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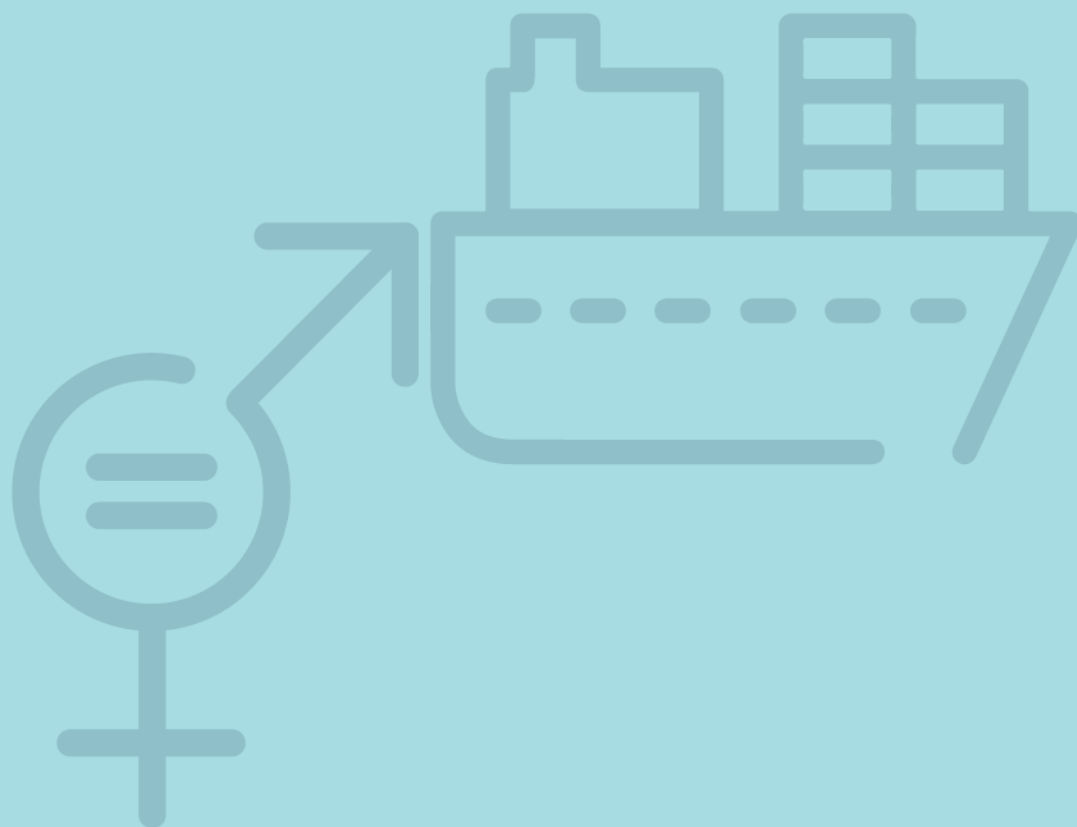
Regional Technical Assistance
Center for Central America,
Panama and the Dominican
Republic



REGIONAL STUDY ON GENDER EQUALITY IN CUSTOMS ADMINISTRATION

Central America, Panama and Dominican Republic

April, 2022.



CAPTAC-DR

Regional Technical Assistance Center
for Central America, Panama and the
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Gender Equality in CAPRD's Customs Administrations

Prepared by Azael Pérez, Selvin Lemus, María Alejandra Muñoz Seminario, José Castañeda and Grecia Rosal, with the technical support of the World Customs Organization (WCO) and the Spanish Institute for Fiscal Studies (IEF in Spanish), and the support of the World Customs Organization's Regional Vice-Presidency for the Americas and the Caribbean, held by Guatemala.

April, 2022.

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Key words:

Customs administration, customs, gender balance, diversity, gender equality, transparency.

Author's e-mail addresses:

aperez2@imf.org
slemusmartinez@imf.org
oficina@mariaalejandramunoz.com
jcastaneda@imf.org
grosalrosales@imf.org



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ABBREVIATIONS AND ACRONYMS

CAPRD	Central America, Panamá and the Dominican Republic
CAPTAC-DR	International Monetary Fund Regional Technical Assistance Center for Central America, Panama and the Dominican Republic
CRI	Costa Rica
DOM o RD	Dominican Republic
ECLAC	Economic Commission for Latin America and the Caribbean
FAD	International Monetary Fund Fiscal Affairs Department
GTM	Guatemala
GEOAT	Gender Equality Organizational Assessment Tool
HND	Honduras
IEF	Spanish Institute for Fiscal Studies (Instituto de Estudios Fiscales in Spanish)
ILO	International Labor Organization
IMF	International Monetary Fund
NIC	Nicaragua
PAN	Panama
PRIEG	Regional Policy for Gender Equality and Equity of the Central American Integration System (Política Regional para la Igualdad y la Equidad de Género del Sistema de la Integración Centroamericana in Spanish)
SAT	Superintendency of Tax Administration
SDG	Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda for Sustainable Development
SICA	Central American Integration System
SLV	El Salvador
UIG	El Salvador Institutional Gender Unit (Unidad Institucional de Género de El Salvador in Spanish)
UNO	United Nations Organization
WCO	World Customs Organization
WCO Regional Vice-chair	WCO Regional Vice-chair for the Americas and the Caribbean (in charge of the Guatemalan SAT, as of the date of this study).

INTRODUCCIÓN

Since 1948, gender equality and diversity has been recognized as a fundamental right in the United Nations Universal Declaration of Human Rights, gaining strong momentum in recent decades in all areas of society, which has clearly reflected that there is still much to be done both in the situational analysis, including its correlation with different aspects of social life, and in the action to close the current gaps.

Eliminating all forms of discrimination and all forms of violence against women has brought with it not only a series of international declarations subsequent to the one mentioned above but has also implied the development of concrete and measurable tools to identify gender gaps in different organizations and institutions of society.

One of these tools is the one developed in 2013 and updated in 2019 by the World Customs Organization (WCO), called the Gender Equality Organizational Assessment Tool¹ (identified as GEOAT in this study), which was officially presented in its Spanish version at the Regional Forum on Gender Equality and Diversity, held in September 2021.

In this context, with the agreement of regional Customs Directors General, the International Monetary Fund's Regional Technical Assistance Center for Central America, Panama and the Dominican Republic (CAPTAC-DR) in coordination with the Public Finances Department headed the gender equality regional study, which had the cooperation of the WCO and its Regional Vice-Presidency headed by Guatemala during this work, and the Institute of Fiscal Studies of Spain. This

study's objective is to establish the first baseline indicators that will determine a common starting point in terms of gender equality in customs, for the region to implement concrete measures aimed at generating all the conditions required to achieve true equality.

This study, which is the first on this subject focused on the region's customs administrations, has been possible thanks to the efforts made by customs authorities and their officials, which show their commitment to work towards gender equality. This report highlights the need to incorporate and prioritize this topic within the agenda for the institutional strengthening of customs, especially after the humanitarian consequences caused by the COVID-19 pandemic, which in some cases could have caused a setback in terms of gender equality of at least 10 years for the region's countries.²

The results presented here are based on the self-evaluations carried out by customs offices in the region using the GEOAT tool, reflecting the gender equality status in these administrations and highlighting the gaps that require strategic and operational actions to overcome them, which will be used as a reference for CAPTAC-DR, as well as for other international organizations and technical assistance providers, in the design of their capacity building actions aimed at customs in the region in this area.

¹ <http://www.wcoomd.org/-/media/wco/public/es/pdf/topics/capacity-building/activities-and-programmes/gender-equality/gender-equality-organizational-assessment-tool-es.pdf?la=en>

² <https://www.cepal.org/es/publicaciones/46613-perspectivas-comercio-internacional-america-latina-caribe-2020-la-integracion>

SUMMARY OF KEY FINDINGS

Customs Administrations in Central America, Panama and the Dominican Republic have led the first regional study to assess the current situation on gender equality, demonstrating their commitment to implement the WCO Gender Equality and Diversity in Customs Declaration³. Customs used the Gender Equality Organizational Self-Assessment Tool (GEOAT) developed by the WCO, which has been used for the first time from a regional perspective. The tool is intended to guide customs administrations in assessing their current policies, practices and activities with respect to gender equality. In addition, complementary statistics were generated that allowed for a deeper understanding of the current situation in this matter.

The study focused on general customs policies and principles assessment related to various areas of customs field of competence. Five principles related to various areas of customs field of competence, allowing to analyze the current situation at the institutional level from a regional perspective. These principles are: (i) employment and compensation, (ii) work-life balance, (iii) health, safety and non-violence, (iv) governance and leadership, and (v) customs administration and interested parties' relations. In accordance with the GEOAT criteria, these principles, together with their elements and the indicators used to measure them, were evaluated in the following terms on a scale of 0 to 5 according to the implementation level reported by the countries as of December 2021. The results shown in this study have a regional approach obtained as an average of the ratings given by each customs administration. It should be noted that the national results of the self-assessment have been kept by each customs administration.

The self-assessments results show that the principles under analysis are already being broadly addressed, albeit with a minimal level of implementation in most cases, which represents a modest level of progress in the region. In general, as shown in Appendix 2 of this study, all principles have been diagnosed by the region's countries above a 3.0 score on the application scale for the organization assessment according to GEOAT's gender equality principles, showing that the main challenges to be addressed focus particularly on cross-cutting policies, governance and leadership, women's participation in management positions and in selection and recruitment processes.

Regarding cross-cutting policies, work must be done on the enactment of special policies that promote gender equality and, at the same time, make it possible to generate the internal conditions for their effective application at the institutional level. Although the presence of cross-cutting policies that are usually included in codes of ethics or conduct and/or in human resource management policies was observed, these have not necessarily been translated into specific non-discrimination or gender equality policies, and/or into processes for implementing and monitoring compliance with them. The study identifies that most countries in the region do not have a robust complaints system or a method of investigation that allows for timely decision making to bridge institutional gaps, as well as to promote trust in the process and a culture of ethics and full inclusion.

It should be noted that the region has an international and regional legal framework allowing domestic public policies development that promote inclusion. These include the 1948 Universal

³ http://www.wcoomd.org/-/media/wco/public/es/pdf/about-us/legal-instruments/declarations/wco-gender-equality-declaration_es.PDF?la=en

Declaration of Human Rights, the 1993⁴ Declaration on the Elimination of Violence against Women, and the 1995⁵ Beijing Declaration and Platform, adopted by the United Nations, as well as the Declaration of Panama on Gender, Integration and Development signing⁶ in 2020 by the member countries of the Central American Integration System (SICA), resulting in the Regional Policy for Gender Equality and Equity of the Central American Integration System (PRIEG/SICA)⁷. In addition, the Constitutions of all countries of the region guarantee inclusion. However, there are opportunities for improvement at the domestic second instance regulatory level. An example of progress can be seen in El Salvador, where Decree no. 533 of 2020 reforms the Law on Equality, Equity and Eradication of Discrimination against Women, providing for the creation of Institutional Gender Units (UIG) for all public institutions.

With respect to “governance and leadership”, it was observed that gender equality is not included in the agenda of most customs offices, resulting in part in the absence of areas with delegated responsibilities in this field, excepting of El Salvador.

The current gaps can only be overcome through institutionalized leadership, which methodologically allows us to contribute to generate all the conditions required for full gender equality. Inclusion is not a goal that can be achieved without integrating it into institutional life from its strategic planning process; it is a dynamic, changing process that moves as the environment changes and requires structure and resources. Consequently, not having an organizational area with specific functions to promote and address the issue, was one of the reasons why it was very difficult to obtain the information required for

the drafting of this study, because it was obtained on demand and not as a product of a systemic measurement mechanism.

Women’s participation in managerial positions does not exceed 35% in the region, and in some countries, it is barely 18%. However, this situation changes when analyzing administrative positions, in which women’s participation is close to 60%. It is important to analyze this situation in conjunction with the fact that 80% of operational positions are occupied by men, which in customs could be due to the nature of the tasks performed to fight smuggling and contribute to national security, which generally include working in remote locations, and which sometimes have limited security, housing and other basic needs.

With respect to promotions, although generally there is an apparent balance between men and women (56% and 44%, respectively), when evaluating promotions for management positions, it was observed that 63% of promotions were granted to men.

