World Customs Organization

Gender Equality Organizational Assessment Tool

2023

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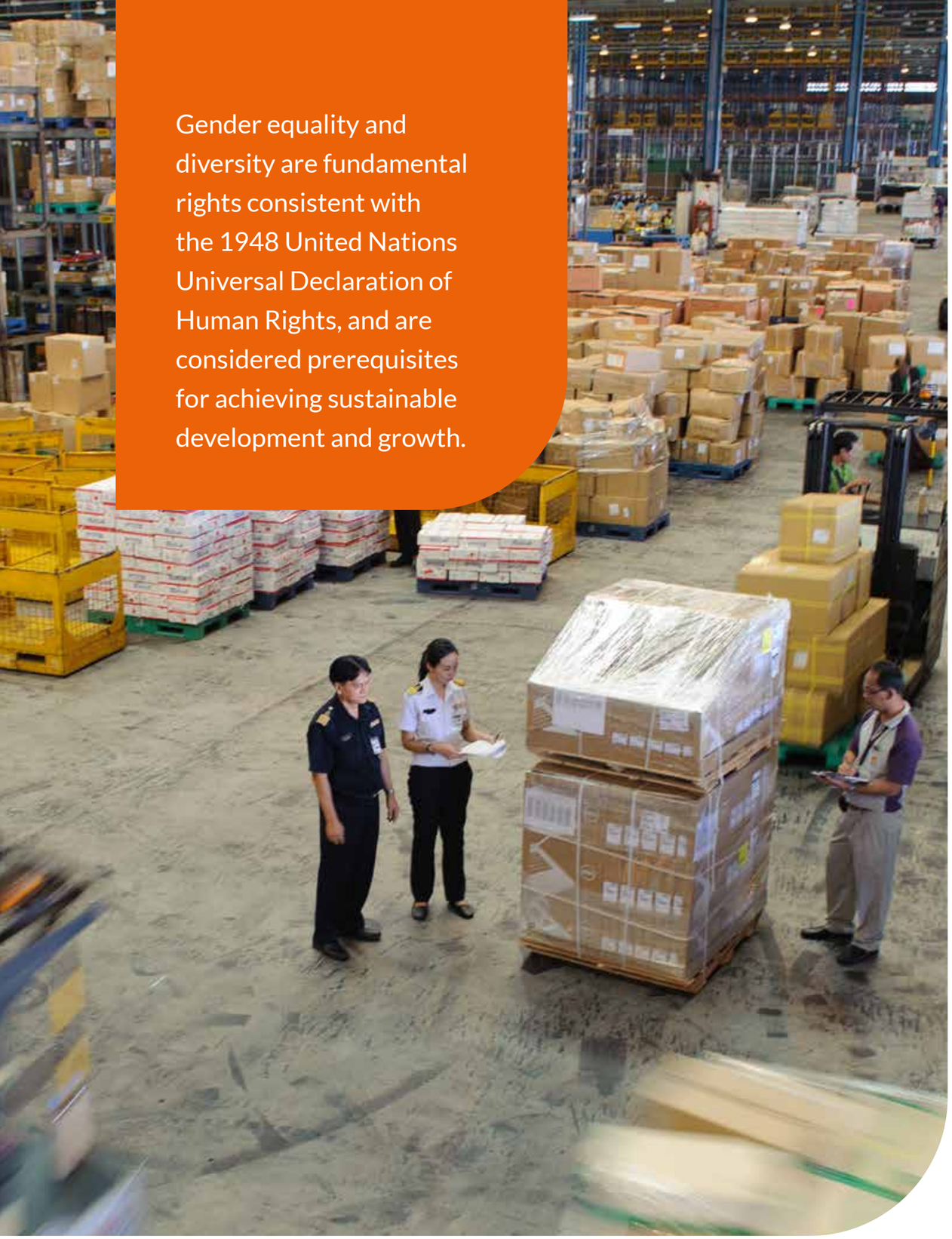

Gender equality and diversity are fundamental rights consistent with the 1948 United Nations Universal Declaration of Human Rights, and are considered prerequisites for achieving sustainable development and growth.

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INTRODUCTION

Customs in the 21st Century requires administrations to play a wide range of roles for the benefit of the country they serve. Whether they are required to focus on revenue collection, trade facilitation, supply chain security or the protection of society, Customs administrations also need to achieve a high level of performance and commitment to service. Customs development requires considerable efforts, whether these go towards the implementation of technical international standards and best practices or towards crucial cross-cutting organizational development aspects. WCO Members continue to devote significant resources and energy to building their capacity, with the aim of creating Customs administrations that best respond to their environment and meet the objectives set by their government.

Gender equality and diversity (GED) are fundamental rights consistent with the 1948 United Nations Universal Declaration of Human Rights (UDHR), and are considered prerequisites for achieving sustainable development and growth. Moreover, gender equality is a priority of the UN's International Development Agenda for 2030, in which Sustainable Development Goal 5 outlines the need to provide women and girls with equal access to education, health care, decent work and representation in political and economic decision-making.[1] Evidence shows that promoting gender equality fosters social and economic development, and contributes to improving the overall outcomes and sustainability of activities.[2]

All partners in the Customs community agree that people are an organization's most important asset, and it is therefore necessary to ensure that the most favourable conditions are created for people to work in. A working environment free of harassment and discrimination remains a key element of staff performance and, as such, the WCO believes its Members must consider addressing GED issues as part of their respective ongoing reform and modernization programmes.

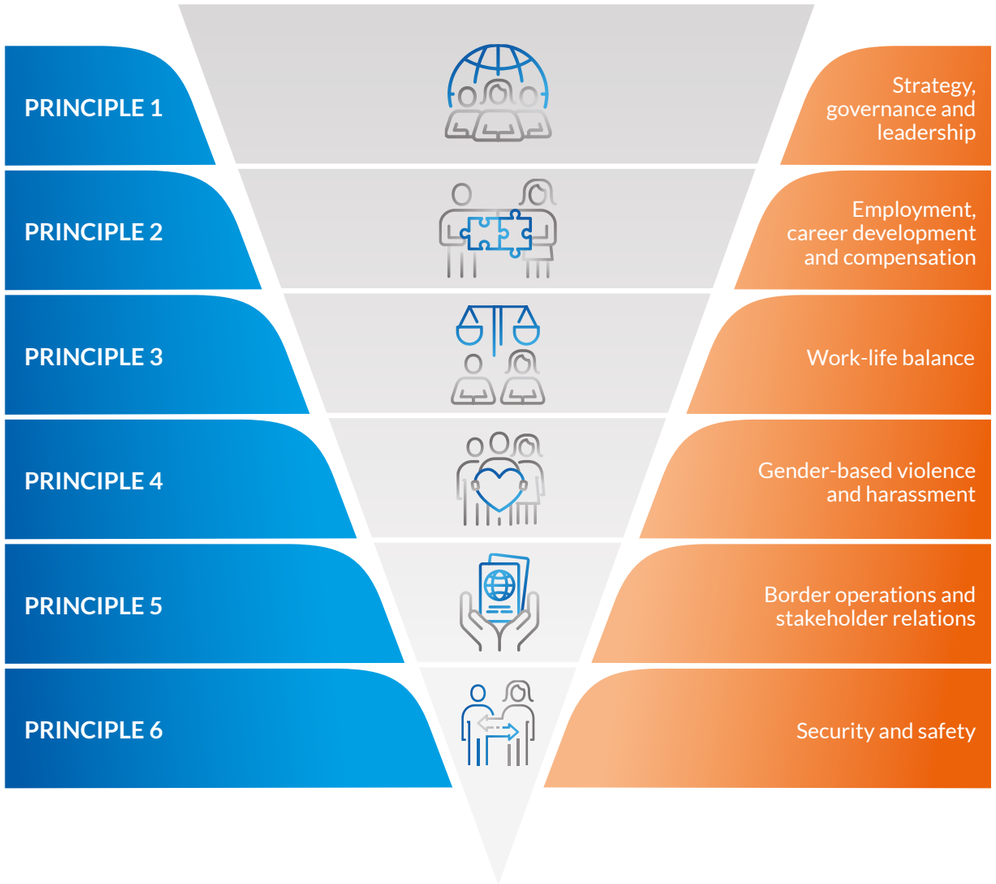
Furthermore, encouraging GED in the workplace has been shown to encourage innovation and improve performance.[3] Organizations today must capitalize on persons from diverse backgrounds who can bring different skills and perspectives. To take full advantage of everybody's competencies, the workplace should therefore present equal opportunities, and internal policies should eliminate discrimination and unfair advantages to anyone in the organization.

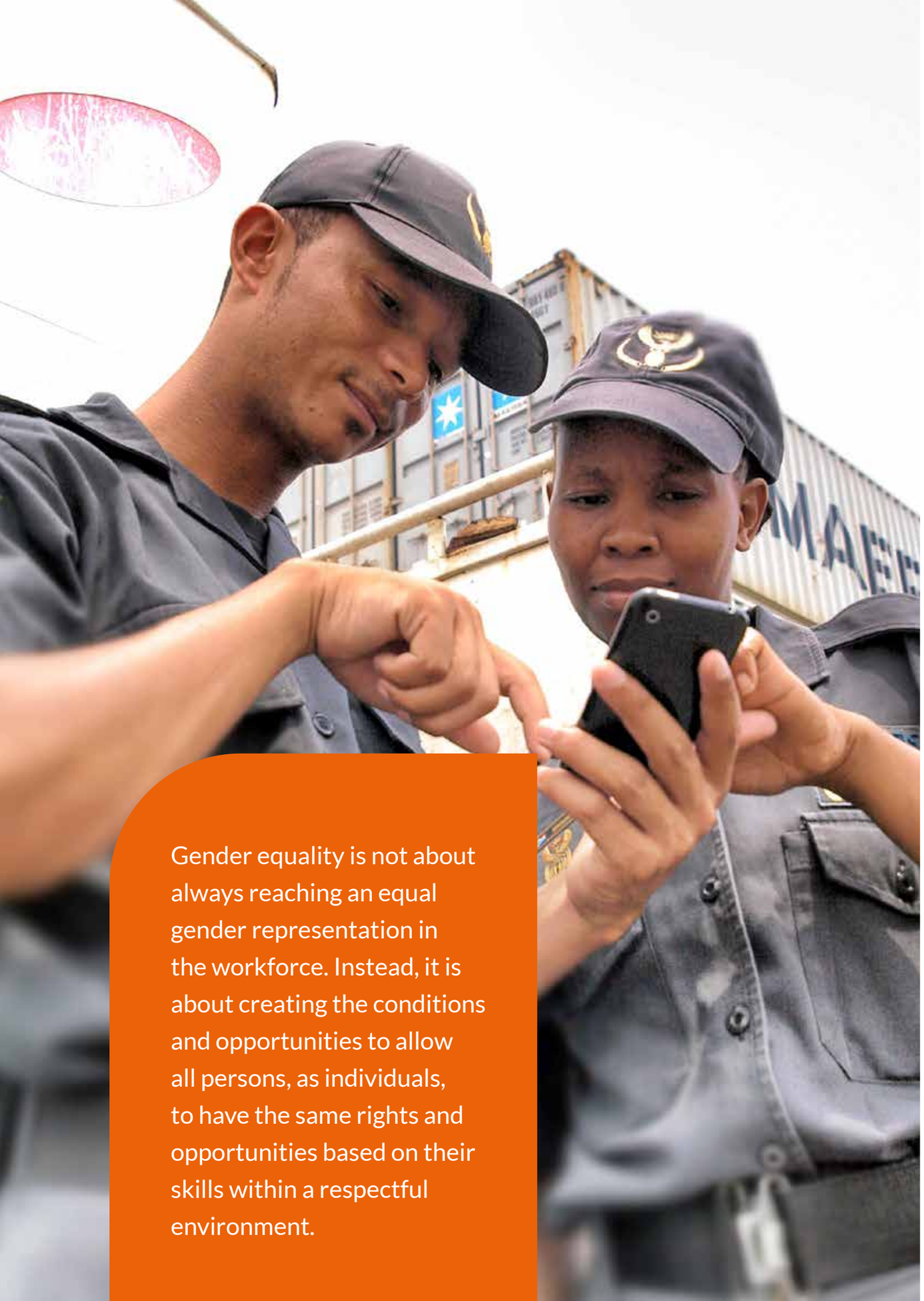
Customs administrations also have a direct impact on the trading community, and as such the operational policies and procedures in place should consider the impact on different groups of the population. By way of example, much of the small-scale trade in border communities is conducted by women, and so Customs administrations should examine whether their general policies and procedures may unfairly disadvantage these traders, compared with larger business, and identify remedies to balance this and ensure fairness for all.

