture of collaboration, knowledge sharing, respect and excellence
- Develop and promote best practices
- Strengthen interagency collaboration

10. How will we evaluate the programme?

More information about the evaluation process will be clarified during the programme cycle, but we expect participants to evaluate at the midpoint and end of the mentoring exchange. Participants are required to fill an end-of-programme survey.

11. Who is eligible for ITC's Mentoring programme for Women?

Anyone with a contractual relationship to ITC (or from the ITC partner organization), at all levels and at headquarters and non-HQ offices. Contract type or duration does not affect eligibility. For more details, please review sections 12, 13 and 14.

Please note that our partner organizations will have their own selection process and eligibility requirements for participating mentors and mentees.

12. Who is the mentor?

A mentor can be of any gender and be anyone with a contractual relationship to ITC or with a participating partner organization. Under the ITC model, mentors can be at any stage of their career path. The approach acknowledges that each of us has skills to share. Knowledge transfer is not only top down and comes from all organizational levels.

Mentors are:

- Interested in others' personal and professional development
- Available, accessible and committed to the mentoring exchange
- Empathetic and respectful
- Credible and authentic
- Able to build rapport and be a good motivator
- Able to actively listen and communicate
- Able to give and receive constructive feedback
- Embracing a growth mindset and willing to self-reflect on their assumptions and behaviours

The expanded ITC model uses a **three-fold approach** to creating a strong pool of mentors:

Internal mentors

Anyone with a contractual relationship to ITC can be a mentor. ITC talent is the foundation of our mentoring pool.

Mentors from partner organizations

To encourage collaboration, we strengthened the reach of our programme by inviting partner organizations to join the 2022 initiative. Partner organizations will have their own selection process for mentors.

External mentors or "fortifiers"

Volunteers from various UN entities and civil society organizations have agreed to be mentors in the programme. These volunteers are committed to gender equality, diversity and inclusion in their professional and personal lives.

13. Who is the mentee?

A mentee is a person guided by a mentor who has a contractual relationship to ITC (or to the participating partner organizations). Mentees must be willing to commit to the six-month mentoring cycle, regardless of contract duration. Partner organizations will have their own selection process for mentees.

Mentees are:

- Willing to learn
- Able to actively listen and communicate
- Clear and realistic about needs and expectations
- Introspective and reflective
- Able to question themselves
- Willing and able to follow through on commitments
- Open to make changes
- Able to receive feedback and to give constructive feedback to mentor
- Embracing a growth mindset and willing to self-reflect on their assumptions and behaviours

14. Are mentees only women?

As you can see from the programme title, ITC's mentoring programme is designed for the advancement of women. In the past, this meant that only women were eligible to apply as mentees and our programme focused on their personal and professional growth to support the goal of gender parity at all organizational levels. To move towards true equality, however, we need to expand our approach.

Therefore, we have built in a Male Engagement component to encourage male allyship. As such, any person who self-identifies as male, from within ITC or from our partnering organizations, and who is committed to learning and playing an active part in challenging gender and other inequities, may apply.

The goals of the male engage component are, among other considerations, to increase confidence and comfort with key ideas related to gender equality and to provide an opportunity for men to champion these issues.

15. Male Engage mentees

- Eligible candidates (self-identifying as male, and who are committed to learning and self-reflection on the social constructs that limit equality) are encouraged to apply to the male engagement initiative with a completed mentoring programme bio template and by including a letter of motivation (up to 250 words/template).
- In addition to the one-on-one mentoring exchange and learning sessions, each male mentee will also commit to three additional sessions, over the six-month period, to engage on topics related to gender equality under the guidance of course facilitators.
- Male mentees will work to identify areas of focus and to create a personal and group pledge towards championing gender equality at ITC and in their respective workplaces.

16. Does my contract duration affect eligibility?

Contract type and duration does not affect eligibility. Provided you can commit time- and energy-wise to the six-month programme cycle, you are welcome to apply, even if your contract does not last the whole duration of the programme. Partner organizations will have their own selection requirements.

17. Can I have more than one mentor?

Yes! We cannot be everything to everyone and it can be helpful to have more than one mentor.

18. Can I have more than one mentee?

Yes! Mentors can formally mentor as many mentees as their schedule allows. We suggest one or up to three people.

19. How do I find my mentor/mentee?

After the 2 May application deadline, the profiles of prospective mentors and mentees will be compiled and shared via email with all applicants.

The pairing up process is one of self-selection, so if you see a mentor or mentee that is of interest to you, reach out and begin the conversation with them. Please note that every participant is different, and some people may want to wait and see who is interested before responding to your request.

The mentoring team will send out tips to clarify the process of self-selection and we remain available to provide any needed support or direction.