This shows that decision-making in customs administrations is mostly made by men, which may not favor the incorporation of gender equality in customs strategic agenda in the first instance, nor the consequent improvement in the issuance of specific policies on the subject or the improvement in women’s representation at the managerial level.

This should be analyzed in conjunction with recruitment and hiring, which has been one of the elements with the widest gap, as only 40% of the total new hires are women. One of the main reasons is due to the limited number of compensation and bonus programs for recruitment professionals to meet gender objectives,

⁴ <https://www.ohchr.org/es/instruments-mechanisms/instruments/declaration-elimination-violence-against-women>

⁵ <https://www.un.org/womenwatch/daw/beijing/pdf/BDPfA%20S.pdf>

as a consequence of the legal regulations on civil service and administrative careers in the countries which do not allow it, and also due to the low level of implementation of measures to promote equitable hiring between men and women.

On the other hand, the study evidences a certain institutional maturity in terms of health, safety and non-violence, especially in relation to health benefits, rotation and absenteeism control. The average score for this principle was the highest according to the GEOAT assessment table (3.5 out of 5), supported mainly by institutional maturity in terms of health benefits with equitable coverage, affirmative measures related to women in the reproductive stage and nursing mothers. However, actions still need to be taken to improve some aspects such as training on discrimination and harassment since it was identified that 70% of the participants in the events organized are women.

It was identified that it is necessary to strengthen general preventive training, given that zero tolerance policies on harassment require the participation of all workers, since it is an issue that concerns both men and women. The study shows that 66% of the beneficiaries of training on discrimination and harassment have been women and that there are no solid mechanisms for reporting and systematizing investigations and support to victims, which contributes to deepening gender gaps.

In relation to work and family life balance, a 3.3 regional average score was obtained, confirming that women continue to assume most of the domestic and family care work. The study shows that 83% of women have dependents, and that 58% of the total telework applied to the workforce and 67% of the total leaves granted have

been recorded by women. In addition, there seems to be a trend where women are more affected by absenteeism. These phenomena are related to the burden of unpaid care work that tends to be disproportionately delegated to women, thus affecting their work performance.

It is crucial to implement policies that guarantee the use of balancing measures in a balanced way between men and women and that also encourage men to participate in care work, understood as direct, personal and relational care activities for dependents, as well as indirect care through feeding and cleaning activities.

Finally, with regard to customs administration and relations with interested parties, the results reflect progress in the simplification of customs processes and attention to small businesses. However, there is still a need for more decisive action in the periodic training of women traders on customs procedures to ensure their easy and expeditious compliance, as well as their obligations with customs and other agencies involved at the borders. Furthermore, it was identified that there is a need to conduct evaluation surveys to determine whether traders (both women and men and, in particular, small businesses) have really understood customs procedures and their obligations, as well as the procedures for filing a claim or complaint.

Based on the conclusions of this study, the next step suggested by GEOAT is to draw up an action plan aimed at overcoming the challenges identified, which should be approached from both the regional and national perspectives. For its development, the countries should choose the most relevant indicators according to the legal and social reality of each case, as well as the levels of opportunity, feasibility, relevance and urgency, allowing short-, medium-,

and long-term results, taking into account the importance of taking advantage of the progress made in the region itself, which requires coordinated work between countries.

Likewise, for the effective implementation of the actions identified in the action plan, the administrations will require the support of other national agencies, donors and technical assistance providers in the area of gender equality. This support may be necessary from the planning phase, as CAPTAC-DR has offered, as well as through the assistance initiatives implementation to build the capacity of customs administrations in the institutional management of gender equality to help to close the gaps identified in this study.

The following table summarizes the status of the region's customs offices in terms of the application level of each GEOAT principle and indicator assessed.

⁷ For the objectives of this study, when reference is made to interested parties, according to GEOAT, a wide range of external agents is understood, including customs agents, importers/exporters, industry/trade associations, logistics companies and cross-border entrepreneurs, and in general, government auxiliaries.

TABLE 1. Status of each Principle, Element and Indicator of the GEOAT according to the level of application identified at the regional level.

GEOAT: 5 PRINCIPLES AND 81 INDICATORS

1. Employment and remuneration	2. Work and family life balance and professional career development	3. Health, safety and non-violence	4. Governance and leadership	5. Customs administration and interested parties relations
A. Wages, benefits and pay equity. <ol style="list-style-type: none"> Competitive and equitable fair salaries. Audits of job classifications. Comparable salaries by performance. Ment-based compensation. Compensation periodic review. 	A. Flexibility policies. <ol style="list-style-type: none"> Flexible work promotion. Periodic assessment of staff needs. Facilitation of absences for medical care. Facilitation of temporary or prolonged absences. Opening up to flexible work. General mechanisms for flexible work. Managers committed to flexible working. 	A. Health benefits. <ol style="list-style-type: none"> Health insurance access. Information about health rights. Absenteeism and turnover monitoring system. 	A. Governance and management. <ol style="list-style-type: none"> Demographic monitoring of management positions. Gender analysis of workforce in training. Exit interview process. Regular surveys on inclusion practices. Affirmative policies for equitable hiring in management positions. Expanded search for equitable access to leadership positions management. Managerial commitment to equity monitored. Guaranteed resources for equity initiatives. 	A. Customs policies and procedures. <ol style="list-style-type: none"> Equity in user service. Access to information on women involved in international trade. Simplified processes. Policies favorable to MSMEs. Training for women involved in international trade.
B. Multiple discrimination / intersectionality. <ol style="list-style-type: none"> Human Resources Policy. Non-discrimination policy. Non-discrimination training. Non-prejudice guarantee. 	B. Care for dependents and family members. <ol style="list-style-type: none"> Childcare support. Support for the care of dependents. Facility for care of dependents. 	B. Gender-based violence. <ol style="list-style-type: none"> Regular audit of gender-based violence. Standardized procedure in gender-based violence cases. Preventive training on gender-based violence. Regular assessment of physical security processes. Safe environment program. Communication on zero tolerance o violence. External support network against gender-based violence. 	B. Leadership <ol style="list-style-type: none"> Gender equality incorporated into the strategic overview. Institutionalized gender equity monitoring. Officials' responsibility to implement an equity vision. Regular audits on gender equality initiatives. Managerial and coordinated commitment to gender equity. 	B. Border operations. <ol style="list-style-type: none"> Procedures for equal treatment at border crossings. Risk management at border. Standardized and easily accessible services Constructive dialogue with private sector. Tools provided to officials for their tasks. Access to public services at the border. Regular surveys for information and complaints.
C. Selection and recruitment <ol style="list-style-type: none"> Statistical analysis for recruitment. Ment-based recruitment. Regular dialogues with workforce. Academic cooperation. Promotion and professional growth. Periodic review of job descriptions. Frequent equity communication program. Human Resources staff trained on equity. Incentive programs for fair recruitment. Equity in professional development. Cooperation with discrimination-free organizations. 	C. Professional promotion. <ol style="list-style-type: none"> Periodic analysis of equity statistics. Promoting gender equality support groups. Mentoring and counseling for women. Flexible opportunity for training and development. Professional interest registration. Professional growth obstacles matrix. IT training access. General training for performance assessment. 	Harassment, including sexual harassment. <ol style="list-style-type: none"> Mechanism for reporting and support for gender-based violence victims. Communicating anti-harassment policies. Regular harassment detection training. 	C. Interested parties relations. <ol style="list-style-type: none"> Community consultation for equity decisions. Regular communication with associations. Complaint mechanisms without retaliation. Regular monitoring of potential harassment and intimidation by officials and third parties. Active coordination national and international coordination for equity. 	

Application scale for HEOIG assessment

 No applicable
  Starting Point
  Specific Measures
  Implementation Startup
  Partial Implementation
  Full Implementation

I. RELEVANCE OF GENDER EQUALITY IN CUSTOMS ADMINISTRATIONS

For the objectives of this study, it is essential to note that gender equality is part of the Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda for Sustainable Development.¹⁰

This agenda includes the following objectives: (i) to end all forms of discrimination and eliminate all forms of violence against women and girls in the public and private sectors; (ii) to recognize and value unpaid care and domestic work through public services, infrastructure and social protection policies; (iii) to ensure women's full and effective participation and equal opportunities for leadership at all decision-making levels in political, economic and public life; and, (iv) adopt and strengthen sound policies and enforceable laws to promote gender equality and the empowerment of all women and girls at all levels.

In 2010, member countries of the Central American Integration System (SICA) signed the Declaration of Panama on Gender, Integration and Development.¹¹

Under this declaration, it was agreed, among other things, to incorporate gender equality and equity as strategic and high priority issues in national and regional development policies and plans. Based on this and other agreements, the Regional Policy for Gender Equality and Equity of the Central American Integration System (PRIEG/SICA) was established¹², a cross-cutting and long-term public policy that expresses SICA's position on the principles of equality, gender equity and non-discrimination against women, basing its institutional implementation on the pillars

of regional integration.

With specific regard to international trade, the World Trade Organization's Declaration on Trade and Women's Economic Empowerment was signed in 2017.¹³ This collective initiative aims to increase women's participation in trade and in the global economy given the relevance of international trade in countries' economies and its contribution to the determinant factor of financial autonomy as one of the mechanisms for women's empowerment and inclusion.

The WCO has also incorporated the issue of gender equality in its agenda and thus among its members. This was achieved through the adoption of the Customs Cooperation Council Declaration on Gender Equality and Diversity in Customs 9n 2020.¹⁴ This declaration aims to encourage the implementation of comprehensive and sustainable policies, procedures and activities aimed at promoting gender equality and diversity in customs in member countries.

These high-level instruments adopted in the last thirty years reflect that genuine gender equality is only possible if policies and processes aimed at guaranteeing it are integrated in all spheres and institutions of a society. Equality is either lived or it does not exist. And it is within this framework that customs, as the core of international trade dynamics, is a driving force for such equality to the extent that customs institutions manage to integrate a vision of inclusion within their strategic process, both in relation to their internal labor composition and their role in facilitating the access of more women to the international trade dynamic.

¹⁰ https://www.un.org/ga/search/view_doc.asp?symbol=A/RES/70/1&Lang=S

¹¹ https://www.sica.int/documentos/declaracion-de-panama-sobre-genero-integracion-y-desarrollo_1_83174.html

¹² https://www.sica.int/documentos/politica-regional-de-igualdad-y-equidad-de-genero-prieg_1_83591.html

¹³ https://www.wto.org/spanish/thewto_s/minist_s/mc11_s/genderdeclarationmc11_s.pdf

¹⁴ http://www.wcoomd.org/-/media/wco/public/es/pdf/about-us/legal-instruments/declarations/wco-gender-equality-declaration_es.PDF?la=en

II. METHODOLOGY OF THE STUDY

A. WCO Gender Equality Assessment Tool

This regional study was conducted based on CAPTAC-DR's support to the different customs offices in the region for the Gender Equality Organizational Assessment Tool (GEOAT) implementation developed by the WCO. GEOAT was developed in 2013 to help customs self-assess their policies, practices and activities in order to identify areas where they could address gender equality issues as an integrated part of their reform and modernization agenda. With the support of its members, in 2019 the WCO updated this tool, adding new concepts related to gender equality and diversity.¹⁵

GEOAT proposes four phases to achieve its objective. These are: (i) diagnosis; (ii) planning; (iii) implementation; (iii) monitoring; and (iv) evaluation. It should be noted that the scope of this study is the self-diagnosis phase to establish a regional starting point for this phase and subsequently continue the technical assistance aimed at planning, implementation, monitoring, and assessment of results. Moreover, the tool also includes a section on cross-cutting gender equality policies and 5 key principles related to various areas of Customs' competence. The latter, in turn, include several elements to guide the assessment, which can be summarized as follows:

¹⁵ Herramienta de Evaluación Organizativa sobre Igualdad de Género (wcoomd.org)

BOX 1. Elements comprising each GEOAT principle

PRINCIPLE 1. EMPLOYMENT AND REMUNERATION

Key Element A.- Wages, Benefits and Pay Equity
Key Element B.- Multiple Discrimination / Intersectionality
Key Element C.- Selection and recruitment

PRINCIPLE 2. WORK AND FAMILY LIFE BALANCE AND CAREER DEVELOPMENT

Key element A.- Flexibility policy
Key Element B.- Care for dependents and family members
Key element C.- Professional development

PRINCIPLE 3. HEALTH, SAFETY AND NON-VIOLENCE

Key Element A.- Health Benefits
Key Element B - Gender-based violence
Key Element C - Harassment, including sexual harassment

PRINCIPLE 4: GOVERNANCE AND LEADERSHIP

Key Element A - Governance and Management
Key Element B - Leadership

PRINCIPLE 5: CUSTOMS ADMINISTRATION AND INTERESTED PARTIES RELATIONS

Key Element A - Customs Policies and Procedures
Key Element B - Border Operations
Key Element C - Interested parties relations

SOURCE: WCO

Each element in turn is based on clearly predefined indicators that allow the construction of a self-diagnostic process according to the concepts that constitute each of the principles. Consequently, the results standardization is achieved, as well as the identification of opportunities. As support for the implementation of the self-assessment by each country, CAPTAC-DR aided all customs administrations in the region in two phases, with the support of the WCO, its Regional Vice-Presidency for the Americas and the Caribbean, and the Institute of Fiscal Studies of Spain, as described below.