[1] *https://sustainabledevelopment.un.org/sdg5, https://www.unwomen.org/en/news-stories/in-focus/2022/08/in-focus-sustainable-development-goal-5, https://www.un.org/sustainabledevelopment/gender-equality/*
[2] *https://sustainabledevelopment.un.org/content/documents/1900unwomen_surveyreport_advance_16oct.pdf*
[3] *https://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters*

This WCO Gender Equality Organizational Assessment Tool (GEOAT) will guide Customs administrations in these efforts, with a specific section on how to implement gender mainstreaming following a project cycle management approach. It also covers six key principles related to various fields of competence of Customs, as well as cross-cutting policies which are essential enablers to succeed in implementing sustainable gender-responsive reforms. For each principle, a series of elements and indicators are provided to guide the assessment. Some of the indicators may not be applicable in some cases, or may not be in line with national law in some countries and may therefore be disregarded.

THE SIX PRINCIPLES:





Gender equality is not about always reaching an equal gender representation in the workforce. Instead, it is about creating the conditions and opportunities to allow all persons, as individuals, to have the same rights and opportunities based on their skills within a respectful environment.

OBJECTIVE

The objective of this document is to provide a tool which Customs administrations can use to assess their current policies, practices and activities to address GED issues, with a focus on gender equality. As a complement to ongoing reform and modernization efforts, this tool can also serve as guidance and offer suggestions for organizations on how to define some of the changes they wish to bring about. The indicators offer insight into the many aspects that can have a direct impact on people and on the performance of the organization.

To obtain the best results from this tool, it is recommended that an administration set up a small team of officials from various operational and central functions, and that they together evaluate each of the indicators to determine how closely the administration has achieved implementation. It is up to each administration to use those indicators or sections of the GEOAT that they find useful according to their needs and unique context. The assessment team should include officials from all relevant areas of the administration, namely: human resources management, senior management, training, operations, modernization, strategic planning, and others, as appropriate.

In many cases, the indicators will not have been considered previously and may seem ambitious, but in such cases they should serve to create some reflection by the team on how the issues can be approached by the administration.

The assessment will first and foremost serve to establish a baseline i.e. the current situation of the administration in terms of policies and actions geared toward the creation of a gender-responsive and inclusive administration. The assessment process will also provide an opportunity to identify areas of strength and opportunities for improvement. The process should result in the identification of concrete goals and objectives to strengthen an organizational culture with gender-responsive and inclusive policies and practices that should be monitored over time to measure progress. These should subsequently become an essential part of the Customs reform and modernization objectives.

In countries where women and/or other groups are structurally disadvantaged or have limited legal rights and protection, the administration can use this tool to advocate changes in the national law, and may also take any administrative measure available to it to improve the situation of women and/or other structurally disadvantaged groups working in the organization.

Finally, it should be noted that the concepts of gender equality, diversity and inclusion, and how to promote them, may be viewed differently in different countries and cultures, by different generations and by individuals. Whereas some approaches favour “affirmative actions” or quotas, for instance, to prevent or offset disadvantages experienced by certain groups, others may be strongly against this, arguing it goes against the principle of fair treatment.

Moreover, it is important to note that gender equality is not about always reaching an equal gender representation in the workforce. Instead, it is about creating the conditions and opportunities to allow all persons, as individuals, to have the same type of rights and opportunities based on their skills within a respectful environment. GED principles must be embedded in the entire organizational culture and in all policies and procedures in order to be fully achieved.

The aim of the GEOAT is to present an objective approach to achieving gender equality and inclusion, based on internationally recognized methods, with a particular focus on the areas of responsibility of Customs, as employers and serving the public.

DEFINITIONS

Affirmative action (or positive action)

Measures targeted at a particular group and intended to eliminate and prevent discrimination or to offset disadvantages arising from existing attitudes, behaviours and structures. By affirmative or positive action, we mean action aimed at favouring access by members of certain groups of people, in this case, women, to rights which they are guaranteed to the same extent as members of other groups, in this particular case, men.[4]

Change Management

The planning and introduction of new processes, methods of working, etc. in a company or organization.[5]

Competency

A competency is often defined as an integrated set of knowledge, skills and attitudes needed to successfully perform an action or a work activity. This definition can be enhanced by stressing the scalable nature of competencies: competency is to be understood as a means to act, succeed and progress, which enables the accurate implementation of tasks and professional or personal activities, and which is based on a structured body of knowledge, diverse abilities, strategies, perceptions, and attitudes, etc. The competency can be translated into an observable and measurable behaviour needed to perform a task with a pre-established level of performance.[6]

Competency-based human resource management (HRM)

The competency-based approach allows the determination of the inherent competencies of a job and their formulation into objectives and/or performance criteria.

Competency is the foundation of human resources (HR) processes and the competency-based approach relies on three pillars: adaptability (to the organizational environment and strategy as well as to the job specifics); consistency (as the foundation of the HR processes, it provides a reliable basis for the development of multi-modal, transparent and accessible HR tools); operability (each employee, each supervisor, benefits from a clear mapping of the competencies required for optimal performance in a specific position, current or future).

It is a key tool to implement consistently result-based management principles throughout an organization's workforce.

Identifying, developing and assessing the competencies needed to support the organization's strategic plan is the foundation of competency-based management and is key to sustainable organizational development.[7]

4 *https://eige.europa.eu/gender-mainstreaming/concepts-and-definitions*
5 *https://dictionary.cambridge.org/dictionary/english/change-management*
6 *WCO Framework of Principles and Practices on Customs Professionalism, 2015*
7 *WCO Framework of Principles and Practices on Customs Professionalism, 2015*

Discrimination

Discrimination is any unfair treatment or arbitrary distinction based on a person's race, sex, religion, nationality, ethnic origin, sexual orientation, disability, age, language, social origin or other status. Discrimination may be an isolated event affecting one person or a group of persons similarly situated, or may manifest itself through harassment or abuse of authority.[8]

Diversity

The fact of there being people of many different groups in society, within an organization, etc.[9]

Diversity is defined as "characteristics of differences and similarities between people." Inclusion is the practice of including all stakeholders in organizational contexts, such as offering opportunities to people based on their knowledge, skills and abilities, as well as providing access to resources that enable their participation.[10]

In other words diversity is the 'who' (who is sitting around the table, who is being recruited, who is being promoted) and inclusion is the 'how' (the behaviours that welcome and embrace diversity).[11]

Empowerment of women and girls

The empowerment of women and girls means helping them to gain power and control over their own lives. It involves raising awareness, building self-confidence, expanding choices, and increasing access to and control over resources and actions to transform the structures and institutions which reinforce and perpetuate gender discrimination and inequality. This implies that, to be empowered, they must not only have equal capabilities (such as education and health) and equal access to resources and opportunities (such as land and employment), but they must also have the agency to use these rights, capabilities, resources and opportunities to make strategic choices and decisions (such as that provided through leadership opportunities and participation in political institutions).[12]

Employee Resource Group (ERG)

An employee resource group (ERG) is a voluntary, employee-led diversity and inclusion initiative that is formally supported by an organization. ERGs generally are organized on the basis of common identities, interests, or backgrounds with the goal of supporting employees by providing opportunities to network and create a more inclusive workplace.[13]

Gender

Gender refers to the roles, behaviours, activities, and attributes that a given society at a given time considers appropriate for men and women.[14]

8 *http://www.un.org/womenwatch/uncoordination/antiharassment.html*
9 *https://dictionary.cambridge.org/dictionary/english/diversity*
10 *https://www.iso.org/news/ref2670.html*
11 *https://www.forbes.com/sites/williamarruda/2016/11/22/the-difference-between-diversity-and-inclusion-and-why-it-is-important-to-your-success/#54bb55e45f8f*
12 *https://trainingcentre.unwomen.org/mod/glossary/view.php?id=36&mode=letter&hook=E&sortkey=&sortorder*
13 *https://www.gartner.com/en/human-resources/glossary/employee-resource-group-erg-*
14 *https://trainingcentre.unwomen.org/mod/glossary/view.php?id=36&mode=letter&hook=G&sortkey=&sortorder=*

Gender analysis

Gender analysis is a critical examination of how differences in gender roles, activities, needs, opportunities and rights/entitlements affect men, women, girls and boys in certain situations or contexts. Gender analysis examines the relationships between females and males and their access to and control of resources and the constraints they face relative to each other. Gender analysis should be integrated into all sector assessments or situational analyses to ensure that gender-based injustices and inequalities are not exacerbated by interventions, and that, where possible, greater equality and justice in gender relations are promoted.[15]

Gender audit

Assessment of the extent to which gender equality is effectively institutionalized in policies, programmes, organizational structures and proceedings (including decision-making processes), and in the corresponding budgets.

A gender audit considers, normally in a participatory manner, whether internal practices and related support systems for gender mainstreaming are effective and reinforce each other, and whether they are being followed. It establishes a baseline, identifies critical gaps and challenges, and recommends ways of addressing them, suggesting possible improvements and innovations. It also documents good practices towards the achievement of gender equality.

A gender audit enhances the collective capacity of the organization to examine its activities from a gender perspective and identify strengths and weaknesses in promoting gender equality issues.[16]

Gender-based violence (GBV)

GBV is an umbrella term for any harmful act that is perpetrated against a person's will and that is based on socially ascribed (i.e. gender) differences. It includes acts that inflict physical, sexual or mental harm or suffering, threats of such acts, coercion, and other deprivation of liberty. These acts can occur in public or in private.

GBV is a violation of human rights. It denies the human dignity of the individual and hurts human development. GBV is an abuse of power that inflicts harm on the survivor. It may be physical, emotional, or sexual in nature, involving rape, physical assault, sexual abuse, or intimate partner violence. Honour killings, child marriage, female genital mutilation, and other harmful practices also constitute GBV. Other forms of GBV include forced marriage, the denial of resources or restriction of access to services and information, as well as psychological or emotional abuse.

It includes a range of new and emerging forms of violence, such as threats, harassment, stalking, sexual bullying, and abuse that occur on-line or through electronic media and communication technologies.[17]

Gender-blindness

This term refers to the failure to recognize that the roles and responsibilities of men/boys and women/girls are assigned to them in specific social, cultural, economic and political contexts and backgrounds.

Projects, programmes, policies and attitudes which are gender blind do not take into account these different roles and diverse needs. They maintain the status quo and will not help transform the unequal structure of gender relations.[18]

Gender budgeting

According to the Council of Europe's widely used definition, gender budgeting is an application of gender mainstreaming in the budgetary process. It involves conducting a gender-based assessment of budgets, incorporating a gender perspective at all levels of the budgetary process, and restructuring revenues and expenditures in order to promote gender equality. In short, gender budgeting is a strategy and a process with the long-term aim of achieving gender equality goals.[19]

Gender equality

This refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Gender equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men.[20]

15 *https://trainingcentre.unwomen.org/mod/glossary/view.php?id=36&mode=letter&hook=G&sortkey=&sortorder=*
16 *https://eige.europa.eu/publications-resources/thesaurus/terms/1291*
17 *https://www.unhcr.org/gbv-toolkit/_test/#:~:text=(GBV)%20is%20%27an%20umbrella,differences%20between%20males%20and%20females.*
18 *https://trainingcentre.unwomen.org/mod/glossary/view.php?id=36&mode=letter&hook=G&sortkey=&sortorder=*
19 *https://eige.europa.eu/gender-mainstreaming/toolkits/gender-budgeting/what-is-gender-budgeting?language_content_entity=en*
20 *https://trainingcentre.unwomen.org/mod/glossary/view.php?id=36&mode=letter&hook=G&sortkey=&sortorder=*

Gender equity

Gender equity denotes an element of interpretation of social justice, usually based on tradition, custom, religion or culture, which is most often to the detriment to women. Such use of equity in relation to the advancement of women has been determined to be unacceptable. The preferred terminology within the United Nations is gender equality, rather than gender equity.[21]

The concept recognizes that women and men have different needs and power and that these differences should be identified and addressed in a manner that rectifies the imbalances between the sexes. This may include equal treatment, or treatment that is different but considered equivalent in terms of rights, benefits, obligations and opportunities.

Though often used interchangeably, equality and equity are two very distinct concepts. While international human rights treaties refer to 'equality', in other sectors the term 'equity' is often used. The term 'gender equity' has sometimes been used in a way that perpetuates stereotypes about women's role in society, suggesting that women should be treated 'fairly' in accordance with the roles that they carry out. This understanding risks perpetuating unequal gender relations and solidifying gender stereotypes that are detrimental to women. Therefore the term should be used with caution to ensure it is not masking a reluctance to speak more openly about discrimination and inequality.[22]

Gender gap

The term gender gap refers to any disparity between women's and men's condition or position in society. It is often used to refer to a difference in average earnings between women and men, e.g. "gender pay gap". However, gender gaps can be found in many areas, such as the four pillars that the World Economic Forum uses to calculate its Gender Gap Index, namely: economic participation and opportunity, educational attainment, health and survival, and political empowerment.[23]

Gender mainstreaming

Mainstreaming a gender perspective is 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 way to make 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 ultimate goal is to achieve gender equality.