Once you have decided on a good fit and you and your partner are set, notify the mentoring team of your decision with an email to mentoring@intracen.org.

20. When does the pairing up process start and end?

The pairing-up process between mentor and mentee starts on 9 May and ends on 18 May 2022.

21. What happens if the mentoring experience is not working?

Unfortunately, there may be times when a mentoring partnership is unsuccessful, which is why the initial meeting between the mentor and the mentee is essential to see if the dynamic works. If your experience

is not constructive, contact the mentoring team and let us know. The team may be able to suggest ways to improve the partnership that neither the mentor nor the mentee considered. In all cases, the mentoring experience should end in a constructive and professional way.

22. What is the mentoring team's role?

The role of the mentoring team is to maintain the programme's quality standards and accompany both the mentor and the mentee through the mentoring process. The team will promote the programme, create awareness, undertake periodic checks with the mentoring pairs, coordinate learning events with the partners and support pop-up activities. We will also undertake a final evaluation of the programme. We expect to hear from you during the mentoring period, especially if we can support you in strengthening your own experience and helping to set the tone for your mentoring exchange.

23. What is the mentor's role?

A mentor provides guidance to another person. A mentor can provide general career advice, learning support, sharing of knowledge and practices, among other considerations, in a confidential and supportive environment.

Mentor's responsibilities

- Completes the application process and commits to allocate time to the mentee, as agreed-upon by the mentor-mentee pair (one hour per month minimum suggested), throughout the six-month programme cycle
- Reviews the mentoring guidelines and creates an action plan with each mentee
- Keeps scheduled appointments and meetings with the mentee
- Provides the structure for discussion and prepares for meetings
- Assigns and follows up on development tasks
- Aids the mentee towards achieving an agreed upon objective
- Challenges the mentee, reflects and reviews progress
- Maintains confidentiality of all matters discussed with the mentee
- Respects any agreed upon boundaries
- Completes the end-of-programme survey

24. What is the mentee's role?

A mentee is a person who wishes to enhance their professional or personal growth and receives guidance from a mentor. A mentee can focus on enhancing their profile, skills, knowledge and confidence. They can seek career advice, learning support, and share their own knowledge and practices, among other considerations, in a confidential and supportive environment.

Mentee's responsibilities

- Completes the application process and commits to the mentoring exchange throughout the six-month programme cycle, through to 30 November 2022, regardless of actual contract length
- Reviews the mentoring guidelines and creates an action plan with their mentor
- Arranges and keeps scheduled appointments and meetings with the mentor
- Allocates time to complete development tasks and prepares for meetings with the mentor
- Seeks advice and guidance on their development needs
- Is open to their mentor's views and advice, reflects on their discussions, and should be able to challenge them in a constructive manner
- Takes responsibility for their part in developing and putting their action plan in place
- Maintains confidentiality of matters discussed in the mentoring exchange
- Completes the end-of-programme survey

25. How can I apply?

- Send your interest and bio using the established template to mentoring@intracen.org, prior to 2 May 2022.

26. What are the programme's key development components?

The ITC 2022 Mentorship Programme is comprised of three development components. The primary focus of the initiative, one-on-one mentoring, is supported by pop-up activities and learning events.

Please note that male mentees in the pilot programme will have other additional sessions.

One-on-one mentoring

- At least monthly, face-to-face or virtual meetings, for 60 minutes with your mentee(s)
- Check in with your mentee(s) regularly to establish a trusting relationship
- Create mentorship agreement and smart goals

Pop-up activities

- The mentoring team will put out a call for interest at the start of the mentoring programme, asking for submissions, with the goal of encouraging participant-driven learning events.
- These activities are voluntary and are driven by participants wanting an opportunity to actively engage in their own skill development and learning
- From the submissions, selected events/activities will be supported over the course of the mentoring cycle, based on the capacity of the mentoring team. Interested participants will be invited to take part in working groups, based on the selected topics.

Learning Events

- Facilitated by the ITC mentoring team and/or by other partner organizations
- All mentoring participants should attend; some events are mandatory
- Events regularly timed throughout the mentoring cycle to encourage capacity development

27. What is the programme timeline?

- Virtual launch and briefing: 20 April 2022
- Application deadline: 2 May 2022
- Pairing up starts: 9 May 2022
- Pairing up ends: 18 May 2022
- Project Kick-off: 30 May 2022
- Programme cycle ends: 30 November 2022

28. How do I contact the mentoring team?

Your mentoring team (Micky Khodara, Hannah Reini and Joanne Land-Kazlauskas) will be happy to respond to your queries. For questions and further information, please contact us at mentoring@intracen.org