Phase 1

1. Definition of methodology.
2. Completion of survey by countries.
3. Data collection.

Activities performed:

- Socialization of the study proposal among the general directors of customs in the region.
- Appointment of the focal point for each customs office and integration of an internal work team made up of agents from various operational and central functions for the self-assessment development based on internal information.
- Induction and coaching for the GEOAT filling out for criteria standardization, with technical assistance from the World Customs Organization
- Preparing and distributing to each country a Guidance Document for the implementation of the Regional Study on Gender Equality in Customs Administrations, including a table for filling

out the Gender Equality Organizational Assessment Tool.

- Establishment of a system for consulting during the country self-assessment process.
- Organization of bilateral country-by-country sessions with CAPTAC-DR gender equality advisor.
- Organization of bilateral country sessions for final drafting of the self-assessment.

Phase 2

- Development of the regional study.
- Final presentation to regional customs directors.

Activities performed:

- Data analysis
- Tabulation of statistics
- Preparation of the study's final document.
- Presentation to Customs Directors General and contact points.
- Publication.

The information source for this study is the results obtained by each of the customs offices in the region in the self-assessment they carried out using GEOAT, based on their situation as of the date of submission of the information from the countries, which was generally carried out until December 2021.

For the presentation and explanation of this study's findings, all indicators have been assessed, with emphasis on the most outstanding ones, either because of their extensive progress or because of the opportunity for improvement they represent in the regional context. The results of the indicators' self-assessments of each element are reflected on a 0 to 5 scale, under the following interpretation:

BOX 2. Application scale for the GEOAT indicator assessment

5	Full implementation	Established, widely accepted and used policy and implementation plan.
4	Partial implementation	Policy and implementation plan established, but not yet widely accepted or used.
3	Initiation of implementation	Policy under development, or pilot program, and/or minimal implementation.
2	Specific measures	Ad hoc Agreements for specific cases.
1	Starting point	No policy or plan already in place; need information to get started.
0	Not applicable	A specific key element that is not relevant to the organization's activities.

SOURCE: WCO GEOAT

B. Supplementary indicators and statistics

Complementary to the GEOAT implementation, the collection and analysis of additional indicators and statistics has made it possible to obtain gender-disaggregated data to achieve a more complete picture of the institutional situation. The components of these indicators include data related to factors affecting inequalities within social and organizational relations, such as urban/rural status, number of dependents, level of educational attainment, age group, care workload and its correlation with absenteeism or resignations, among others (Appendix 1 and 3).

These additional statistics have been included below in the key elements analysis of the corresponding principles according to the type of information.

Finally, special attention has been paid to the context in which this study has been carried out. That is, the situation of gender equality at regional level, considering as a relevant aspect of this analysis the COVID-19 pandemic and the gender-differentiated economic and social impacts that this crisis has had on women in the region in general and in the context of international trade.

III. FINDINGS AND GOOD PRACTICES IDENTIFIED IN THE STUDY

A. Regional results on GEOAT implementation.

The self-diagnostic results of the countries using GEOAT are shown in this study as a regional average on each of the GEOAT

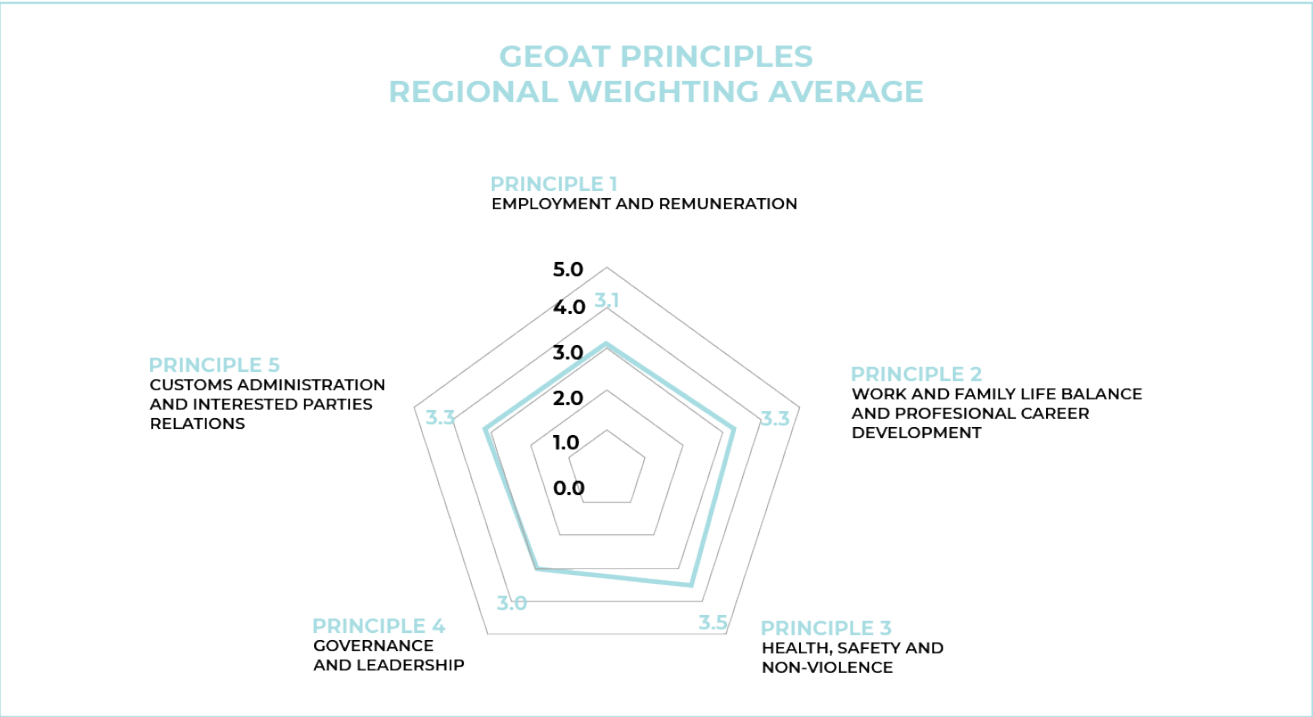
principles, in order to provide a regional overview on the subject. In addition, country results on certain key principles and elements, as well as opportunities, challenges and good practices for the region are highlighted.

Figure 1 shows that the region's greatest strength is found in **Principle 3: Health, safety and freedom from violence**, with a score of 3.5 on the GEOAT application scale, related to institutional maturity in terms of health benefits with equitable coverage, affirmative measures related to women in the reproductive stage and nursing mothers, as well as rotation and absenteeism control through healthy work environments. On the other hand, the results that reflect the greatest equality gap are found in **Principle 4: Governance and Leadership**, with a 3.0 average score, related

to diversity in governing bodies, processes for integrating equality as a real strategic corporate value, institutionalization within the planning process of equality management and data management that allows for the preventive identification of risks.

See Appendix 2 for statistics by country.

Figure 1. GEOAT Principles average weighting of the CAPRD region



Source: Authors' preparation based on the self-assessment results of each customs administration.

Regarding Principle 1: Employment and Remuneration, with a 3.1 score on the GEOAT application scale, the main opportunity lies in the participation of women in managerial positions where the representation still does not exceed 36%, which will be detailed in the section corresponding to the principle in question.

Principle 2: Work and family life balance, reaches a 3.3 score, with a special contribution from the indicators of access to childcare, care for dependents and the maturity of flexible leave and work policies for childcare.

In terms of the regional overall results on Principle 5: Customs administration and interested party relations, the self-assessment reflects a 3.5 score, with a particular contribution to this score in relation to the simplification of customs processes and attention to small businesses to make use of approved preferential benefits.

Overall, all principles have been diagnosed by regional countries as above a 3.0 score on the application scale for organizational assessment against GEOAT's gender equality principles, implying that the region's equality policies are between the development stage, or pilot program and/or minimal implementation (scale's 3.0 score), and policy and implementation plan in place, but not yet widely accepted or used (scale's 4.0 score), reflecting that there has been sustained work that will provide a basis for building future plans.

In the following sections, the results of each principle, key elements and corresponding indicators are presented in more detail, allowing individual conclusions to be drawn on diagnostic results.

PRINCIPLE 1: Employment and remuneration

This principle is aimed at identifying and addressing policies, processes, and programs to prevent and address all forms of gender-based discrimination at the workplace, both intentional and unintentional, such as wage gaps, discrimination on recruitment, promotion and remuneration, occupational segregation, bias against mothers and other forms of gender-based undervaluation. Moreover, this GEOAT principle includes the element related to multiple discrimination / intersectionality, which recognizes the existence of other factors of discrimination such as race, ethnicity, religion, disability, sexual

orientation, and stereotyping. The three key elements of the Employment and Remuneration Principle are:

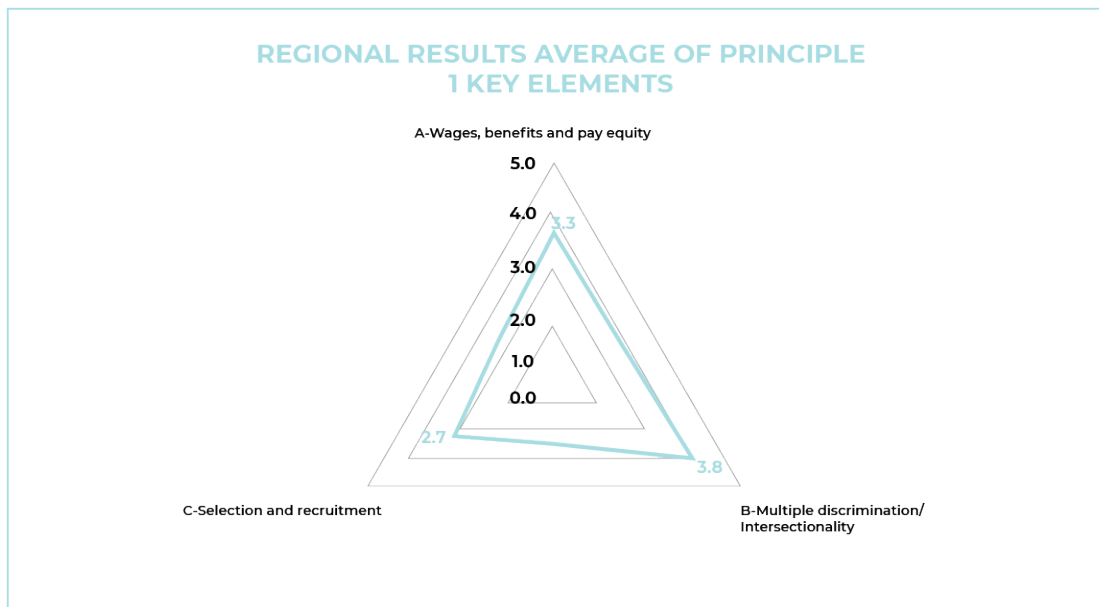
- a) Wages, benefits and equal remuneration.**
- b) Multiple discrimination / Intersectionality.**
- c) Selection and recruitment.**

Principle 1 on employment and remuneration received a 3.1 average score, placing it in the development or pilot program and/or minimal implementation phase (see figure 2).