Gender mainstreaming is the chosen approach of the United Nations system and international community toward realizing progress on women's and girl's rights, as a sub-set of human rights to which the United Nations dedicates itself.[24]

[21] *https://trainingcentre.unwomen.org/mod/glossary/view.php?id=36&mode=letter&hook=G&sortkey=&sortorder=*
[22] *https://eige.europa.eu/publications-resources/thesaurus/terms/1262*
[23] *https://trainingcentre.unwomen.org/mod/glossary/view.php?id=36&mode=letter&hook=G&sortkey&sortorder&fullsearch=0&page=1*
[24] *https://trainingcentre.unwomen.org/mod/glossary/view.php?id=36&mode=letter&hook=G&sortkey=&sortorder=&fullsearch=0&page=1*
[25] *https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_650553.pdf*
[26] *https://eige.europa.eu/publications-resources/toolkits-guides/gender-sensitive-communication/first-steps-towards-more-inclusive-language/terms-you-need-know?language_content_entity=en#:~:text=Gender-sensitive%20language%20is%20gender%20equality%20made%20manifest%20through,persons%20of%20equal%20value%2C%20dignity%2C%20integrity%20and%20respect.*

Gender pay gap/ wage gap

There are different possible ways to measure raw gender pay gaps. The two measures that are most commonly used are the "mean gender pay gap" (which compares the average hourly earnings of female and male employees) and the "median gender pay gap" (which compares the value located in the middle of the women's wage distribution with the value located in the middle of the men's wage distribution). [25]

Gender-sensitive and inclusive language

Gender sensitive language is gender equality illustrated through language. It is achieved when women and men – and those who do not confirm to the binary gender system – are addressed through language as persons of equal value, dignity, integrity and respect.[26]

Using gender-inclusive language means speaking and writing in a way that does not discriminate against a particular sex, social gender or gender identify and does not perpetuate gender stereotypes. Given the key role of language in shaping cultural and social attitudes, using gender-inclusive language is a powerful way to promote gender equality and eradicate gender bias.[27]

Gender-sensitive policies or actions

(sometimes also referred to as gender-responsive policies or actions)

Policies that take into account the particularities pertaining to the lives of both women and men, while aiming at eliminating inequalities and promoting an equal distribution of resources, addressing and taking into account the gender dimension. [28]

Gender stereotypes

Preconceived ideas whereby females and males are arbitrarily assigned characteristics and roles determined and limited by their gender.

Gender stereotyping can limit the development of the natural talents and abilities of girls and boys, women and men, as well as their educational and professional experiences and life opportunities in general. Stereotypes about women both result from, and are the cause of, deeply ingrained attitudes, values, norms and prejudices against women. They are used to justify and maintain the historical relations of power of men over women as well as sexist attitudes that hold back the advancement of women.[29]

This definition can be understood in relation to the general definition for 'stereotype' which is defined as:

A stereotype is a fixed general image or set of characteristics that a lot of people believe represent a particular type of person or thing.[30]

Gender-transformative approaches

Gender transformative approaches seek to challenge gender inequality by transforming harmful gender norms, roles and relations, while working towards redistributing power, resources and services more equally.[31]

[27] *https://www.un.org/en/gender-inclusive-language/#:~:text=Using%20gender-inclusive%20language%20means%20speaking%20and%20writing%20in,gender%20identity%2C%20and%20does%20not%20perpetuate%20gender%20stereotypes.*
[28] *https://eige.europa.eu/gender-mainstreaming/glossary#letter_g*
[29] *https://eige.europa.eu/publications-resources/thesaurus/terms/1223*
[30] *https://www.collinsdictionary.com/dictionary/english/stereotype*
[31] *https://www.unfpa.org/publications/gender-transformative-approaches-achieve-gender-equality-and-sexual-and-reproductive#:~:text=Gender%20transformative%20approaches%20seek%20to,resources%2C%20and%20services%20more%20equally.*

Harassment

Harassment is any improper and unwelcome conduct that might reasonably be expected or be perceived to cause offence or humiliation to another person. Harassment may take the form of words, gestures or actions which tend to annoy, alarm, abuse, demean, intimidate, belittle, humiliate or embarrass another or which create an intimidating, hostile or offensive work environment. Harassment normally implies a series of incidents. Disagreement on work performance or on other work-related issues is not normally considered harassment.[32]

Impact assessment

Impact assessment is a component of the policy or programming cycle in public management, where it can play two roles:

Ex ante impact assessment: This is part of the needs analysis and planning activity of the policy cycle. It involves carrying out a prospective analysis of what the impact of an intervention might be, so as to inform policymaking – the policymaker's equivalent of business planning;

Ex post impact assessment: This is part of the evaluation and management activity of the policy cycle. Broadly, evaluation aims to understand to what extent, and how, a policy intervention corrects the problem it was intended to address. Impact assessment focuses on the effects of the intervention, whereas evaluation is likely to cover a wider range of issues, such as the appropriateness of the intervention design, the cost and efficiency of the intervention, its unintended effects, and how to use the experience from this intervention to improve the design of future interventions.[33]

Inclusion

Inclusion is the act of including someone or something as part of a group or list, etc., or a person or thing that is included.[34]

Inclusion refers to how the workforce experiences the workplace and the degree to which organizations embrace all employees and enable them to make meaningful contributions. Companies that are intent on recruiting a diverse workforce must also strive to develop a sufficiently inclusive culture, such that all employees feel their voices will be heard – critical if organizations want to retain their talent and unlock the power of their diverse workforce.[35]

Intersectionality

Recognizing that people's lives are shaped by their identities, relationships and social factors. These combine to create intersecting forms of privilege and oppression depending on a person's context and existing power structures such as patriarchy, ableism, colonialism, imperialism, homophobia and racism.[36]

32 *http://www.un.org/womenwatch/uncoordination/antiharassment.html*
33 *https://web-archive.oecd.org/2015-06-04/364094-What-is-impact-assessment-OECDImpact.pdf*
34 *https://dictionary.cambridge.org/dictionary/english/inclusion*
35 *https://www.mckinsey.com/featured-insights/mckinsey-explainers/what-is-diversity-equity-and-inclusion*
36 *https://www.unwomen.org/sites/default/files/2022-01/Intersectionality-resource-guide-and-toolkit-en.pdf*

LGBTQI+

Acronym for lesbian, gay, bisexual, transgender, queer, and intersex. The plus sign represents people with diverse sexual orientation, gender identity, gender expression and sex characteristics who identify using other terms.[37]

Non-binary

Having an identity that is not simply male or female.[38]

Policy statement

A declaration of the plans and intentions of an organization or government.[39]

A 'gender policy statement' therefore means a declaration of the plans and intentions of an organization or government in the field of gender equality.

Sex (biological sex)

The physical and biological characteristics that distinguish males and females.[40]

Sex-disaggregated data

Sex-disaggregated data is data that is cross-classified by sex, presenting information separately for men and women, boys and girls.

When data is not disaggregated by sex, it is more difficult to identify real and potential inequalities. Sex-disaggregated data is necessary for effective gender analysis.[41]

Collecting sex-disaggregated statistics is an internationally known method in gender mainstreaming to identify possible "gender gaps" or situations of discrimination. It can give us an indication of potential issues that need to be adjusted (for instance, the management is composed of 90% men and 10% women).

Sexual harassment

Sexual harassment is any unwelcome sexual advance, request for sexual favour, verbal or physical conduct or gesture of a sexual nature, or any other behaviour of a sexual nature that might reasonably be expected or be perceived to cause offence or humiliation to another, when such conduct interferes with work, is made a condition of employment, or creates an intimidating, hostile or offensive work environment. While typically involving a pattern of behaviour, it can take the form of a single incident. Sexual harassment may occur between persons of the opposite or same sex. Both males and females can be either the victims or the offenders.[42]

Work-life balance

The amount of time spent doing professional work compared to the amount of time spent with family and doing things you enjoy.[43]

Workplace reintegration

The action or process of integrating someone back into his/her job after a longer absence, for instance parental leave or sick leave.

37 *https://www.ilo.org/wcmsp5/groups/public/---dgreports/---gender/documents/publication/wcms_846108.pdf*
38 *https://dictionary.cambridge.org/dictionary/english/non-binary*
39 *https://www.collinsdictionary.com/dictionary/english/policy-statement*
40 *https://trainingcentre.unwomen.org/mod/glossary/view.php?id=36&mode=letter&hook=S&sortkey=&sortorder=*
41 *https://trainingcentre.unwomen.org/mod/glossary/view.php?id=36&mode=letter&hook=S&sortkey=&sortorder=*
42 *http://www.un.org/womenwatch/uncoordination/antiharassment.html*
43 *https://dictionary.cambridge.org/fr/dictionnaire/anglais/work-life-balance*

Temporary special measures

Measures aimed at accelerating the improvement of the position of women with a view to achieving substantive equality with men, and to bring about the structural, social and cultural changes necessary to correct past and current forms and effects of discrimination against women, as well as to provide them with compensation for inequalities and harm suffered.[44]

Other terms that are often used to refer to such "special measures" in their corrective, compensatory and promotional sense are the terms "affirmative action", "positive action", "positive measures", "reverse discrimination", and "positive discrimination". However, the preferred term within the UN system is "temporary special measures".

The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)[45] clarifies that "Adoption by States parties of temporary special measures aimed at accelerating de facto equality between men and women shall not be considered discrimination as defined in the present Convention, but shall in no way entail as a consequence the maintenance of unequal or separate standards; these measures shall be discontinued when the objectives of equality of opportunity and treatment have been achieved." (article 4, paragraph 1)

The concept consists of three parts:

- Temporary: Such measures should therefore not be deemed necessary forever, even though the meaning of "temporary" may, in fact, result in the application of such measures for a long period of time. Temporary special measures must be discontinued when their desired results have been achieved and sustained for a period of time.
- Special: Even though it is in compliance with human rights discourse, the term "special" also needs to be carefully explained. Its use sometimes casts women and other groups who are subject to discrimination as weak, vulnerable and in need of extra or "special" measures in order to participate or compete in society. However, the real meaning of "special" in the formulation of article 4, paragraph 1 of CEDAW, is that the measures are designed to serve a specific goal.
- Measures: The term "measures" encompasses a wide variety of legislative, executive, administrative and other regulatory instruments, policies and practices, such as outreach or support programmes; allocation and/or reallocation of resources; preferential treatment; targeted recruitment, hiring and promotion; numerical goals connected with time frames; and quota systems. The choice of a particular "measure" will depend on the context in which article 4, paragraph 1, is applied and on the specific goal it aims to achieve.