Dalaud Oriet wraps chocolate bars at the Choco+ artisanal chocolate factory in Grand-Bassam, Cote d'Ivoire on April 7, 2022. IMF Photo/Andrew Caballero-Reynolds

Figure 2. Principle 1 Key Elements average regional weighting



Source: Authors' preparation based on the self-assessment results of each customs administration.

Regarding the overall regional results on this principle, the tabulation of these results reflected a greater strength on **key element b) Multiple Discrimination / Intersectionality, with a 3.8 score** on the application scale for the evaluation, with a special contribution in this score in terms of processes and training maturity in areas of human talent, in respect of the inclusion of the different dimensions of equality in their policies, action plans and processes in this area. This correlates with the appointment of contact points by the region's customs authorities, mostly related to the area of human talent, as well as correlating with the internal area of the countries that recorded the most information related to statistics on gender inclusion and equality.

On the other hand, in terms of results that reflect the greatest equality gap, the **key element c) Recruitment and hiring, with a 2.7 score** on the application scale, is affected mainly by indicators related to compensation and bonus programs for recruitment professionals in terms

of gender objectives, because of the legal regulations on civil service and administrative careers in the countries not allowing it, and by indicators related to the contribution and implementation of measures to promote equitable hiring between men and women.

Key Element A - Wages, Benefits and Remuneration Equity

The first key element of the employment and remuneration principle is Wages, benefits, and equal remuneration, and is aimed at identifying and addressing the gender remuneration gap and participation at different employment levels. It consists of five indicators that specifically assess the following aspects:

Indicator 1. Competitive and equitable remuneration

Indicator 2. Job classification audits

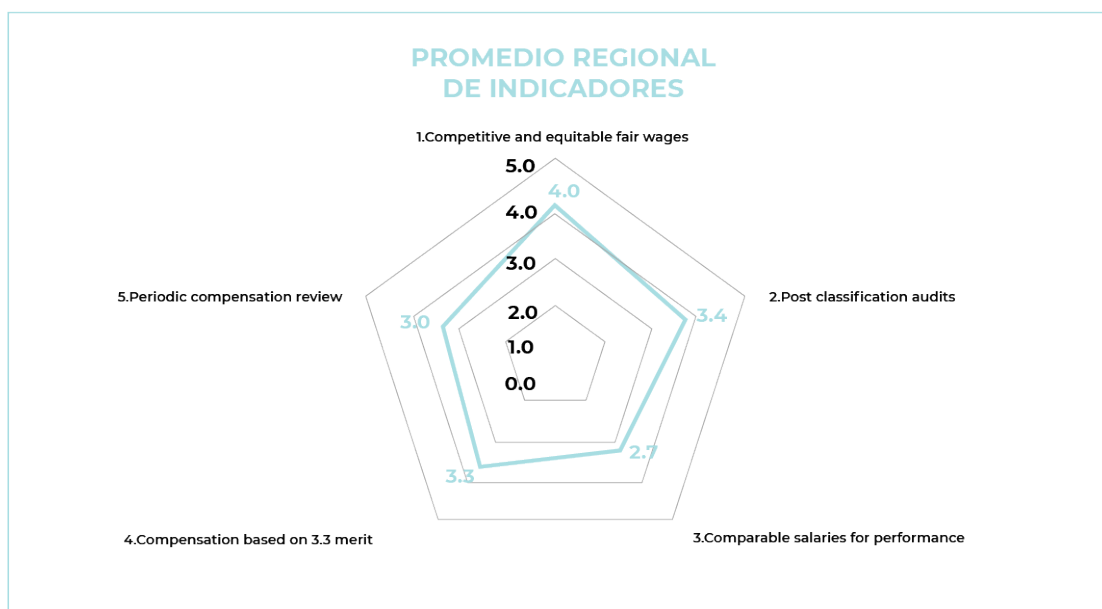
Indicator 3. Comparable remuneration for performance

Indicator 4. Merit-based compensation

Indicator 5. Periodic review of compensation.

Key element A Wages, benefits and remuneration equity has 3.3 average score. Its main opportunity, after the cross-analysis of the GEOAT self-diagnosis information and the complementary statistics provided by the countries, is to strengthen indicators 2 and 3 (see graph 3).

Figure 3. Regional weighting average from Principle 1, Key Element A Indicators



Fuente: Elaboración de los autores a partir de los resultados de las autoevaluaciones de cada administración aduanera.

In terms of the overall regional results on this key element, their tabulation reflected a greater strength in indicator 1 Competitive and equitable salaries, with a 4.0 score on the assessment application scale. This indicator specifically refers to the remuneration of competitive and equitable salaries and other benefits to all staff, including interns, temporary/trainees and probationary staff.

In contrast, indicator 3 Comparable remuneration for comparable performance

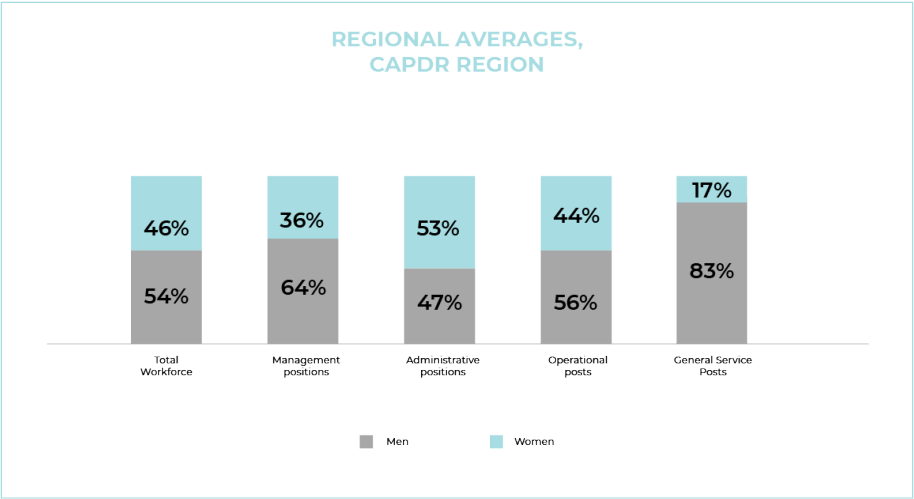
reflects a larger equality gap, with a 2.7 score on the application scale, especially related to the payment of comparable remuneration for comparable work performance and the consideration of risks related to operational positions.

The diagnosis results are further supported by cross-checking with the complementary statistics to the GEOAT completed by the countries. Indeed, the region registers 54% men and 46% women's in customs administrations workforce. In terms of

compensation distribution, the regional average is maintained in relation to the workforce representation, and therefore does not reflect a problem of inequitable remuneration (55% for men and 45% for women). However, what is reflected is a workforce distribution in which men continue to outnumber women in managerial positions, with a 28-percentage point difference in the regional average, and in some countries

of the region, with male representation in managerial positions reaching 82%. Women continue to be more prevalent in administrative positions, with a large gap in general service positions and a male prevalence in operational positions (see Figure 4).

Figure 4. Regional statistics by gender for the total workforce and the various occupational segments



Source: Authors' preparation from the self-assessments results of each customs administration. Weighted average based on available data provided by the seven member countries.



Source: Authors' preparation from the self-assessments results of each customs administration. Weighted average based on available data provided by the seven member countries.

Differences between gender composition of the total workforce and the gender composition of managerial and decision making positions reflect the existence of biases that have an adverse impact on true gender equality, among which the difference in women's participation in managerial positions alone creates a lost opportunity to attract other women through decision-making to break down the barriers to assuming positions of greater responsibility.

KeyElementB-MultipleDiscrimination / Intersectionality

This element recognizes the existence of other factors of discrimination such as race, ethnicity, religion, disability, sexual orientation and stereotypes.

It is composed of four indicators that specifically assess the following aspects:

Indicator 1: HR policies addressing different equality dimensions.

Indicator 2: Non-discrimination policies

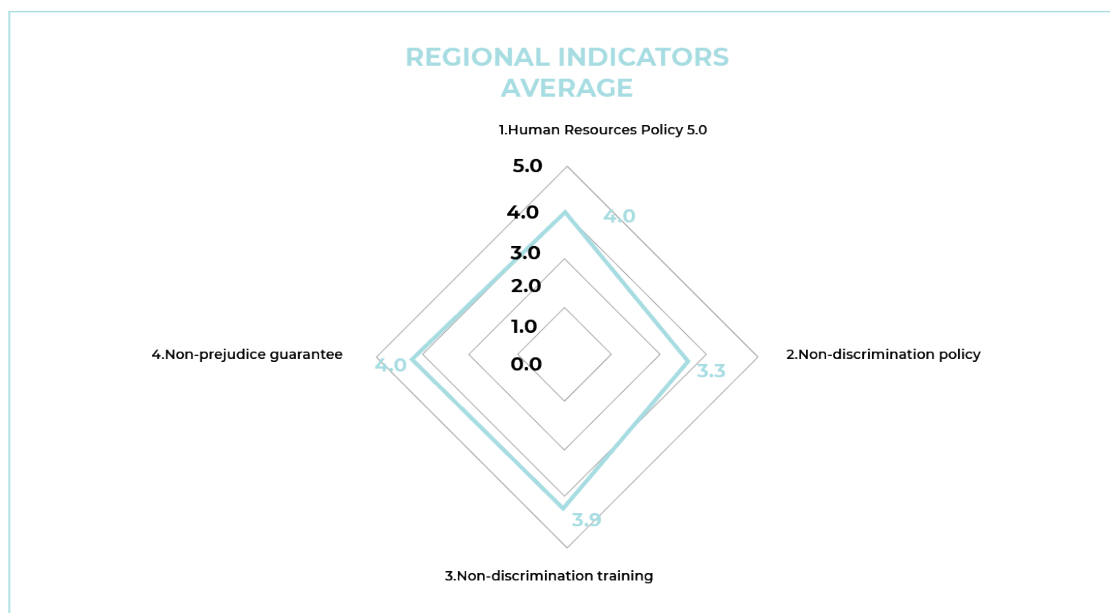
Indicator 3: Non-discrimination training.

Indicator 4: Ensuring non-bias. People involved in HR are aware of the job benefits.

Key element b) Multiple Discrimination/ Intersectionality has a 3.8 average score.

This key element is the highest scoring within the Employment and Remuneration Principle 1. The main opportunity within this key element is to strengthen indicator 2 (see Figure 5).

Figure 5. Regional weighting average from Principle 1 Key Element B Indicators



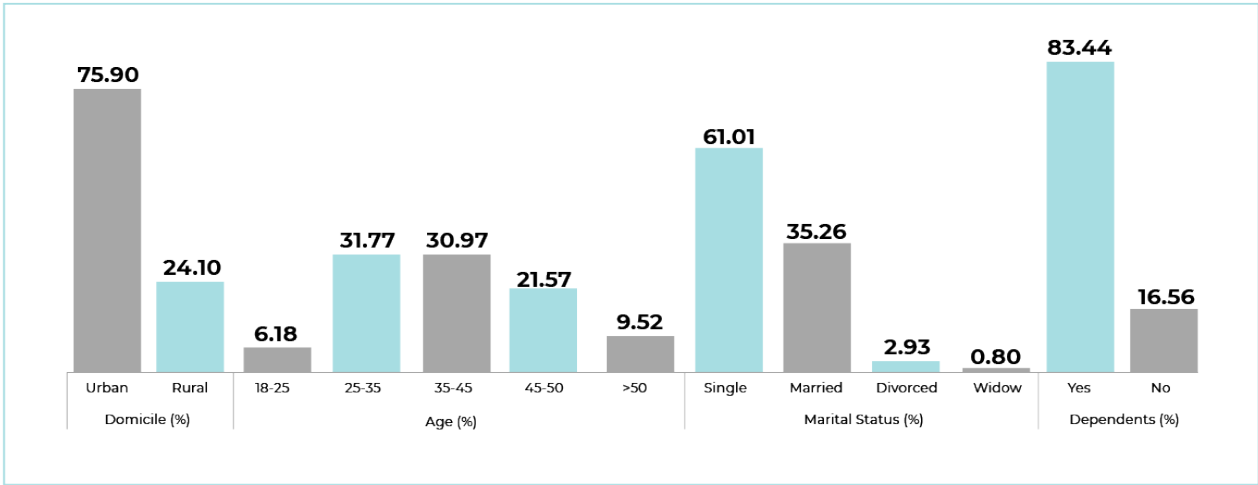
Source: Authors' preparation from the self-assessments results of each customs administration.

Regarding the overall regional results on this key element, their tabulation reflected a greater strength in **indicator 1 HR Policy, with 4.0 score** on the application scale, and in **indicator 4 Ensuring No Prejudice/ People involved in HR know the privileges of the job, with a 4.0 score** also on the scale. These indicators refer to HR policies and procedures maturity in terms of considering different dimensions of gender equality and diversity, prohibiting any kind of employment discrimination. Also, measures are taken to ensure that all HR-related decision-makers are aware of the privileges and activities related to work, to ensure that they are implemented broadly and in a non-biased manner.

On the contrary, **indicator 2 Non-discrimination policy reflects a lower 3.3 score** on the application scale, which is related to the implementation of a specific non-discrimination policy that applies not only to HR staff but to the whole institution.

Intersectionality is an analytical tool that recognizes the inequalities that are shaped by the overlapping of different social factors and serves to study, understand and respond to the ways in which gender intersects with other identities. For this reason, as part of the complementary statistics (see Figure 6), customs collected information related to urban and rural domicile, prevalent ethnicities, and proportion of women in charge of dependents.

Figure 6. Regional weighting average from Principle 1 Key Element B Indicators



Source: Authors' preparation from the self-assessments results of each customs administration.
Weighted average based on available data provided by the seven member countries.

Of particular importance is the fact that 75.9% of women working in customs come from an urban domicile. This factor is particularly relevant in the region. According to data provided by the General Secretariat of SICA, within the framework of the public discussion related to rural women held on 16 October 2019, about 60% of rural women in Central America are in extreme poverty and 30% have no property in their name, defining this inequality gap as a challenge for the member countries of the Central American Integration System. Also, rural women in Latin America and the Caribbean spend ten additional hours on care work and domestic responsibilities, compared to city women, and three times as much time as rural men, which makes them more dependent and vulnerable.¹⁷ These data constitute a fundamental element to deepen the concept of authentic and full inclusion of rural women in the labor market.

The regional average age of women in customs is between 25 and 45 years old and 83.4% of them have dependents. This factor, under a permanent data management and monitoring method, allows identifying actions to be strengthened to address different social factors that affect the organization and that must be attended to in a segmented manner in order to build true equality.

Key Element C - Selection and Recruitment

This third key element of the Employment and Remuneration principle is Selection and Recruitment, and is based on the need for diversity initiatives in recruitment and outreach processes to improve gender balance and diversity in workplaces, both in general and in specific positions. It consists of eleven indicators that specifically assess the following aspects:

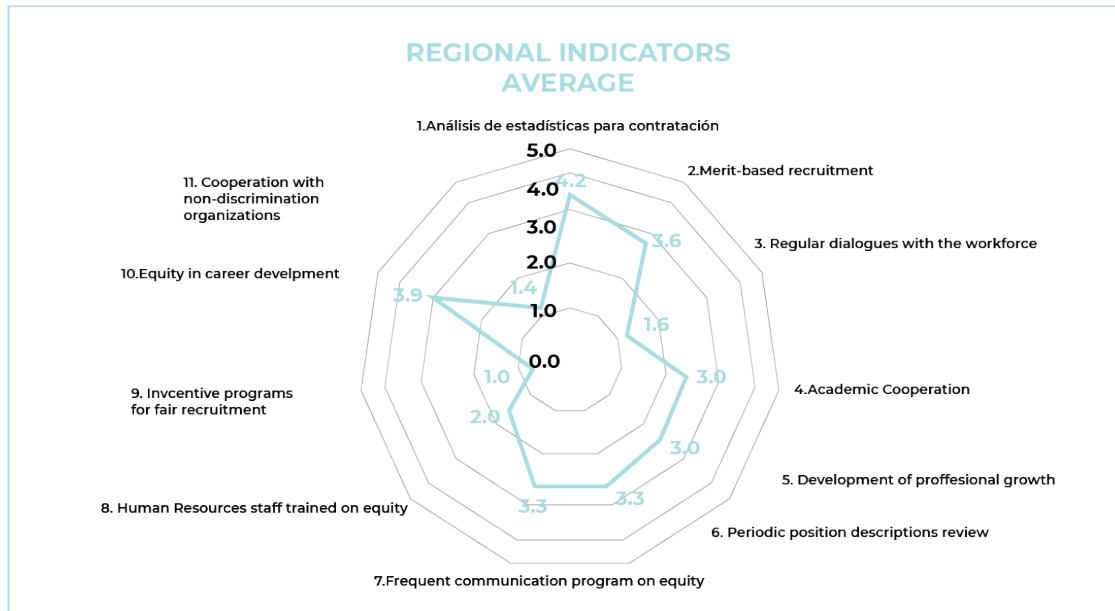
1. Recruitment statistics analysis.
2. Merit-based recruitment.
3. Regular dialogues with labor force.
4. Academic Cooperation.
5. Promotion of professional growth.
6. Periodic review of job descriptions.
7. Frequent communication program on equality.
8. Human Resources staff trained on equality.
9. Incentive programs for recruitment on equality.
10. Equality in professional development
11. Cooperation with non-discrimination organizations.

Key element c) Selection and recruitment has a 2.7 average score.

Its main opportunity lies in strengthening indicators 3, 9 and 11 (see figure 7).

¹⁷ De acuerdo con el Instituto Interamericano de Cooperación para la Agricultura, 2018. Libro: Luchadoras: mujeres rurales en el mundo: 28 voces autorizadas)

Figure 7. Regional Weighting Average from Principle 1 Key Element C Indicators



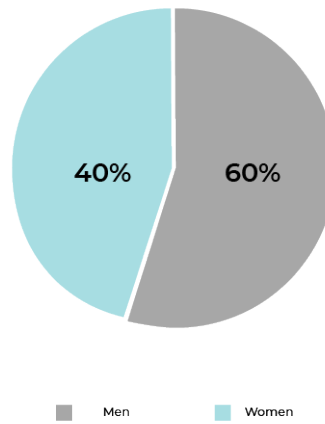
Source: Authors' preparation from the self-assessments results of each customs administration.

In terms of the overall regional results on this key element, their tabulation reflected a greater strength in **indicator 1 Analysis of recruitment statistics**, with a **4.2 score** on the application scale. This indicator specifically refers to the collection and use of sex-disaggregated statistics on recruitment and other demographic data to identify possible situations of discrimination.

On the other hand, **indicator 9 Incentive programs for equal recruitment** is the indicator with the lowest score of the entire Tool, reaching a **1.0 regional average** on the application scale. This result is directly related to the rigidity of legal regulations regarding civil service and administrative careers in the region's countries, which is precisely why it is necessary to focus on promoting spaces for discussion on the need to have regulations that effectively promote incentives to achieve the greatest possible gender equality within institutions. In accordance with the 4.2 score of Indicator 1 of this key element, the

complementary statistics of the countries reflect that during 2020 and 2021, 40% of new hires will be women (See Graph 8).

PERCENTAGE OF NEW RECRUIT



*Source: Authors' preparation from the self-assessments results of each customs administration.
Weighted average based on available data provided by the seven member countries.*

PRINCIPLE 2: Work and Family Life and Professional Development Balance

Work and professional development constitute one of the different human life dimensions. This principle focuses on the labor policies generation that encourage a balance between personal and family life and paid activity.

Flexible work has been promoted for several years, but it is impossible to ignore

the fact that, due to the needs arising from the COVID-19 pandemic, its development has expanded at great speed.

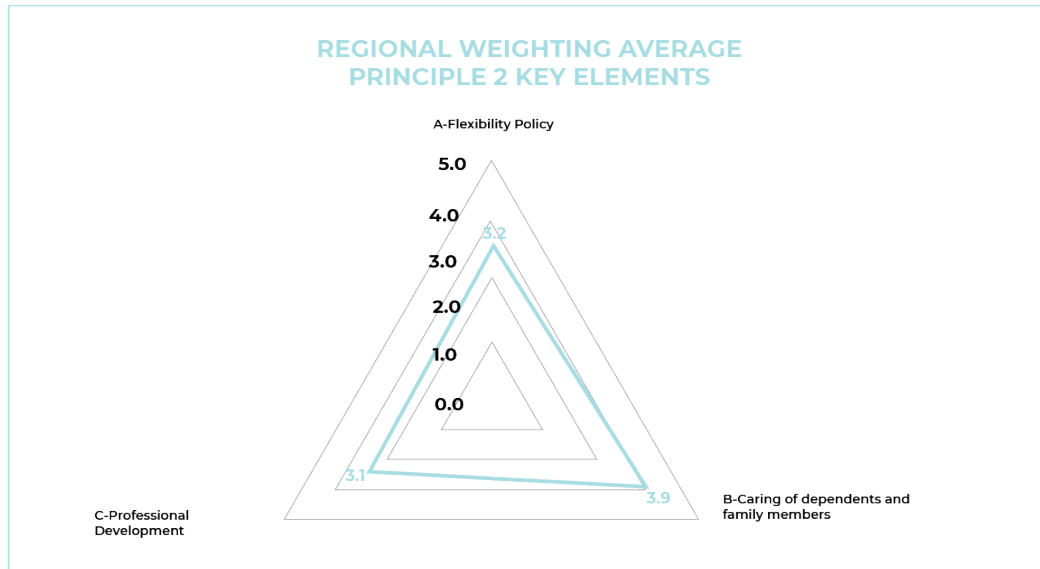
The three key elements of the Balance between work and family life and professional development principle are:

- a) Flexibility policies.
- b) Care for dependents and family members
- c) Professional development

Work and family life balance and professional development Principle shows a 3.3 average score, which implies, according to box 2 of this study, that the region's equality policies are in the development phase, or pilot program and/or minimum implementation (see figure 9).



Figure 9. Regional weighting average Principle 2 Key Element



Source: Authors' preparation from the self-assessments results of each customs administration.

In terms of overall regional results on this principle, their tabulation reflected a greater strength in **key element b) Care for dependents and family members, with 3.9** score, with a homogeneous contribution to this score regarding the indicators of access to childcare, care for dependents and the maturity of flexible leave and work policies for childcare.

Although all key elements of this principle scored above 3.0 on the scale, the one that reflects the greatest opportunity is **key element c) Professional promotion, with a 3.1 score**, mainly affected by the indicator related to the timely enquiry into the work interests and professional objectives of customs officials in the region.

Key Element A - Flexibility Policies

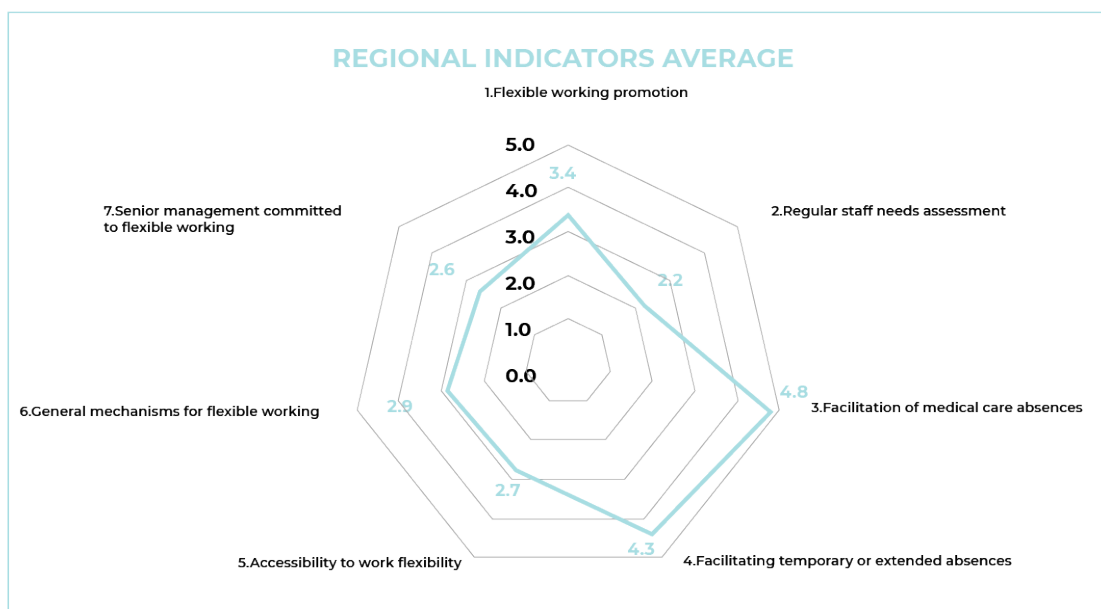
The first key element of the Balance between work and family life and professional development principle is Flexibility Policies, and is aimed at promoting flexible working as an enabler of overall workplace well-being, productivity and promoting opportunities for women, the majority of whom are responsible for caring for dependents. It is composed of

seven indicators that specifically assess the following aspects:

- 1: Flexible Working Promotion.
- 2: Periodic staff needs assessment.
- 3: Facilitation of absences for medical care.
- 4: Facilitation of temporary or prolonged absences.
- 5: Openness to flexible working.
- 6: General mechanisms for flexible working.
- 7: Managers committed to flexible working.