Source: General recommendation No. 25, on article 4, paragraph 1, of the Convention on the Elimination of All Forms of Discrimination against Women, on temporary special measures.[46]

Unconscious bias

The bias we bring into our judgments and decision-making without realizing we are doing so. Unconscious (or implicit) bias is based on factors such as our background, culture, and experiences and is often prevalent in situations where we need to make quick decisions. It is affected by the way that (unconsciously) we order and categorize people on the basis of factors such as age, gender, or nationality and make assumptions about their qualities. This process is inevitable to some extent and reduces the time it takes to process data, but it also introduces bias.[47]

Unpaid care work

All unpaid services provided by individuals within a household or community for the benefit of its members, including care of persons and domestic work. Common examples include cooking, cleaning, collecting water and fuel, and looking after children, older persons, and persons with illness or disabilities. Voluntary community work that supports personal or household care, such as community kitchens or childcare, is also a form of unpaid care work. Women and girls have disproportionate responsibility for unpaid care and domestic work; globally, they spend three times as much time on this work as do men and boys. Unpaid care work is one of the main barriers preventing women from moving into paid employment and better quality jobs.[48]

[44] *https://eige.europa.eu/publications-resources/thesaurus/terms/1103?language_content_entity=en#:~:text=This%20term%20explicitly%20states%20the%20%E2%80%98temporary%E2%80%99%20nature%20of,in%20order%20to%20participate%20or%20compete%20in%20society.*
[45] *https://www.ohchr.org/en/instruments-mechanisms/instruments/convention-elimination-all-forms-discrimination-against-women*
[46] *https://www.un.org/womenwatch/daw/cedaw/recommendations/General%20recommendation%2025%20(English).pdf*
[47] *https://www.oxfordreference.com/display/10.1093/acref/9780191843273.001.0001/acref-9780191843273-e-304*
[48] *https://www.unwomen.org/sites/default/files/2022-06/A-toolkit-on-paid-and-unpaid-care-work-en.pdf*

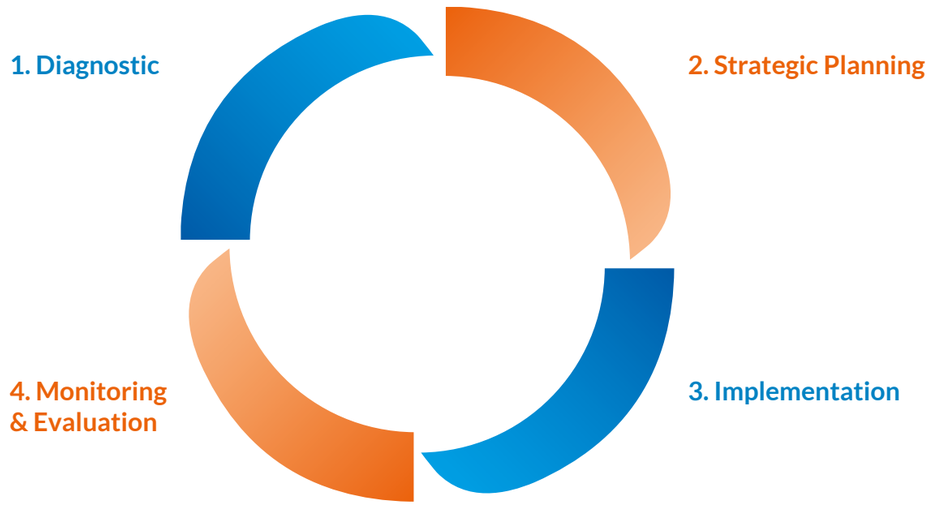
GENDER MAINSTREAMING – PROJECT CYCLE MANAGEMENT

Gender mainstreaming is the process of assessing and considering the implications for women and men of any planned action, including legislation, policies or programmes, in all areas, at all levels and by all the actors involved. It is a way to include and address a gender perspective as an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes, so that women and men can benefit equally, with the ultimate goal of achieving gender equality.[49]

As when implementing any reform and/or modernization initiative, gender mainstreaming requires a high level commitment from the senior management. Strengthening accountability for gender equality is recognized both in the United Nation's Beijing Platform for Action as well as by the European Institute for Gender Equality (EIGE) as an essential condition to succeed in implementing gender mainstreaming.[50]

Such a commitment is necessary to further develop the objectives and a framework, such as an action plan, that will form the basis for implementing the necessary reform process to advance gender equality.[51]

Gender mainstreaming is implemented by following the general project cycle management approach used for other reform and modernization initiatives, including diagnostic, strategic planning, implementation, monitoring and evaluation. Often, these stages will turn into a cycle, with each step being repeated as changes occur. For example, when a new procedure or activity is evaluated, new gaps may be revealed that need to be addressed in the next planning phase.



[49] *https://trainingcentre.unwomen.org/mod/glossary/view.php?id=36&mode=letter&hook=G&sortkey=&sortorder=&fullsearch=0&page=1*
[50] *https://sdgs.un.org/partnerships*
[51] *https://eige.europa.eu/gender-mainstreaming/what-is-gender-mainstreaming*

1. Conduct a diagnostic/assessment

- Diagnostic: to obtain an overview of the current state of play regarding gender equality and/or diversity implementation in an administration, it is necessary to identify current gaps and where interventions could be needed. The first step in this to make a quantitative and qualitative assessment of the current situation in the administration. The quantitative assessment is done by collecting and analysing sex-disaggregated statistics in different areas (employment, recruitment, training etc.). A qualitative assessment can be carried out by conducting surveys among employees and/or external stakeholders or collecting information from focus groups. The WCO GEOAT can also be used as a tool for this purpose.
- Foster a participatory reform process: as part of the diagnostic, it is essential to consult broadly with stakeholders to ensure that their views and needs are considered. This can include for instance staff representatives (internal), as well as groups representing women traders (external), who can bring new ideas on how to improve policies and procedures.
- Legal and Policy Review: finally, it is also important to review the national legislative framework, as well as regional and international policies and strategies related to gender equality and diversity, to understand the existing legal and policy framework and be able to use it as a benchmark in this work.

2. Strategic planning

- Define the objectives: once the diagnostic has been completed, including a review of the broader legal and policy framework, objectives need to defined in a gender equality and/or diversity action plan.
- Strategic alignment: to ensure accountability for the action plan, it is also important to ensure alignment with the overall national policy framework, and to seek support from joint overarching bodies and/or governmental institutions.
- Assign the resources: the human, technical, financial resources needed to implement specific policies/measures/initiatives must be identified and clearly defined in the action plan. Assigning initiative-owners also increases ownership and accountability of specific activities.
- Establish a dedicated coordination body: setting up a dedicated body (a unit, working group or individual officials) with a cross-cutting responsibility within the administration to coordinate the work on GED is necessary to ensure proper implementation, monitoring and evaluation of the action plan. This body should be responsible for ensuring that the objectives set for other departments, units and sub-divisions are implemented according to the plan. It should also be in charge of collecting and assessing the necessary information (statistics, survey-results, reports and feedback from other units) needed for the monitoring and evaluation.
- Prioritize: as everything cannot be done at once, there is a need to prioritize the activities that are most important and easiest to implement on a short term basis, while also taking into account the resources that are needed for their implementation, including human, financial and time.
- Draft the action plan including a monitoring and evaluation framework: The action plan should include the administration's overall objectives, the proposed activities, resources needed to implement initiatives, initiative-owners, a timeline, as well as a robust monitoring and evaluation framework with specific indicators that allows the progress of the administration's objectives to be followed and assessed on continuous basis. Reference can also be made to national legislation and/or regional or international policy frameworks to further increase accountability.

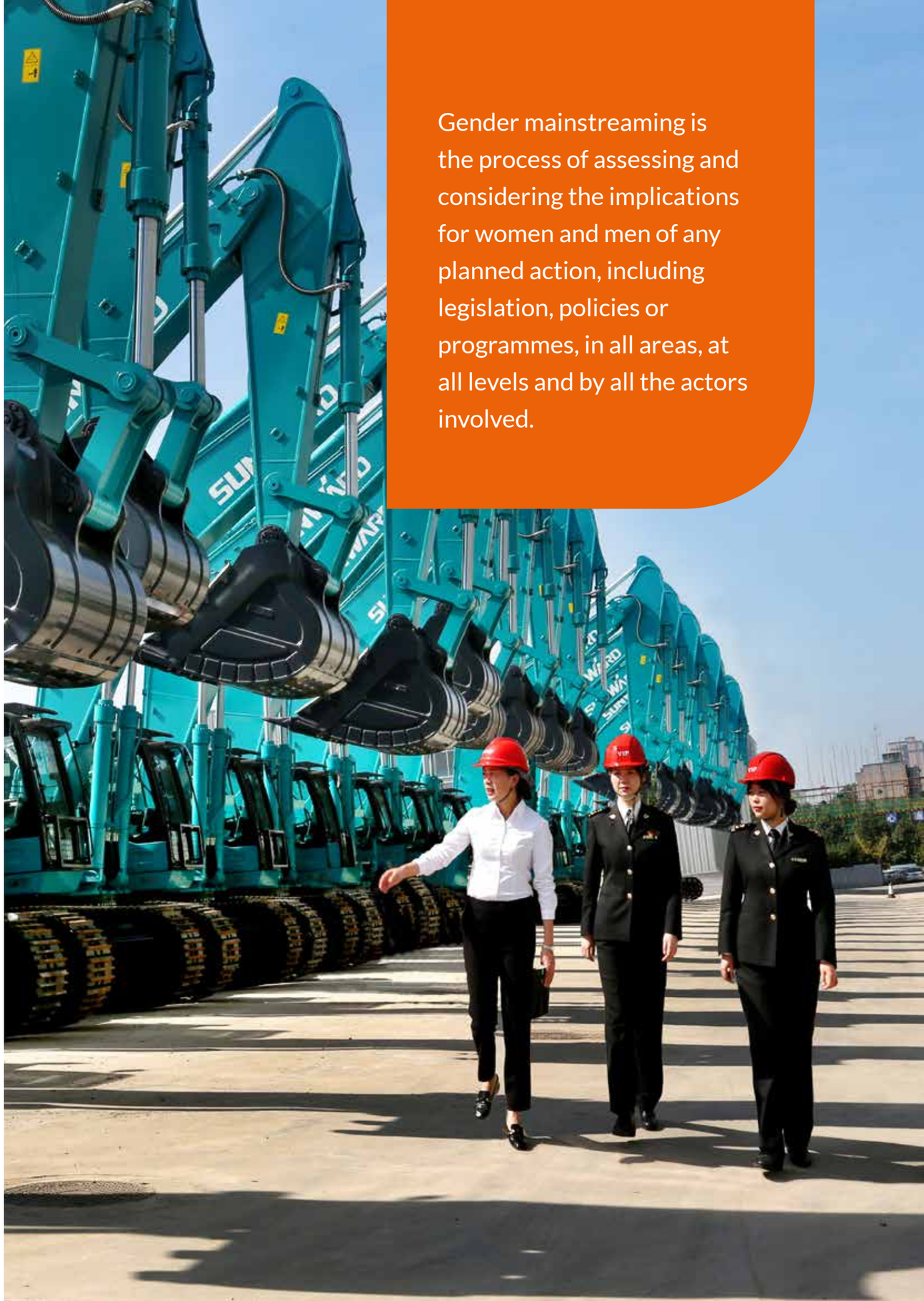
3. Implementation

- Once the action plan has been drawn up, there is a need to ensure that it is implemented. This will be the responsibility of the dedicated coordinating body (as explained above). It is also important to involve all concerned departments and units, as well as external stakeholders, to enhance the participatory reform process and ensure ownership.
- Awareness raising and training on Gender Equality and Diversity: awareness raising and training is vital and needs to be included on a continuous basis, including in the implementation process, to ensure that all staff understand the implications of the administration's objectives and contents of the GED action plan, and what needs to be done to meet these objectives.

4. Monitoring and evaluation

- Monitoring needs to be carried out on a continuous basis to ensure that activities run as planned, to meet the administration's objectives. As previously indicated, it is recommended that the dedicated coordinating body for GED be in charge of the monitoring and evaluation. To ensure accountability, monitoring and evaluation of GED can be included as part of the internal audit process. Monitoring can be carried out by following up the progress since the diagnostic was made, conducting and assessing quantitative information (sex-disaggregated data) and qualitative information (for instance, information provided through working groups or surveys), including visits to observe that policies and procedures are being implemented as planned. Specific indicators to monitor and evaluate GED need to be established right from the word go, in the diagnostic/planning phase.
- Evaluation can be carried out after a set period (this period should be clearly indicated in the action plan) to measure whether the initiatives have been successful and objectives have been met, and if any adjustments or improvements are needed. The results of the evaluation should be clearly communicated to both senior management and all staff and other stakeholders concerned.

Gender mainstreaming is the process of assessing and considering the implications for women and men of any planned action, including legislation, policies or programmes, in all areas, at all levels and by all the actors involved.



EVALUATION SCALE FOR GEOAT INDICATORS

For each of the indicators, the assessment team should determine the level of implementation. For ease of use, the following evaluation scale may be used:

5	**Full implementation**	Policy and implementation plan in place that is widely accepted and utilized*, and monitored and evaluated on a regular basis.
4	**Advanced implementation**	Policy and implementation plan in place that is partially accepted or utilized*, but not monitored and evaluated on regular basis.
3	**Moderate implementation**	Policy and implementation plan in place that is not yet widely accepted or utilized*.
2	**Beginning implementation**	Policy in developmental phase, or pilot programme, and/or minimal implementation.
1	**Ad hoc arrangements**	Arrangements made for specific cases.
0	**Non-existent**	No policy or plan in place; need information to get started.
N/A	**Not applicable**	Particular key element is not relevant to organization's operations.

**Accepted and utilized:* implies the organization of regular training for staff and/or stakeholders on the policy/activities, its/their purpose and use.

The GEOAT indicators allow Customs administrations to evaluate the level of implementation of certain policies and practices in different areas based on an evaluation scale.

They can be used to monitor the progress of the level of implementation of these policies/practices. However, they do not allow administrations to evaluate whether certain policies/practices have been successful or not.

Therefore, the indicators need to be complemented by a comprehensive gender analysis (that should be carried out in the diagnostic phase) identifying relevant quantitative indicators (collecting and analysing sex-disaggregated statistics) and qualitative indicators (conducting surveys among employees and/or external stakeholders or collecting information from focus groups).

USING THE GEOAT INDICATORS TO PREPARE THE ELABORATION OF AN ACTION PLAN

To build further on the GEOAT assessment it is recommended that the assessment team fills in the table below as a template, which will support your administration in preparing the development of a dedicated GED action plan.

GEOAT indicator	Strategic alignment	GEOAT evaluation scale	Current activities	Suggested forward activities	Units to involve/ resources needed	Timeline	Targets and Monitoring indicators
Enter the GEOAT indicator that you are assessing.	Enter the policy or legal framework that is related to the GEOAT indicator you are assessing.	Enter the level of implementation that your administration has reached based on the GEOAT evaluation scale.	Enter the current activities that your administration has implemented related to the GEOAT indicator that you are assessing.	Enter suggestions for future activities that need to be put in place to reach a higher level of implementation of the GEOAT indicator that you are assessing.	Enter the units to be involved in the future activities.	Enter the timeline for implementation of suggested future activities.	Enter existing sex-disaggregated data or suggestions for indicators to monitor the implementation and performance of the suggested future activities.

PRINCIPLE 1

STRATEGY, GOVERNANCE AND LEADERSHIP

Key element A: Cross-cutting policies

In order to fully acheive gender mainstreaming and inclusion, administrations should implement policies, procedures, training and internal reporting processes to ensure observance and implementation of this commitment throughout the organization.

INDICATOR 1.1

We have a gender equality and/or diversity action plan that clearly outlines the administration's objectives and also includes a clear timeline, dedicated resources for implementation, and a robust monitoring and evaluation framework, with specific indicators that are revised periodically.

INDICATOR 1.2

We have written policies and procedures that affirm our administration's commitment to prevent, address and protect people from all forms of harassment, including harassment based on race, ethnicity, disability, sexual orientation, gender identity/expression and/or religion. This can be included either in the administration's gender equality and/or diversity action plan and/or in Codes of Conduct.
(See Key element C on Multiple discrimination/intersectionality)

INDICATOR 1.3

We have a dedicated body (a unit, working group or responsible officials/an official) with a cross-cutting responsibility within the administration to coordinate the work on GED, ensuring its implementation, monitoring and evaluation.

INDICATOR 1.4

We collect and use, on regular basis, sex-disaggregated data in all relevant areas linked to our gender equality and/or diversity action plan, including recruitment, employment (per position and grade), promotion, rotation, enrolment in training, enrolment in parental and sick-leave, and figures on compensation and other benefits, etc.

INDICATOR 1.5

We conduct surveys on a regular basis to gather information related to gender equality and diversity issues, both among employees (for instance surveys on well-being in the workplace) and among stakeholders (for instance customer satisfaction surveys).

INDICATOR 1.6

We provide a forum for discussion and conduct focus groups where employees can voice their opinions, and provide ideas on how to further improve gender equality and diversity considerations within the organization, and determine whether the activities in the action plan have affected their performance and the organization in general.

INDICATOR 1.7

We establish accountability for gender equality and diversity policies and plans, by incorporating adherence to these policies in the performance evaluation of managers, and take steps to tie gender equality and diversity performance to promotions, compensation, and/or bonuses.

INDICATOR 1.8

We devote sufficient human, financial and technical resources to the implementation of measures aimed at advancing gender equality and diversity.

INDICATOR 1.9

We include gender equality and diversity in our procurement policies with independent contractors, thereby requiring that contractors adhere to the administration's non-discrimination policies.

INDICATOR 1.10

We explicitly include gender equality and diversity in our administration's communication policy to ensure our administration showcases images of both women and men and uses gender-sensitive and inclusive language, both in internal communication (among our staff) and external communication (with other stakeholders).

INDICATOR 1.11

We have a comprehensive training strategy which includes awareness-raising and training on gender equality and diversity issues, both internally (among staff at different levels) and externally, in our collaboration with external stakeholders. It is recommended that the WCO's Blended training package "Advancing Gender Equality and Inclusion in Customs" be used for this purpose.

INDICATOR 1.12

We have developed specific Key Performance Indicators (KPIs) as part of the monitoring and evaluation framework to measure and monitor the implementation of our administration's gender equality and diversity commitments, programmes and activities.

INDICATOR 1.13

We apply, to the extent possible, gender budgeting,[52] i.e. conduct gender analysis of our budget, incorporating a gender perspective at all levels, restructuring revenues and expenditures to ensure that resources are fairly distributed and to promote gender equality.

INDICATOR 1.14

We include change management strategies in our gender equality and diversity policies and programmes as a way to anticipate and counter different forms of resistance by advocating for the added value of gender mainstreaming and inclusion.

[52] *https://eige.europa.eu/gender-mainstreaming/toolkits/gender-budgeting/what-is-gender-budgeting?language_content_entity=en*

An effective means of creating and maintaining gender equality and inclusion within an organization is to demonstrate this commitment through values, strategies, mission, and actions.

Key element B: Governance, management and leadership

Several studies have demonstrated a link between an organization's performance and the level of diversity of its governing body.[53] Organizations need to expand this process and ensure that both women and men are represented at key positions throughout the administration.

Having a gender-balanced and diverse senior management also sends a strong message to employees that the organization's commitment to diversity is not just a marketing ploy, but an actual strategic corporate value.

In a global marketplace, the ability to draw on a wide range of viewpoints, backgrounds, skills and experience is critical to an organization's success as it increases the likelihood of making the right strategic and operational decisions, encourages innovation, contributes to a more positive public image, and ensures a more balanced approach to risk management and risk oversight.

An effective means of creating and maintaining gender equality and inclusion within an organization is to demonstrate this commitment through values, strategies, mission, and actions. A commitment from the top and the visible monitoring of initiatives, in particular by the senior management, sets the tone for an administration's policies and practices.

INDICATOR 1.15

We review the demographics of all executive positions, including the senior executive committee, if applicable. We analyse the percentage of employees promoted to management positions based on gender and other diversity factors (if applicable), including positions with budgetary decision-making, and undertake proactive efforts to recruit and appoint persons of all genders and diverse backgrounds to managerial positions.

INDICATOR 1.16

We make gender equality and diversity a part of our overall corporate strategy, including our mission, values and strategic goals. We include a leadership statement on gender equality and diversity goals by the head of the administration in the materials that are made available, such as our website, annual plans and reports. We ensure that our policies comply with the relevant international and regional agreements and conventions pertaining to gender equality and diversity.

INDICATOR 1.17

We ensure executive level oversight of gender equality and diversity performance and implementation, either by integrating oversight into a committee of the board of management, or electing a senior executive with responsibility for this issue.

INDICATOR 1.18

We audit gender equality and diversity initiatives on a regular basis to ensure that adequate resources are allocated and a structure is in place to ensure effective implementation, including identifying initiative-owners and committed champions from across business units or divisions to spearhead these initiatives.

[53] *Examples of studies are: https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/why-diversity-matters, https://link.springer.com/article/10.1007/s10997-011-9186-1*

Key element C: Multiple discrimination/ intersectionality

In addition to gender-based discrimination, individuals also face discrimination based on many other factors including race, ethnicity, religion, disability, sexual orientation, cultural stereotypes, marital or parental status, etc. A combination of identities can create complex barriers and negatively affect individuals' access to opportunities and advancement within the workforce.

For example, discrimination based on marital status occurs when employees are treated differently based on whether they are married, widowed, divorced, single, or unmarried with a same-sex or opposite-sex partner.

Parental status discrimination occurs when employees are treated differently solely because they do or do not have children. Where family responsibilities are taken into account, assumptions about an employee's lack of ability or willingness to work long hours, travel, or otherwise perform at a level consistent with other employees can undermine her or his opportunity to advance, and prevent her or his performance from being judged fairly. In a number of countries, the law prohibits discrimination on the basis of pregnancy, childbirth, or related medical conditions.

Pregnancy discrimination comes in many forms, and goes beyond refusing to hire a pregnant applicant or firing or demoting a pregnant employee. It can also include denying the same or a similar job to a pregnant employee when she returns from a pregnancy-related leave, and treating a pregnant employee differently from other temporarily disabled employees. Discrimination against employees based on their health status, including HIV/AIDS, is prohibited by law in many countries, too.

INDICATOR 1.19

Our human resources (HR) policies and procedures consider the various gender equality and diversity dimensions. We prohibit discrimination in hiring, promotion, salary, benefits, discipline, termination and redundancies. We have established written HR policies that address placement, transfer, redundancy, discipline, discharge and complaints mechanisms that ensure that everyone has equal chances and take into consideration the needs and circumstances of personnel.

INDICATOR 1.20

We have implemented a non-discrimination policy that protects on the basis of race, ethnicity, religion, sex, reproductive status (including pregnancy, childbirth, or related medical conditions), national origin, socio-economic background, ancestry, age, physical or mental disability, medical condition (including HIV status), caregiver status, veteran status, marital status, parental status, sexual orientation, and gender identity and/or expression. We monitor the application of this policy and ensure compliance with its principles.

INDICATOR 1.21

We educate all employees on our non-discrimination, gender equality and diversity, whistle-blower, and non-retaliation policies. All of our training products include some elements related to our organizational values and, whenever appropriate, also address gender equality and diversity and unconscious bias.

INDICATOR 1.22

We take measures to ensure that all those involved in HR-related decisions are aware of work-related privileges and activities, including wages, hours, benefits, job access, qualifications, and working conditions, to ensure they are free from bias.

Key element D: Communication

Gender-sensitive and inclusive language means speaking and writing in a way that does not discriminate against a particular sex, social gender or gender identity, and does not perpetuate gender stereotypes. Given the key role of language in shaping cultural and social attitudes, using gender-inclusive language is a powerful way of promoting gender equality and eradicating biases.[54]

The way any organization communicates is essential to demonstrate its commitment, vision and values, and is key for applying gender equality and inclusion in practice. It is important that this is done both internally and externally to show that the values of gender equality and diversity are really embedded in the organization and in the messages that are conveyed.

INDICATOR 1.23

We have implemented a communication policy/strategy to strengthen our organization's commitment to gender equality and diversity, create accountability and transparency, and prevent resistance towards gender equality and inclusion both internally and externally. We ensure that this is clearly communicated to staff and stakeholders to ensure that they fully understand its purpose and benefit.

INDICATOR 1.24

We use gender-sensitive and inclusive language on a consistent basis in all communications that we produce.

INDICATOR 1.25

We make sure that we showcase women, men and staff members/stakeholders of diverse backgrounds in all images that we publish, and have monitoring procedures in place to ensure this is respected.

INDICATOR 1.26

We avoid using stereotypical images of all genders and of staff members/stakeholders of diverse backgrounds (for instance women in passive positions and men in active positions of power), and we have monitoring procedures in place to ensure this is respected.

INDICATOR 1.27

We adapt the language we use to attract and cater for different audiences or a wider audience. (This can be achieved by using different minority/local languages, sign language, Easy/Simple Language, or illustrations for groups of the population that are illiterate).

INDICATOR 1.28

We make effective use of new technology and digitalization opportunities to reach different segments of the population. We address the divergent impacts of technological reforms in Customs procedures on women and men, providing training and monitoring the implementation of such reforms using sex-disaggregated data.

Note: Information technology access: globally, men are 21% more likely to have access to the internet than women. In the world's least developed countries, this likelihood rises to 52%. Women facing intersectional discrimination, living in communities with lower socioeconomic status, have even lower access to connectivity or any digital device, leading to a string of tremendous consequences, sometimes even vital ones.[55]

[54] *http://www.un.org/en/gender-inclusive-language/*
[55] *https://www.weforum.org/agenda/2022/03/how-to-close-digital-gender-divide/*

Key element E: Integrity

Women and men experience, perceive and are affected by corruption in different ways, reflecting the different roles that women and men often have in society (economic, social, political). Corruption creates additional obstacles for women to access and use public goods (including basic services) as well as to participate in their country's political process. Corruption is also likely to increase gender inequalities further as a result of its correlation with poverty. Making the link between gender and corruption may help to develop a better understanding of corrupt practices and develop more effective strategies to target them. Advancing gender equality and addressing corruption may have complementary effects which are necessary for good governance. Gender mainstreaming contributes to enhancing transparency in policies and procedures which can prevent corruption.

INDICATOR 1.29

We implement the recommendations of the WCO Revised Arusha Declaration in a gender-sensitive and inclusive manner and also ensure regular training and refresher sessions for staff on integrity and ethical behaviour.

INDICATOR 1.30

We strive to increase our understanding of the links between gender equality, diversity and integrity by disaggregating the data on reported incidents by sex and other diversity factors if applicable, to determine the potential existence of gender-specific or diversity-related trends.

INDICATOR 1.31

We involve women and men on an equal basis in the design and monitoring of sustainable anti-corruption strategies, including in internal audit units and as anti-corruption agents, to ensure representation of the interests of all stakeholders.