Key element a) Flexibility Policies has a 3.3 average score. Its main opportunity lies in reinforcing indicators 2, 5, 6 and 7 (see figure 10)

Figure 10. Regional Weighting Average of Principle 2 Key Element A



Source: Authors' preparation based on the self-assessment results of each customs administration.

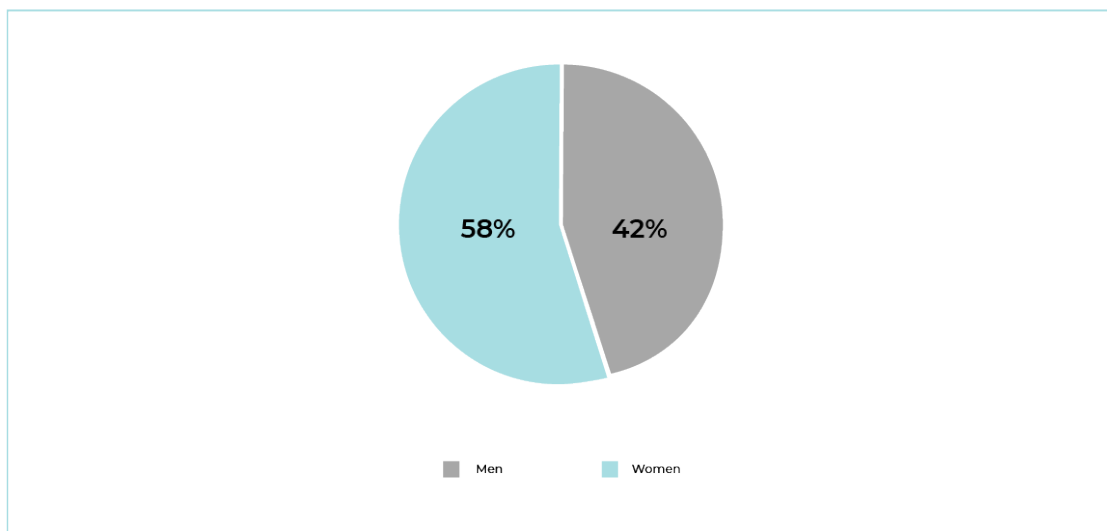
In terms of the overall regional results on this key element, their tabulation reflected a greater strength in **indicator 3 Facilitation of absences for medical care, with a 4.8 score on the application scale, the highest score for an indicator in the entire study.** This indicator reflects the flexibility level of Customs administrations in the region to allow staff to take time off work for medical care or treatment for themselves or their dependents.

In contrast, **indicator 2 Regular assessment of staff needs reflects a larger equality gap, with a 2.2 score,** especially related to the systematic monitoring of staff needs and the use of flexible working options, through surveys or other means.

This key element presents a particular maturity in terms of internal policies, activities and processes that supports the region's customs institutions in their self-diagnosis. It is also important to note that the complementary statistics to GEOAT (see figures 11 and 12) reflect the impact and growing need for labor flexibility as a key factor in gender equality. The region records that women have accounted for a

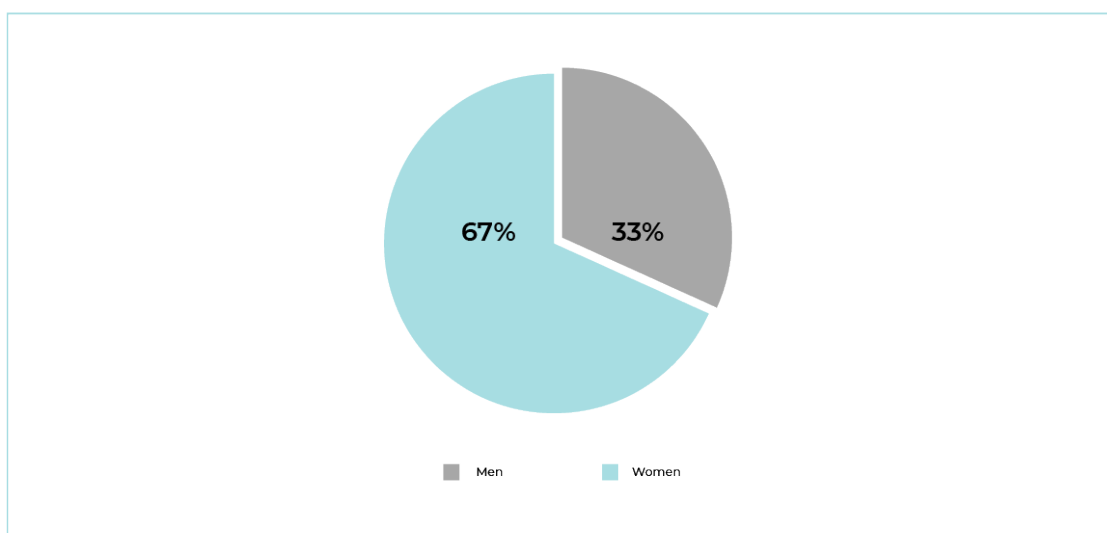
58% average of the total telework applied to the workforce and 67% of the total leave granted to workers in customs institutions.

Figure 11. Regional teleworkers average in 2020 and 2021



*Source: Authors' preparation from the self-assessments results of each customs administration.
Weighted average based on available data provided by the seven member countries.*

Figure 12. Regional permits average issued in 2020 and 2021



*Source: Authors' preparation from the self-assessments results of each customs administration.
Weighted average based on available data provided by the seven member countries.*

The strengthening of indicator 2 on the staff's periodic needs assessment will make it possible to determine gender equality variables, such as the overload of unpaid care work, or the prevalence of women in administrative positions more likely to have access to teleworking, among other factors, so that these data can contribute to strengthening the institution's comprehensive gender strategy and not to widening the gender gaps.

Key Element B - Care for Dependents and Family Members

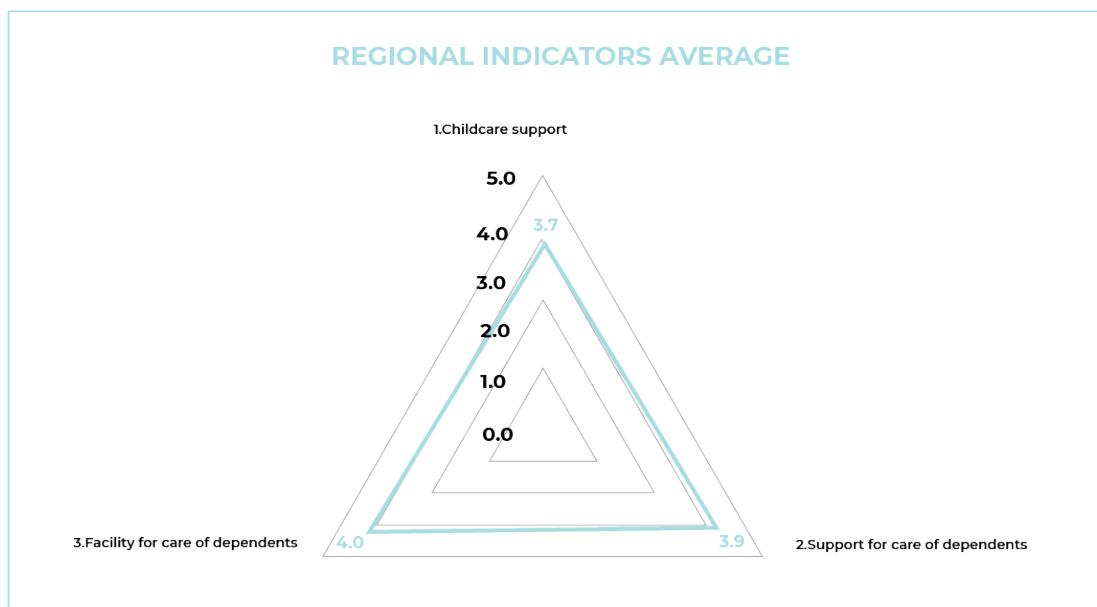
The second key element of the balance between work and family life and professional development principle is that of care for dependents and family members, and is aimed at promoting care programs for dependents and guaranteeing leave related to the care of dependents, with a direct impact on reducing absences, reducing turnover, improving productivity

and increasing employee loyalty. It consists of three indicators that specifically assess the following aspects:

1. **Childcare support.**
2. **Support for caring for dependents.**
3. **Dependent care facility.**

Key element b) Care for dependents and family members shows a 3.9 average score. Its main opportunity lies in reinforcing indicator 1 (see figure 13).

Figure 13. Regional weighting average of Principle 2, Key Element B Indicators



Source: Authors' preparation based on the self-assessment results of each customs administration.

In terms of the overall regional results on this key element, their tabulation reflected the greatest strength in **indicator 3 Dependent care facility, with 4.0 score.** This indicator reflects that reasonable leave policies and flexible work arrangements are in place providing opportunities for parents (both mother and father) to participate in the care of their children.

On the other hand, **indicator 1 Childcare support has a lower score of 3.7**, especially related to the provision of spaces, partnerships or information on childcare facilities for mothers to work in a more emotionally balanced state and to reduce

absenteeism and lack of interest in their professional development.

According to ECLAC, depending on the country concerned, between 12% and 66% of women who are not in employment are unable to enter the labor market because of family situations, in particular caring for dependents. This is in stark contrast to the less than 6% of men who do not enter the labor market for the same reason. On the other hand, of the men and women who are employed, those who are parents or have care responsibilities are more likely to miss work or report absences due to care, which in turn can lead to a loss of

productivity for the organization.

Key Element C - Professional Development

The third key element of the balance between work-life and professional development principle is that of professional development, and focuses on career promotion opportunities such as training in non-traditional fields and mentoring and coaching programs, as they provide staff with the opportunity to acquire leadership skills, build networks and contribute strategically to the organization. It is based on eight indicators that specifically assess the following aspects:

1. Regular analysis of equality statistics.
2. Support to gender equality support groups.
3. Mentoring and counseling for women.

4. Flexible opportunity for training and development.

5. Register of career interests.

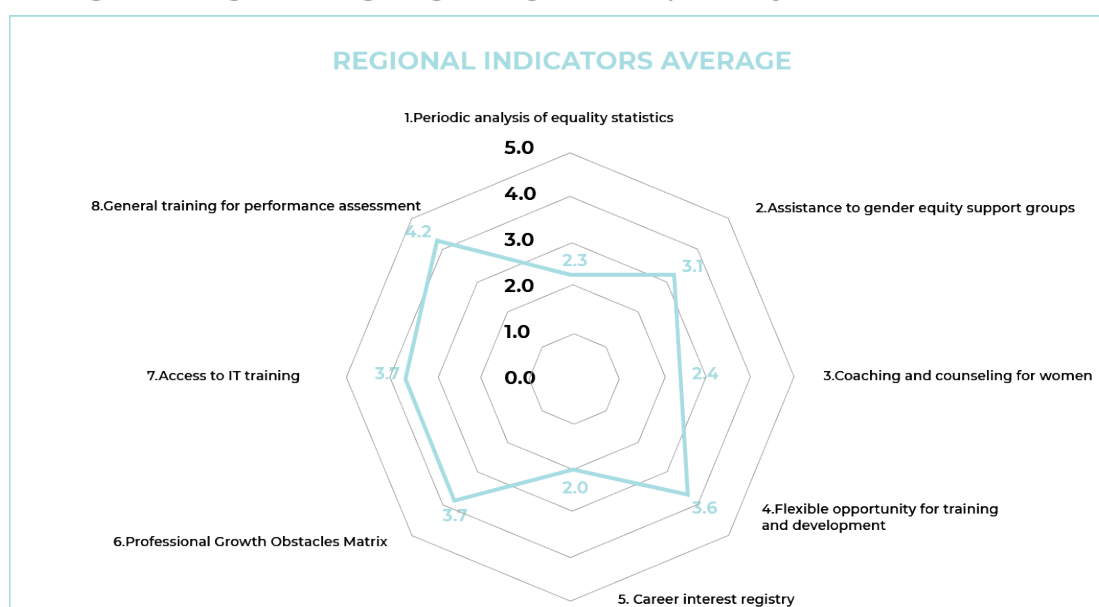
6. Career growth obstacle matrix.