INDICATOR 1.32

Our integrity action plan explicitly addresses forms of corruption that mostly affect women, including sexual extortion, trafficking and gender-based violence.

INDICATOR 1.33

We provide a clear and simple complaints policy, procedures and reporting mechanism (telephone number and email or other) to Customs officers and stakeholders to facilitate the reporting of incidents of corruption, harassment and wrongdoing in a transparent, independent, accountable, accessible, safe, confidential, user-friendly, gender-responsive and inclusive way, also considering accessibility for minority groups and persons with disabilities.

PRINCIPLE 2

EMPLOYMENT, CAREER DEVELOPMENT AND COMPENSATION

Key element A: Recruitment and hiring

Public administrations must play a lead role in promoting gender-responsive and inclusive policies. Implementing an inclusive recruitment policy gives organizations an opportunity to reach the broadest talent pool and build workforces reflective of the communities in which they operate and the public and stakeholders they serve. They also provide opportunities to improve the gender and diversity balance within the workplace both in general and in the various categories of positions. Organizations that proactively seek diverse job candidates to mirror the increasingly diverse workplace and marketplace benefit from greater creativity and innovation in the workplace.

INDICATOR 2.1

We collect and use sex-disaggregated statistics and data on other demographics (e.g. age, educational background, ethnic group, persons with disabilities etc.) for recruitment purposes, to identify whether there may be situations of discrimination based on gender or other grounds. We identify gaps and develop targeted recruitment efforts designed to recruit a more gender-balanced and diverse workforce, depending on the potential gaps.

Note: Statistics must be used with caution - when implementing gender mainstreaming, one of the most important methodologies to use is sex-disaggregated statistics. Although data on diversity factors such as race, ethnicity, disability and age are monitored through statistics in some countries, collecting such data may be considered highly sensitive in other countries due to personal integrity reasons. Therefore caution should always be applied and consideration paid to the local context. A more respectful and inclusive way to collect data on diversity factors might be to collect statistics via voluntary self-declaration forms.

INDICATOR 2.2

We have implemented competency-based human resource management* and use a competency-based approach in recruitment. We review job descriptions on a regular basis so that they focus on the required competencies and qualifications.

**For more information please consult the WCO's Guide to implementing Competency-Based Human Resource Management in a Customs Environment*

INDICATOR 2.3

We have established specific guidelines to ensure that recruitment panels are balanced from a gender equality and diversity perspective.

INDICATOR 2.4

We ask all members of selection panels to declare any possible conflict of interest which they may have with respect to any of the candidates they will be interviewing, in order to avoid any bias.

INDICATOR 2.5

We provide training to all personnel involved in recruitment and hiring, including members of selection panels, to address barriers, stereotypes, and hidden biases based on gender and/or other diversity factors.

INDICATOR 2.6

We regularly consult with academia, professional associations and recruitment firms who have experience in recruiting under-represented groups, to increase the diversity of the pool of candidates.

INDICATOR 2.7

We regularly communicate our commitment to gender equality and diversity, and encourage all individuals to apply for all vacancies for which they qualify in our job postings.

INDICATOR 2.8

We showcase the diversity within our workforce in recruitment and outreach campaigns in order to highlight our commitment to creating a diverse and inclusive workforce.

INDICATOR 2.9

We conduct exit interviews to determine whether the reasons for the departure of employees from the organization were related to gender equality or diversity issues.

Implementing an inclusive recruitment policy gives organizations an opportunity to reach the broadest talent pool and build workforces reflective of the communities in which they operate and the public and stakeholders they serve.

Key element B: Career advancement

Career advancement opportunities, such as skills training in non-traditional fields, and mentoring and coaching programmes, offer employees the opportunity to gain leadership skills, build networks and strategically contribute to the organizational development. Lack of access to such programmes or prospects can hinder employees in their quest for advancement, whereas participation in these programmes often breaks down barriers in ways that allow people, especially women, to develop and enhance the skills needed to advance in the organization. Organizations benefit from career advancement initiatives in a number of ways, including early identification of leaders, building a talent pipeline of employees, and reinforcing the organization's commitment to diversity and inclusion.

INDICATOR 2.10

We collect, on a regular basis, sex-disaggregated data to analyse overall promotion rates among women and men and other demographics, in order to identify disparities and determine appropriate career advancement programmes that may be necessary, including succession planning. We assess the demographics of participation in existing career advancement programmes, and address any disparities in participation based on genderand/or other factors.

INDICATOR 2.11

We support employee resource groups (ERGs[56]) or staff networks that meet the needs of the organization and support employees' career advancement, and specifically look at the career development opportunities of underrepresented groups if necessary.

INDICATOR 2.12

We establish, if needed, specific mentoring and coaching programmes for women* and/or other groups that focus on broadening networks, increasing visibility, and further developing leadership skills.

**Note: Targeted measures to support women's career advancement/mentoring and coaching programmes especially targeting women: This is a type of "affirmative action" approach, aiming at specifically strengthening the skills of women to advance in their career. It should be used in organizations where there are few women in middle- and senior management positions, and where gender imbalance that may be linked to limited opportunities for women to grow in their careers has been identified.*

INDICATOR 2.13

We offer flexible training and professional development opportunities that take into account work-life-balance aspects and assess and address issues that may prevent staff, especially women*, from attending events laid on by the organization, and/or training, including timing, venue and security concerns.

**Note: Time constraints: Due to the fact that women globally generally take more responsibility than men for unpaid care activities in the household (including taking care of children, cooking, cleaning etc.), they are in general more sensitive to the issue of working hours. According to figures from the OECD, women across all regions of the world spend on average between three and six hours per day on unpaid care activities, while men spend between 0.5 to 2 hours.*[57]

INDICATOR 2.14

We provide equal opportunities for, and access to, certified vocational and literacy skills and information technology training for all employees.

INDICATOR 2.15

We provide training to all personnel involved in performance evaluations to ensure that the process is free from bias.

INDICATOR 2.16

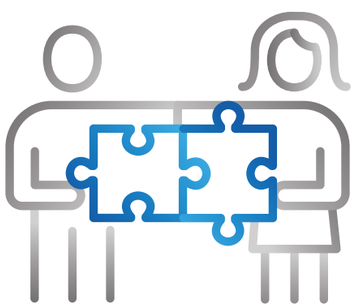
We implement a "registration of interest" system for determining the job interests and career goals of employees, by providing relevant information about the career paths available in the organization, and consider qualified employees who have registered their interest when positions become open. We pay particular attention to professions that are typically dominated by one gender to ensure that we provide opportunities for other groups to access new fields.

[56] *https://www.gartner.com/en/human-resources/glossary/employee-resource-group-erg-, https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/effective-employee-resource-groups-are-key-to-inclusion-at-work-heres-how-to-get-them-right*

[57] *https://www.oecd.org/dev/development-gender/Unpaid_care_work.pdf*

Key element C: Wages, benefits and pay equity

While payment of the legal wage and benefits should be basic and mandatory, it cannot be assumed that this is always the case. The gender pay gap is defined as the difference in men's and women's average earnings, usually reported as either the earnings ratio between men and women or an actual gap in wages. It is the result of a variety of forms of gender discrimination in the workplace, intentional and unintentional. These include discrimination in hiring, promotion and pay, occupational segregation, bias against mothers, and other ways in which women workers are undervalued. The gender pay gap exists, in part, because many women are still segregated into lower-paid jobs, although sometimes women are paid less than their male colleagues even for the same type of job.[58] Pay equity evaluating and compensating jobs based on an individual's skill, effort, responsibility, competencies, merit and working conditions, and not on the people holding the jobs, is a solution to eliminating wage discrimination and closing the wage gap. Comparable worth is often defined as "equal pay for work of equal value." Pay equity rests on the premise that the work being compared is "equal."



INDICATOR 2.17

We pay nationally competitive and equitable wages and other benefits to all staff including apprentices, casual workers/trainees, and employees with a probationary status. To do so, the administration should compare its own pay scales against similar positions in the public and private sectors.

INDICATOR 2.18

We conduct, on a regular basis, an audit of job classifications, compensation policies, and total benefits packages to avoid bias and adverse impacts on women and men.

INDICATOR 2.19

We pay comparable wages for comparable work, and the wages take into consideration the relative risks and hardship of certain operational posts.

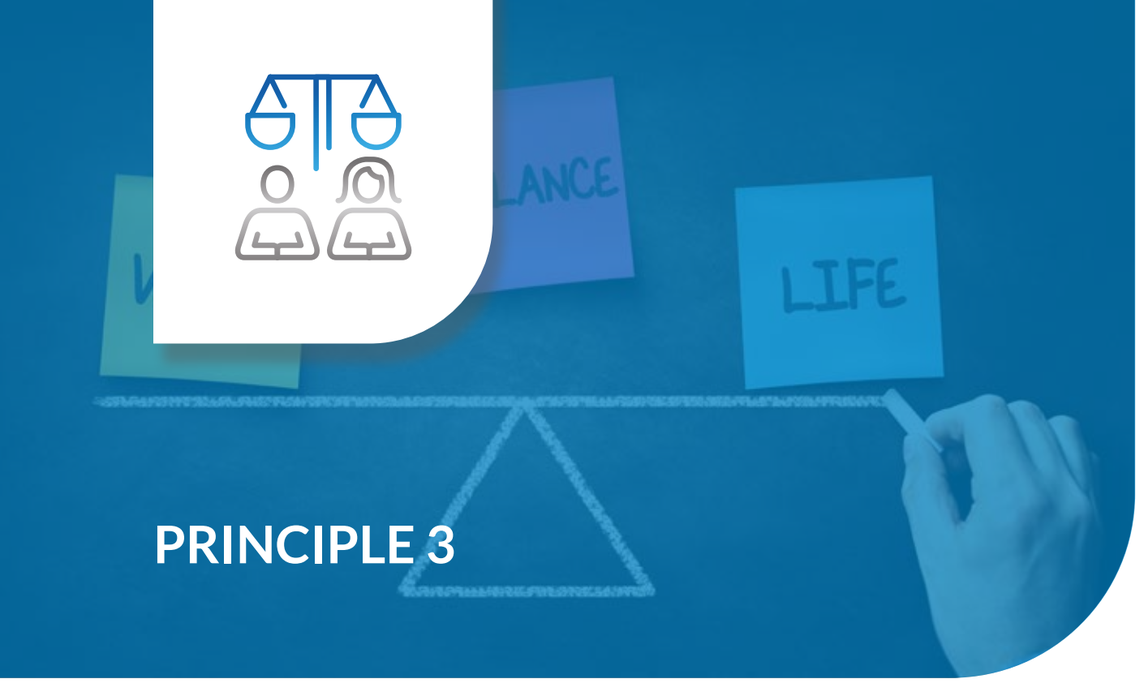
INDICATOR 2.20

We have written HR policies, available to all employees, which address the way decisions on compensation and merit-based promotions are made.

INDICATOR 2.21

We conduct a periodic review of compensation to determine whether practices are consistent with a non-discrimination policy.

[58] *https://www.weforum.org/agenda/2017/11/pay-equality-men-women-gender-gap-report-2017/*



PRINCIPLE 3

WORK-LIFE BALANCE

Key element A: Flexibility policies

At times, due in part to the lack of flexible work arrangements, some organizations can experience a high turnover. Not only do organizations lose valuable talent, but they lose continuity in projects and stakeholder relations, and incur extensive costs when replacing these employees.

Flexible work policies include flexible scheduling (e.g. compressed work week, variable start and end times, reasonable amounts of leave without penalty, etc.) and flexible work location (e.g. telecommuting, working off-site). The ability to take a temporary career break and then re-enter the workforce, also known as a sabbatical, is also key to ensuring that organizations retain talent and use it effectively.

Work-life balance policies can benefit all employees and contribute to enhancing overall well-being at the workplace: psychological and physical health, job satisfaction and security, which can ultimately increase motivation and productivity among staff. They can also contribute to improving recruitment and retention rates as well as to lower levels of absenteeism.[59]

Work-life balance policies and initiatives are especially important for increasing and maintaining women's employment, as women on average tend to take greater responsibility for family and unpaid care activities. UN Women estimates that women tend to spend around 2.5 times more time on unpaid care and domestic work than men. The amount of time devoted to care work is negatively correlated with female labour force participation.[60]

INDICATOR 3.1

We create and promote a menu of flexible work options for employees focused on scheduling, location, leave, job sharing, shift changes and shift swapping, and workload, which meet the needs of both the employees and the organization.

INDICATOR 3.2

We periodically assess employees' needs and current use of flexible work options, through employee surveys or other means, noting employee demographics and their subsequent promotion and attrition rates.

INDICATOR 3.3

Where applicable, we have established a standardized written process for requesting and using flexible work options to ensure fairness throughout the organization.