7. Access to IT training.

8. General training for performance assessments.

The key element c) Professional promotion has a 3.1 average score. Its main opportunity lies in reinforcing indicators 1, 3 and 5 (see figure 14).

Figure 14. Regional Weighting Average of Principle 2, Key Element C Indicators



Source: Authors' preparation based on the self-assessment results of each customs administration.

¹⁸ https://repositorio.cepal.org/bitstream/handle/11362/44408/4/S1801209_es.pdf

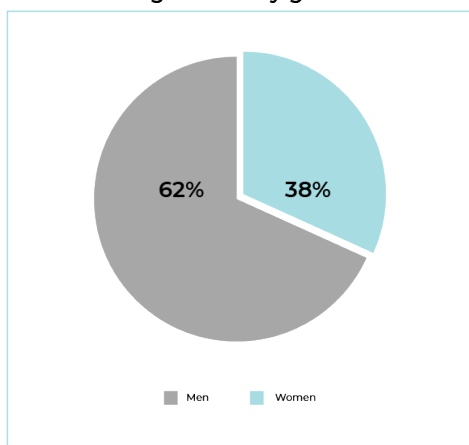
In terms of the overall regional results on this key element, their tabulation reflected a greater strength in **indicator 8 General training for performance assessment, with a 4.2 score**. This indicator reflects that training is provided to all staff involved in performance assessment to ensure an unbiased procedure.

On the contrary, **indicator 5 Register of professional interests reflects a lower 2.0 score**, especially related to a “register of interests” system establishment to determine the staff’s career objectives, systematically providing relevant information on available career tracks.

Professional development is one of the aspects most affected by the COVID 19 pandemic, which had a high incidence of resignations, absenteeism and dismissals. Professional development is one of the aspects most affected by the COVID 19 pandemic, which had a high incidence of resignations, absenteeism, and dismissals due to the global economic crisis. From the complementary statistics, the countries show that 62% of the resignations in the last two years were made by men (see figure 15).

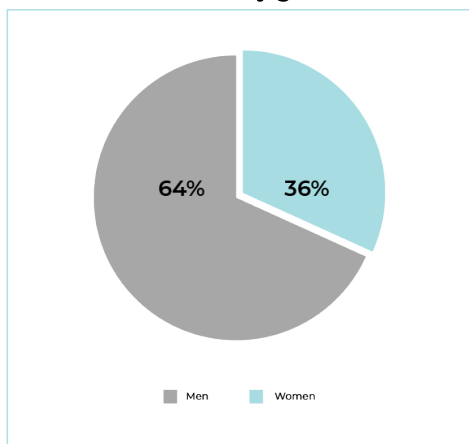
Thirty-six percent of layoffs weighed on the female workforce and 51% of absenteeism was among women (see figures 16 and 17). While 58% of promotions went generally to male staff; rate that increases when referring to promotions at the managerial level, where men account for 63%. The lack of a system implemented to monitor workers by name both in their career interests and their main obstacles to growth impact on the above-mentioned results directly, especially in terms of promoting better conditions for gender equality (see figures 18 and 19).

Figure 15. Pandemic-related resignations by gender



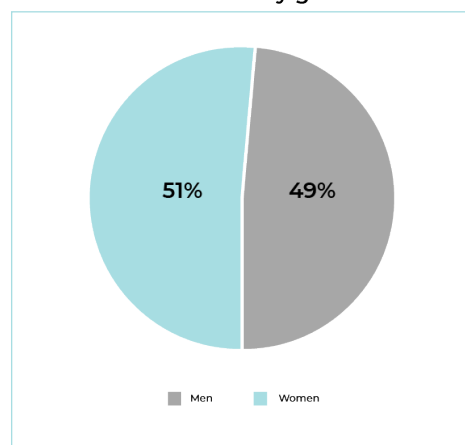
Source: Authors' preparation from the self-assessments results of each customs administration.
Weighted average based on available data provided by the seven member countries.

Figure 16. Pandemic-related dismissals by gender



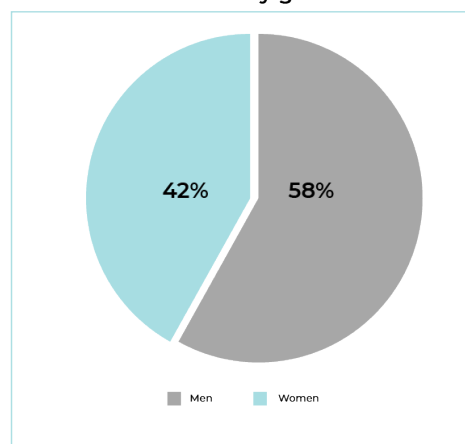
Source: Authors' preparation from the self-assessments results of each customs administration.
Weighted average based on available data provided by the seven member countries.

Figure 17. Pandemic-related absenteeism by gender



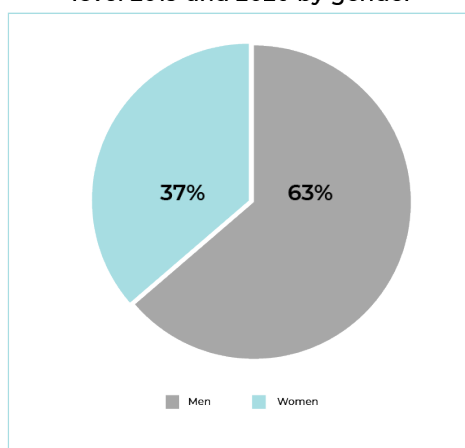
Source: Authors' preparation from the self-assessments results of each customs administration.
Weighted average based on available data provided by the seven member countries.

Figure 18. General promotions 2019-2020 by gender



Source: Authors' preparation from the self-assessments results of each customs administration.
Weighted average based on available data provided by the seven member countries.

Figure 19. Promotions at management level 2019 and 2020 by gender



Source: Authors' preparation from the self-assessments results of each customs administration.
Weighted average based on available data provided by the seven member countries.

PRINCIPLE 3: Health, safety and non-violence

The third GEOAT principle is Health, safety and non-violence, and is aimed at access to health coverage, prevention of gender-based violence and opening of complaint mechanisms that generate sufficient trust to build a culture of harassment-free within customs organizations. These aspects are based on an integral compliance with human rights. It is worth mentioning that customs administration staff, in the exercise of their duties, often face contexts where their health or safety may be threatened.

The three key elements of the Employment

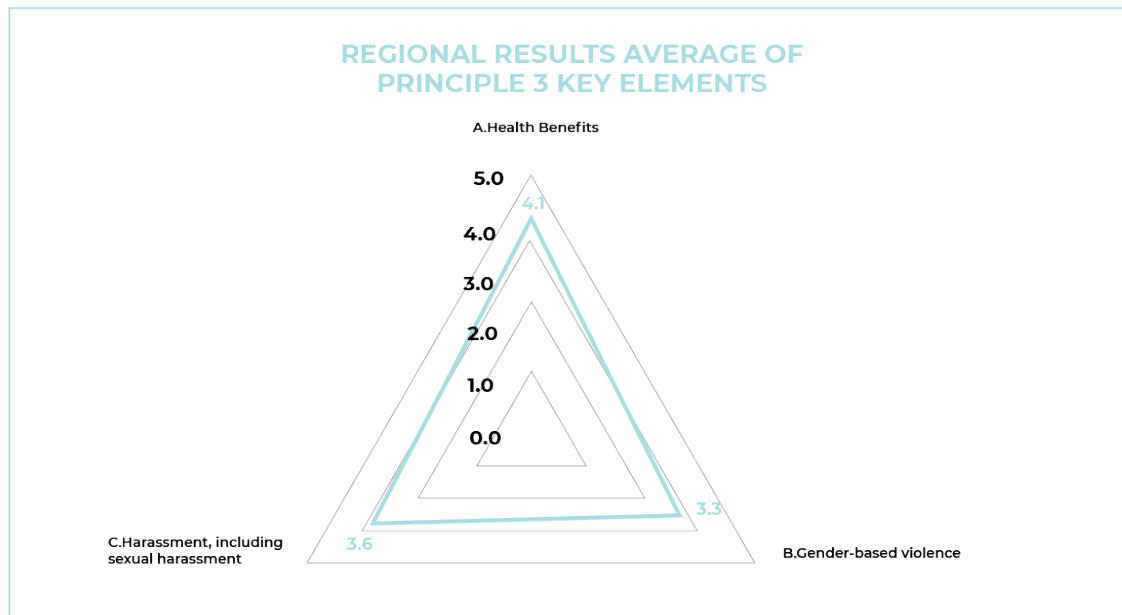
and Remuneration Principle are:

- a) Health benefits.
- b) Gender-based violence.
- c) Harassment, including sexual harassment.

The health, safety and non-violence principle scores 3.5 on the application scale for the GEOAT assessment, which implies, according to Box 2 of this study, that the region's equality policies are at the development, or pilot program stage (see figure 20).



Figure 20. Regional weighting average of Principle 3 Key Elements



Source: Authors' preparation based on the self-assessment results of each customs administration.

In terms of the overall regional results on this principle, their tabulation reflected the greatest strength in the key element a) Health benefits, with 4.0 score, achieving the best score of all key elements in the study, with a particular contribution to this score related to providing comprehensive and equitable health coverage and insurance to all staff, addressing needs of women, for example, regarding pregnancy. In terms of results reflecting greater opportunity, key element b) Gender-based violence, with a 3.3 score, is affected mainly by the low score for regular assessments of physical security procedures, including pair-work at remote border posts and during night shifts.

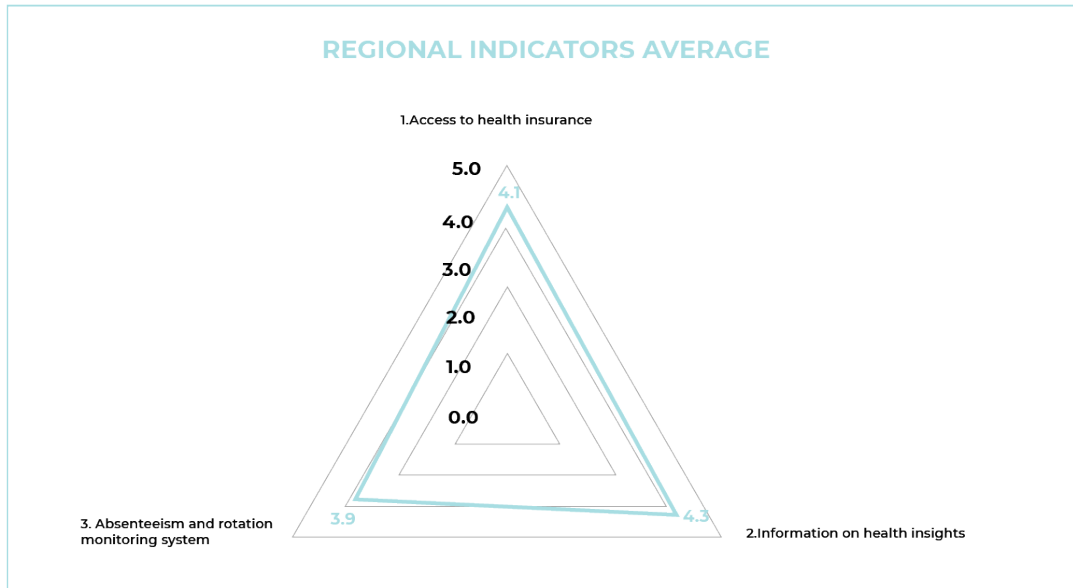
Key Element A - Health Benefits

The first key element of the Health, Safety and Non-violence principle is Health Benefits, which aims to promote attention to different types of workforce needs, also from a gender perspective, when developing health policies and programs of customs administrations. It is based on three indicators that specifically assess the following aspects:

- 1: Access to health insurance.**
- 2: Information on health rights.**
- 3: Absenteeism and turnover monitoring system.**

Key element a) Health benefits has a 4.1 average score. Its main opportunity lies in strengthening indicator 3 (see figure 21).