[59] *https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---travail/documents/publication/wcms_864222.pdf*
[60] *https://www.unwomen.org/en/what-we-do/economic-empowerment/facts-and-figures*

INDICATOR 3.4

We communicate support from senior management for flexible work options (e.g. working from home or part-time work) and encourage managers to disclose their flexitime use to encourage employees to use flexitime when needed.

INDICATOR 3.5

We train managers on how to effectively manage workers who are using flexible work options. We inform employees of their rights and obligations in terms of flexible work options.

INDICATOR 3.6

We allow time off from work for employees seeking medical care or treatment, for themselves or their dependents.

INDICATOR 3.7

We offer temporary and extended leave programmes. We help employees on temporary leave to stay connected to encourage re-entry.

Key element B: Dependent and family care

Parents lose days of work every year because of childcare problems, and, equally, employees who provide care for an elderly relative also report missing work. Unfortunately, these lost days can often add up to lost productivity.

Rights to parental leave and leave to care for sick children or dependents differ from country to country, depending on national policies. Although the policies vary significantly, employers can still strive to maintain a positive approach, encourage employees (especially fathers) to use existing benefits, and support the reinsertion of employees when they return to the workplace after a period of leave.

INDICATOR 3.8

We periodically assess employees' needs as regards childcare, care for elderly relatives, and care for family members suffering from an illness.

INDICATOR 3.9

We support access to childcare either by providing childcare services or by providing information and resources regarding childcare services.

INDICATOR 3.10

We offer dependent care benefits including leave, information and support to new parents (including new adoptive and foster parents), domestic partners, and those caring for a family member who is seriously ill or has special needs.

INDICATOR 3.11

We provide a dedicated private space at the workplace for breastfeeding mothers.

INDICATOR 3.12

We have leave policies and reasonable flexible work arrangements in place that provide opportunities for both parents to be involved in childcare.

INDICATOR 3.13

We have campaigns and information material especially dedicated to encouraging both parents to use their parental leave entitlements. (This can be an example of a gender transformative policy/activity, if the administration proactively encourages fathers to take parental leave.)

Key element C: Health benefits

Some studies have revealed that investing in employee well-being and health reduces worker absenteeism, improves workers' morale, and increases their involvement productivity.[61]

It is often illegal to discriminate against employees based on their health status. It is important for organizations to understand and address the different types of needs, including from a gender perspective, when developing the administration's health policies and programmes.

INDICATOR 3.14

We provide comprehensive health coverage and insurance that is equitable for all employees and addresses the particular needs of women, for instance those related to pregnancy. We offer health plans that cover prenatal and perinatal care, fertility treatment, and contraceptive measures.

INDICATOR 3.15

We provide information on employee rights, benefits and available resources to employees upon notification of pregnancy, adoption, medical situations or illnesses requiring extended leave.

INDICATOR 3.16

We have mechanisms in place to monitor absenteeism or higher staff turnover and to understand their cause, as they may be indicators of a highly stressful or unhealthy work environment.

INDICATOR 3.17

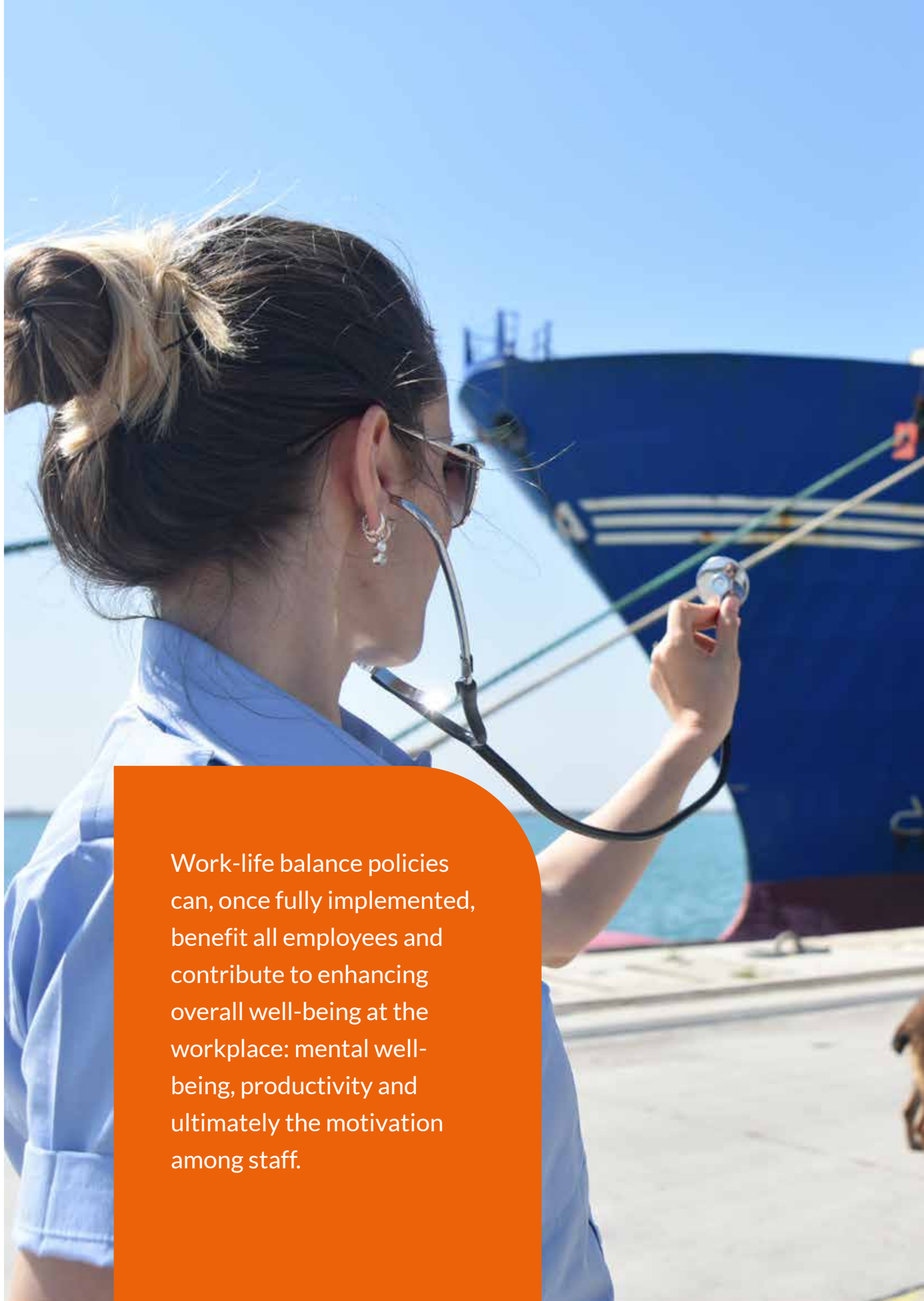
We conduct free medical check-ups for staff on a regular basis, conduct awareness raising for staff on gender specific medical issues as well as topics related to well-being at the workplace, including breast cancer, cervical cancer, prostate cancer, stress management, managing emotions at work, and cardiovascular diseases, etc.

INDICATOR 3.18

We encourage staff to benefit from social/ employee assistance programmes and to talk to persons of confidence, social workers or psychologists if they encounter any problems that may affect their performance at work.

INDICATOR 3.19

We provide a menu of sports activities for staff, taking into consideration gender-specific preferences, to promote health and well-being at the workplace.



Work-life balance policies can, once fully implemented, benefit all employees and contribute to enhancing overall well-being at the workplace: mental well-being, productivity and ultimately the motivation among staff.

[61] *https://hbr.org/2010/12/whats-the-hard-return-on-employee-wellness-programs, https://www.ilo.org/static/english/intserv/working-papers/wp056/index.html*

PRINCIPLE 4

GENDER-BASED VIOLENCE AND HARASSMENT

Key element A: Gender-based violence (GBV)

Gender-based violence (GBV) is an umbrella term for any harmful act that is perpetrated against a person's will and that is based on socially ascribed (gender) differences. It is a serious safety and health issue that takes many forms, including verbal and physical abuse, sexual violence, including sexual exploitation/abuse and forced prostitution; domestic violence; trafficking; forced/early marriage; and harmful traditional practices such as female genital mutilation.[62] It is rooted in gender inequality, the abuse of power and harmful norms. The term is primarily used to underscore the fact that structural, gender-based power differentials place women and girls at risk of multiple forms of violence. While women and girls suffer disproportionately from GBV, men and boys can also be targeted. The term is also sometimes used to describe targeted violence against LGBTQI+ populations, when referencing violence related to norms of masculinity/femininity and/or gender norms.[63]

According to estimates provided by UN Women, one in three women worldwide experience physical or sexual violence, mostly by an intimate partner, during their lifetime.[64] Since gender based domestic violence can be less obvious than other safety hazards in the workplace, education programmes for workers and employers are critical. It is essential to raise awareness of all sorts of GBV and how this can be prevented.

GBV is a security and liability concern, putting at risk not only the employee or stakeholder who is victim of such violence, but also other staff members in the workplace who are potentially at danger from the perpetrator. It is equally important to provide support for staff members who may be victims of domestic violence and abuse, even if it occurs outside the workplace.

Beyond the serious physical and mental effects on the victims, GBV also result in significant costs to an organization and to the state.[65]

INDICATOR 4.1

We have a reporting and support mechanism in place to encourage victims of GBV (whether employees who are the victims of such violence at the workplace or in their private life, or stakeholders who have been victims of such abuse by Customs officers) to report incidents and obtain assistance including protection.

INDICATOR 4.2

We audit incidents of gender-based violence, to determine whether the issue is addressed in a comprehensive way in the organization's gender equality and/or diversity action plan and whether there are measures in place to prevent this and to adequately support victims of such violence.

62 *https://www.unhcr.org/gbv-toolkit/_test/#:~:text=(GBV)%20is%20%27an%20umbrella,differences%20between%20males%20and%20females.*
63 *https://www.unwomen.org/en/what-we-do/ending-violence-against-women/faqs/types-of-violence*
64 *https://www.unwomen.org/en/what-we-do/ending-violence-against-women*
65 *https://www.unwomen.org/en/what-we-do/ending-violence-against-women/facts-and-figures#_edn17*

INDICATOR 4.3

We include and address different forms of GBV in our administration's gender equality and/or diversity action plan, policy to prevent any forms of Harassment and GBV, and/or code of conduct (or similar document), to raise awareness of this issue, and provide guidance on what actions need to be taken to ensure the security of both the affected employee and/or stakeholder and other employees as well as to support victims of such violence. We make sure the content of these policies is clearly communicated to both our employees and stakeholders.

INDICATOR 4.4

We provide awareness training on gender-based violence, with specific training for managers on the warning signs of domestic violence and how to manage such situations.

INDICATOR 4.5

We have an external workplace violence resource network for the organization that includes social workers, counsellors, security consultants and local law enforcement.

Key element B: Harassment including sexual harassment

Harassment is any improper and unwelcome conduct that might reasonably be expected to, or be perceived to, cause offence or humiliation to another person. Harassment may take the form of words, gestures or actions which tend to annoy, alarm, abuse, demean, intimidate, belittle, humiliate, or embarrass another or which create an intimidating, hostile or offensive work environment. Harassment normally implies a series of incidents. Disagreement on work performance or on other work-related issues is not normally considered harassment.[66]

Harassment finds its way into many workplaces; it is an equal opportunity offender that affects employees at all levels of an organization. Employees affected by harassment have higher absenteeism rates and difficulty concentrating on their work, and are more likely to leave their job. The morale and performance of other employees watching the incidents or comforting the victim is impacted. Human resources costs can skyrocket if it becomes necessary to hire new employees and/or fire the perpetrators of harassment. Finally, potential repercussions can include lawsuits and negative publicity for the administration.

Sexual harassment refers to any unwelcome sexual advance, request for sexual favour, verbal or physical conduct or gesture of a sexual nature, or any other behaviour of a sexual nature that might reasonably be perceived to cause offence or humiliation or to another.[67]

INDICATOR 4.6

We have a dedicated platform, as well as reporting and support mechanisms, in place to encourage victims of discrimination or harassment, including sexual harassment, to report the incidents in a safe and protected manner and ensure that complainants shall not be subjected to any prejudice, victimization or intimidation by anyone after making a disclosure. We respond and act decisively to address such incidents through an objective, timely, safe and fair investigation process, and, if applicable, an objective, timely and fair disciplinary process.

INDICATOR 4.7

We make sure that our policies (whether they are explicitly addressed as part of a code of conduct or are in a separate policy on preventing harassment) clearly outline definitions of different forms of harassment, including sexual harassment, and the procedure to follow in order to report, to investigate and the disciplinary measures that may apply. We make sure that these policies are clearly communicated to both our employees and stakeholders.

INDICATOR 4.8

We conduct training on a regular basis for all employees on detecting, preventing and addressing harassment, including sexual harassment and abuse. This training is part of our administration's mandatory training curriculum.

INDICATOR 4.9

We have established a network of trained persons of confidence within the workplace to whom any acts of harassment and/or discrimination and/or gender based-violence, as well as personal problems which may affect employees' performance, can be reported. The persons of confidence may have a role as mediators in conflicts and/or liaison between staff and management.

[66] *https://www.un.org/womenwatch/uncoordination/antiharassment.html*
[67] *https://www.un.org/womenwatch/uncoordination/antiharassment.html*

PRINCIPLE 5

BORDER OPERATIONS AND STAKEHOLDER RELATIONS

While the WCO Revised Kyoto Convention and other WCO tools and standards, as well as the World Trade Organization's Agreement on Trade Facilitation, are designed to simplify Customs policies and procedures, these procedures are neither fully implemented by Customs administrations as yet, nor understood by all traders. Small-scale informal traders, many of them women in border communities, are affected by lack of knowledge of these standards. The literacy rates for women are lower than men's in low income countries.[68] In addition, several studies show that women traders often face constraints, including lack of access to finance, lack of access to formal business networks, lack of access to market information, higher probability of being exposed to non-tariff barriers, lack of information about their rights, trade regulations and procedures, and higher probability of being exposed to additional difficulties at the border including corruption and sexual harassment, which also makes them more at risk from the issue of safety at the border.[69] Customs administrations must therefore make every effort to ensure they implement international best practices in terms of simplification and harmonization of procedures, as well as ensuring that they publish information regarding requirements and laws in a transparent way and proactively reach out to stakeholders to communicate this.

Border areas are busy places, with heavy foot and vehicle traffic. The concentration of officials at the border, including Customs, immigration, police and military, can be perceived as intimidating, especially for women and minority groups (persons with disabilities, persons who are illiterate, persons from different ethnicities speaking other languages, etc.), particularly those who may not understand the procedures. Furthermore, in many parts of the world borders are insecure places with high risks of crimes including harassment, theft and sexual violence.

In order to fully understand the needs of stakeholders, Customs administrations should consult a broad range of external actors, including Customs brokers, leading importers/exporters, industry/trade associations, logistics firms, and cross-border traders. In this undertaking, it is essential that women's interests be considered during consultation with trade associations/chambers of commerce, and as part of a broader stakeholder relations strategy. In developing countries in particular, challenges faced by small-scale cross-border traders (including lack of education, lack of information about rights and procedures, limited finance, harassment etc.) may represent an incentive for small-scale cross-border traders to seek informal routes. The informal sector continues to play an important part in the economy, especially in developing countries. In Africa, for instance, it is estimated that the informal market represents 43% of the total gross domestic product (GDP), which is almost equivalent to the formal sector. Moreover, it is estimated that women represent up to 70-80% of these small-scale traders.[70]

[68] *https://en.unesco.org/sites/default/files/ild-2021-fact-sheet.pdf*
[69] *https://intracen.org/file/womenintradeweb1pdf, https://www.wto.org/english/res_e/booksp_e/women_trade_pub2807_e.pdf, https://africa.unwomen.org/en/what-we-do/womens-economic-empowerment/empowering-women-in-trade*
[70] *https://www.oecd-ilibrary.org/trade/informal-cross-border-trade-and-trade-facilitation-reform-in-sub-saharan-africa_225770164564*

Key element A: Customs policies, procedures and border operations

INDICATOR 5.1

We automate Customs procedures to reduce the incidence of corruption, enhance trade facilitation and ensure that all clients, regardless of gender or background, are treated equally with respect to Customs policies and procedures.

INDICATOR 5.2

We make effective use of technology in Customs procedures, especially for trade facilitation purposes, and we address the divergent impacts of technological reforms in Customs procedures on women and men, for instance by conducting surveys on the use of new technological solutions.

INDICATOR 5.3

We ensure that Customs procedures are simplified according to national legislation, to enable informal cross-border traders, many of whom are women, to transact business with ease. We ensure that service standards and key information on Customs procedures are clearly visible at the border and elsewhere, as appropriate.

INDICATOR 5.4

We encourage small business to make use of exemptions and preferential tariff bands, whenever the national legislation offers such options. We provide fast-track processing for small-scale traders, whenever possible.

INDICATOR 5.5

We ensure that women and men are treated with equal respect and dignity at border crossings. We have specific guidelines that outline how and when to conduct physical (bodily) inspections, and specify that these checks are to be performed by a female Customs official for female stakeholders, and vice versa for men.

INDICATOR 5.6

We provide tools to enable employees to undertake their functions, including inspections, in an efficient and gender-responsive manner, for example by adapting Customs uniforms and making them comfortable for both female and male inspectors.

Key element B: Stakeholder relations

INDICATOR 5.7

We ensure that all traders, including women traders, are provided with relevant information on Customs policies and procedures. We take proactive steps to maintain a fruitful dialogue and consult with a broad range of stakeholder groups, including those representing the interests of women traders, to ensure that up-to-date information is provided and that their divergent needs and interests are taken into account and that Customs services and facilities are adapted to their specific needs.

INDICATOR 5.8

We ensure frequent and constructive contacts between Customs and associations representing the interests of women traders. We organize training and familiarization workshops on all Customs policies and procedures addressing women traders' particular needs to promote increased levels of compliance.

INDICATOR 5.9

We conduct evaluation surveys (assessed in different languages) to determine whether traders (both women and men, and in particular SMEs) have really understood the simplified procedures, complaint reporting system and facilitation measures (for example preferential tariffs), and their obligations towards Customs and other border agencies.

INDICATOR 5.10

We actively engage and cooperate with other government institutions working at the border as well as with Regional Economic Communities (RECs), including regional Customs Unions, to foster harmonization of policies related to gender equality and diversity within border operations.

PRINCIPLE 6

SECURITY AND SAFETY

Terrorism, the proliferation of weapons and materials of mass destruction, the trafficking of small arms and explosives, and the illicit diversion of dual-use goods pose a serious threat not only to the security and safety of people, but also to the economic development, political stability and social cohesion of countries across the globe.

At international border crossings, Customs administrations play a critical role in whole-of-government efforts to mitigate these threats. Customs manages cross-border flows of goods, people and means of transport to ensure they comply with the law. The elevated threat level faced by countries following the surge in terrorism has seen an increasing number of Customs administrations include security as part of their core mandate.

Customs also has a responsibility to ensure the health and safety of its own staff, stakeholders crossing borders, and members of society as a whole, including during disruptive events such as pandemics, natural disasters, or conflict.

A wide range of diverse individuals move across borders or are otherwise impacted by cross-border travel and trade. These include leisure and business travellers, traders, migrants, refugees, and individuals who are engaged in or victims of criminal or terrorist activities. According to the United Nations Refugee Agency, as of 2018 a total of 70.8 million people were forcibly displaced worldwide as a result of conflict, persecution or violence. Women and girls account for 71% of all trafficking victims identified globally, and women account for 96% of victims trafficked for sexual exploitation.[71] More generally, women, girls and persons with disabilities can be subject to additional risks when crossing borders.

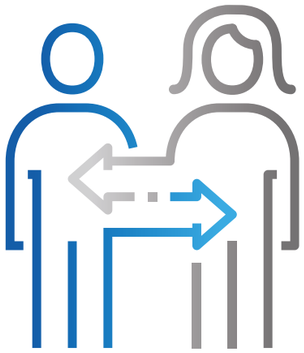
It is important for Customs to build trust with stakeholders and local communities at the border to ensure accountability and compliance, and to promote integrity. For border security measures to be effective and comprehensive, it is incumbent on Customs to recognize the risks faced by vulnerable individuals and identify appropriate responses in their policies and procedures.

Stereotypes and assumptions about the different roles, responsibilities, needs and capacity of these individuals can also affect how border officials act and treat people crossing borders, potentially undermining the effectiveness of risk assessment.

Customs also needs to ensure that, when conducting risk assessment of goods crossing the border, it gives consideration to categories of illicit goods that may be specifically targeted at specific segments of the population, to ensure that its approach is comprehensive and inclusive.

[71] *Border Management and Gender (Gender and Security Toolkit) https://www.osce.org/files/f/documents/c/4/447049.pdf*

Key element A: Risk profiling



INDICATOR 6.1

We build risk profiles by leveraging the use of Advanced Passenger Information (API) and Passenger Name Record (PNR), in combination with intelligence, Customs seizure data, and other information and intelligence, to identify people engaged in trafficking of security-related goods and other contraband together with money laundering and terrorist financing. In doing so, we leverage sex-disaggregated data, as well as data on age, to avoid gender bias in detecting smugglers and/or terrorists.

INDICATOR 6.2

We continuously monitor the detection of all harmful goods (including pharmaceuticals) and Intellectual Property Rights (IPR) offences, to identify those targeting specific segments of the population (i.e. goods targeting men or women or children, for instance) to respond to any trends in this regard and thereby improve the overall risk assessment capability of Customs.[72]

[72] *It should be noted that organized criminals often import prohibited goods under false names/addresses, so this data might not be accurate or indicative of the population it is targeting.*

Key element B: Collaboration with other border agencies and stakeholder relations

INDICATOR 6.3

We collaborate with other border agencies on migration and human trafficking and train border officials on how to treat migrants, refugees and victims of human trafficking to ensure protection of human rights according to international standards.

INDICATOR 6.4

We engage and cooperate with other governmental and partner institutions working at the border to foster harmonization of gender equality and diversity considerations related to security and safety policies and procedures. We exchange intelligence and data analysis to fight against fraud, terrorism and cross-border organized crime, applying a gender and diversity perspective to increase awareness within our organization of various risks that different groups are exposed to.

INDICATOR 6.5

We consult, through surveys and/or meetings, with travellers and traders crossing the border as well as with local communities, on security concerns to ensure that these are addressed. We ensure that the individuals consulted represent the diversity of the population and keep sex-disaggregated statistics of the results of surveys to identify potential gender-specific trends related to security.

INDICATOR 6.6

We ensure that the administration's Code of Conduct, Client/Taxpayer Charter or similar is clearly visible and placed at border posts as well as on the administration's website so that stakeholders are informed of the conduct they can expect from Customs officials and procedures to follow should there be a need to report misconduct.

INDICATOR 6.7

We provide appropriate infrastructure at the border taking into account the specific needs of different groups including women, children and persons with disabilities by providing separate sanitary facilities, inspection rooms and appropriate lighting at night, as well as safe detention spaces that are sex and age appropriate. This is done both to facilitate the deployment of female and male Customs officials at the border, ensuring the safety of employees and stakeholders, as well as to avoid interaction between stakeholders and officers, in order to minimize the risks of integrity issues.

INDICATOR 6.8

We provide instructions/requirements in different languages that are commonly used at the border post to ensure a wider outreach to local segments of the population.

Key element C: Conduct and safety of employees

INDICATOR 6.9

We provide regular training for border officials on gender and diversity dimensions related to security to increase awareness of the risk exposure for different groups of the population. We provide training for border officials on the implications of stereotypes in passenger control and enforcement procedures to avoid any bias.

INDICATOR 6.10

We strive to ensure a gender balance among staff holding enforcement, investigation and security-related positions at border posts and on security-related committees. We consult with female Customs officers on their perceptions of working in remote border areas to assess whether improvements can be made in relation to personal security and safety, to facilitate women to take on enforcement positions.

INDICATOR 6.11

We conduct regular health and safety audits/ inspections* to ensure the security and safety of our employees and pay particular attention to the specific needs of women employees in terms of safety, including specific guidance for those working with scanners.

**Covering access to personal protective equipment (PPE), first aid, and disaster preparedness guidelines*

INDICATOR 6.12

We have a publicly-displayed zero tolerance policy for unacceptable behaviour, including demeaning, abusive and/or threatening language and/or violent actions. We clearly communicate that the use of firearms, and/or other weapons provided for the purpose of performing workplace duties is acceptable only in the execution of those duties and that unsanctioned use may result in misconduct and dismissal proceedings. We provide a means for reporting unacceptable behaviours, conduct timely follow-up investigations and ensure that no reprisals will be taken against employees who report or experience workplace violence.

INDICATOR 6.13

We periodically assess the physical security procedures in place, including working in pairs (male-female) at remote border posts and during night shifts. We also regularly assess the safety of employees, in particular female employees, when travelling to and from the workplace, and in work-related travel, as well as the safety of others visiting the workplace.

Contact us:
capacity.building@wcoomd.org

Visit our website:
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World Customs Organization

Rue du Marché 30, B-1210
Brussels, Belgium
capacity.building@wcoomd.org

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