Figure 21. Regional weighting average of Principle 3 Key Element A Indicators



Source: Authors' preparation based on the self-assessment results of each customs administration.

In terms of the overall regional results on this key element, their tabulation reflected a greater strength in indicator 2 Information on health rights, with a 4.3 score. This indicator reflects the provision of information on staff rights, benefits and resources available to them when reporting pregnancy, adoption, medical conditions or illness requiring extended leave, as well as the provision of a private space for breastfeeding mothers.

Indicator 3 Absenteeism and turnover monitoring system reflects a 3.9 lower score, especially related to the provision of mechanisms to monitor absenteeism or increased staff turnover and to know its cause, as these can be indicators of a highly stressful or unhealthy working environment.

Key Element B - Gender-based violence

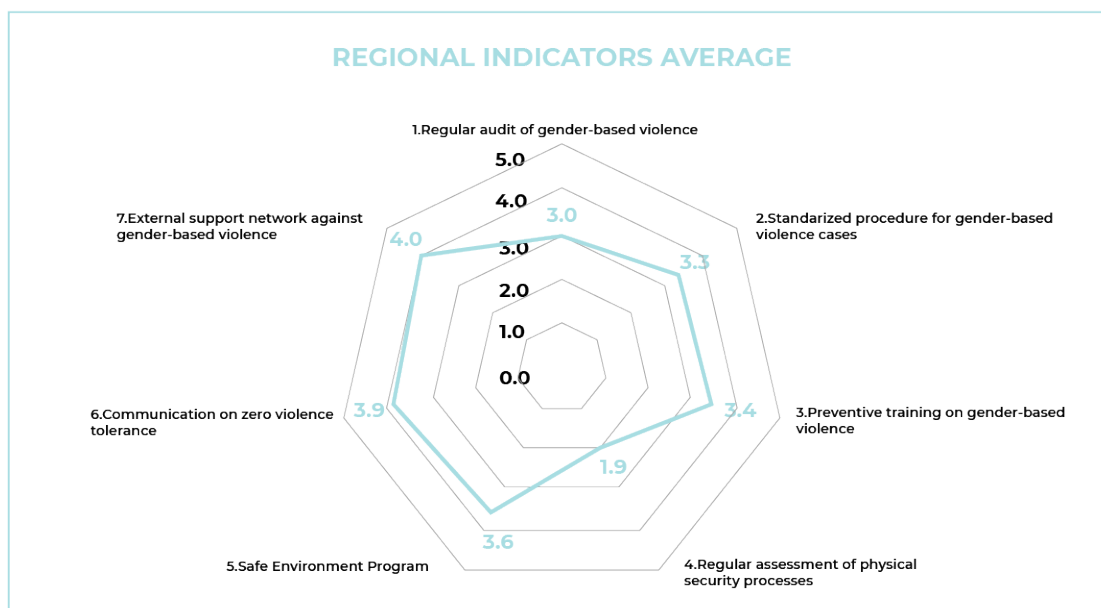
The second key element of Health, Safety and Non-Violence Principle is Gender-Based Violence as a serious health and safety issue that takes many forms, including verbal and physical abuse and, in extreme cases, even homicide.

Awareness-raising on gender-based violence, the opening of reporting channels and the generation of a culture where all staff feel protected, promotes gender equality and increases institutional productivity. It consists of seven indicators that specifically assess the following aspects:

- 1: Regular gender-based violence audit.**
- 2: Standardized procedure in case of gender-based violence.**
- 3: Preventive training on gender-based violence.**
- 4: Regular evaluation of physical security processes.**
- 5: Safe environment program.**
- 6: Communication on zero tolerance to violence.**
- 7: External support network against gender-based violence.**

Key element b) Gender-based violence has a 3 average score. Its main opportunity lies in reinforcing indicators 1, 2, 3 and 4 (see figure 22).

Figure 22. Regional weighting average of Principle 3 Key Element B Indicators



Source: Authors' preparation based on the self-assessment results of each customs administration.

In terms of the overall regional results on this key element, their tabulation reflected the greatest strength in **indicator 7 External GBV support network, with a 4.0 score**. This indicator reflects that an external network of workplace violence resources is in place in the organization, including advisors, security consultants and local law enforcement.

In contrast, **indicator 4 Regular assessment of physical security processes reflects a lower 1.9 score**, especially related to the regular assessment of physical security procedures, including border crossing points, movement logistics, review of past incident history and application of best practices.

Physical security is a critical aspect of customs operations, and as such is also susceptible to gender differences that exist among the staff. In this regard, practices have been found regarding occupational health, occupational and industrial safety, treatment among officials, but none of these programs have incorporated a gender perspective or periodic assessments under this approach. Likewise, although there are zero tolerance policies on violence, they are not gender-sensitive, and although

several support policies for victims, such as psychological support, were found; they are very limited. They urgently need to be strengthened as one of the key elements in building a non-violent culture.

Key Element C - Harassment, including sexual harassment

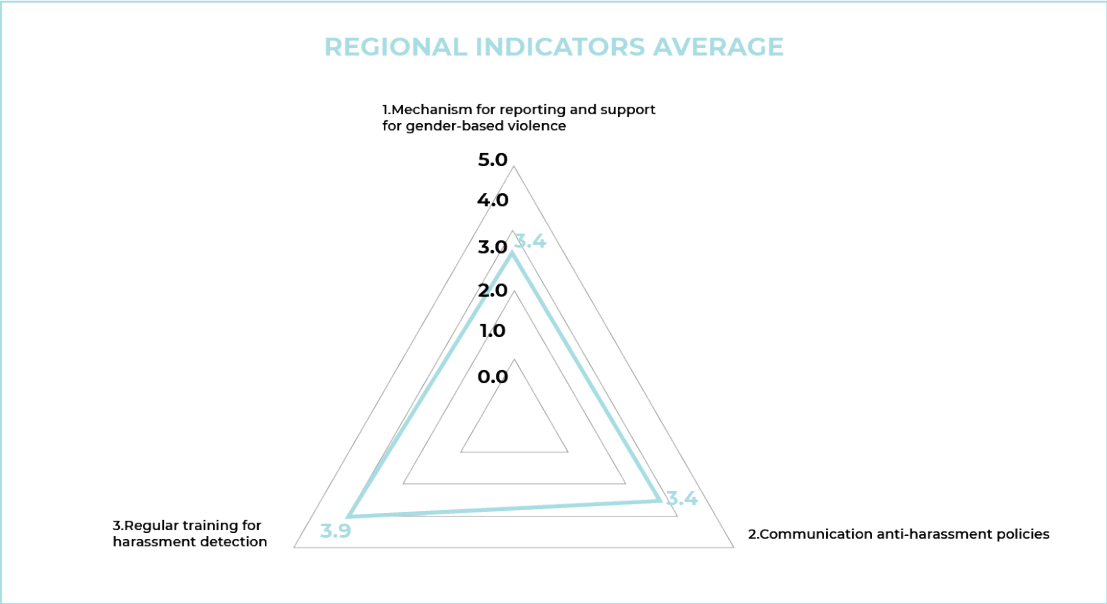
The third key element of the Health, Safety and Non-Violence principle is Harassment, including sexual harassment, which focuses on preventing and addressing a factor that undermines equal opportunities and affects the morale and performance of both the victim and the staff observing incidences. Included in this key element is sexual harassment, understood as any unwelcome sexual advance, request for sexual favors, verbal or physical conduct or gesture of a sexual nature, or any other behavior of a sexual nature that could reasonably be perceived by another person as offensive or humiliating. It is composed of three indicators that specifically assess the following aspects:

- 1: Mechanism for reporting and support for gender-based violence victims.**
- 2: Communication of anti-harassment**

policies.
3: Regular training for harassment detection.

The **key element c) Harassment, including sexual harassment, has a 3.6 average score.** Its main opportunity lies in strengthening indicators 1 and 2 (see Figure 23).

Figure 23. Regional weighting average of Principle 3 Key Element C Indicators



Source: Authors' preparation based on the self-assessment results of each customs administration.

In terms of the overall regional results on this key element, their tabulation reflected a greater strength in **indicator 3 Regular training for harassment detection, with a 3.9 score.** This indicator reflects that regular training is conducted for all staff on harassment detection, prevention and treatment, including sexual harassment and abuse.

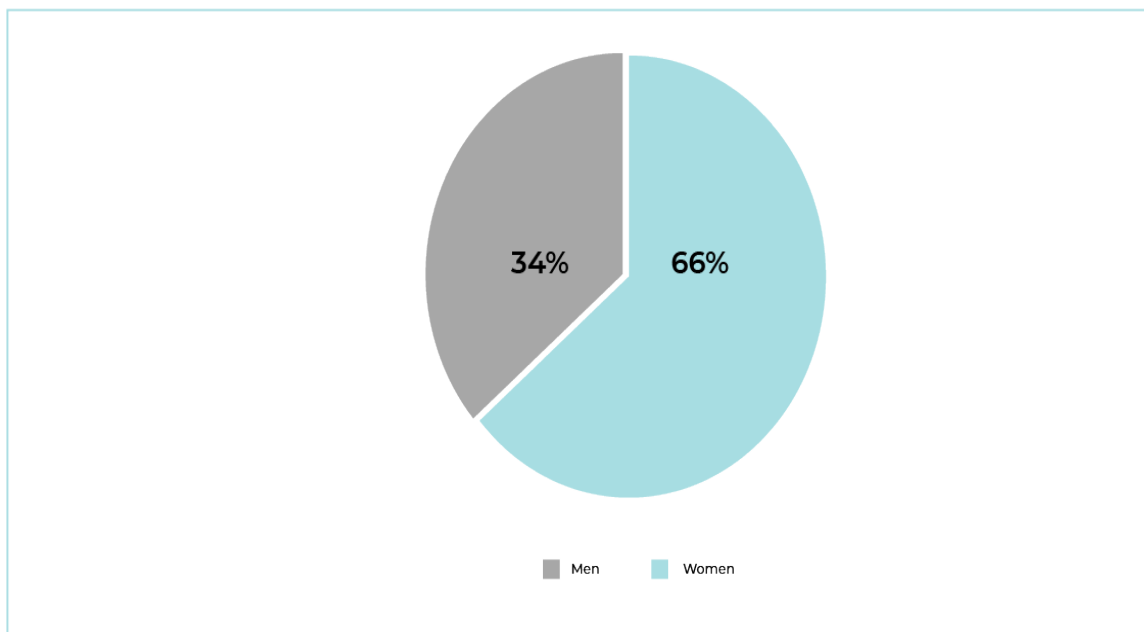
Indicator 1 Mechanism for reporting and support for victims of gender-based violence, reflects a lower 3.4 score, especially related to the provision of a platform and mechanisms for reporting and support to encourage victims, responding to the urgency that these

situations merit.

The results of indicator 3 are mainly supported by the complementary statistics which show that 66% of the beneficiaries of discrimination and harassment training have been women (see figure 24). However, from the above, general preventive training needs to be strengthened, as zero-tolerance policies on harassment require the participation of all workers as it is an issue that concerns both men and women.

¹⁹ <http://www.un.org/womenwatch/uncoordination/antiharassment.html>

Figure 24. Percentage of training beneficiaries on discrimination in customs administrations disaggregated by gender.



*Source: Authors' preparation from the self-assessments results of each customs administration.
Weighted average based on available data provided by the seven member countries.*

PRINCIPLE 4: Governance and leadership

The fourth GEOAT principle is Governance and Leadership, focused on the promotion of gender equality in management positions to promote a balance in decision-making and an authentic culture of inclusion that is reflected in organization's leaders from experience. The incorporation of inclusion processes in the management strategy, the allocation of human and monetary resources that allow the incorporation of an internal structure whose objective is to permeate the entire institutional process with an equality perspective, complete this principle on which all the other principles

depend for their correct application.

The two key elements of Governance and Leadership Principle are:

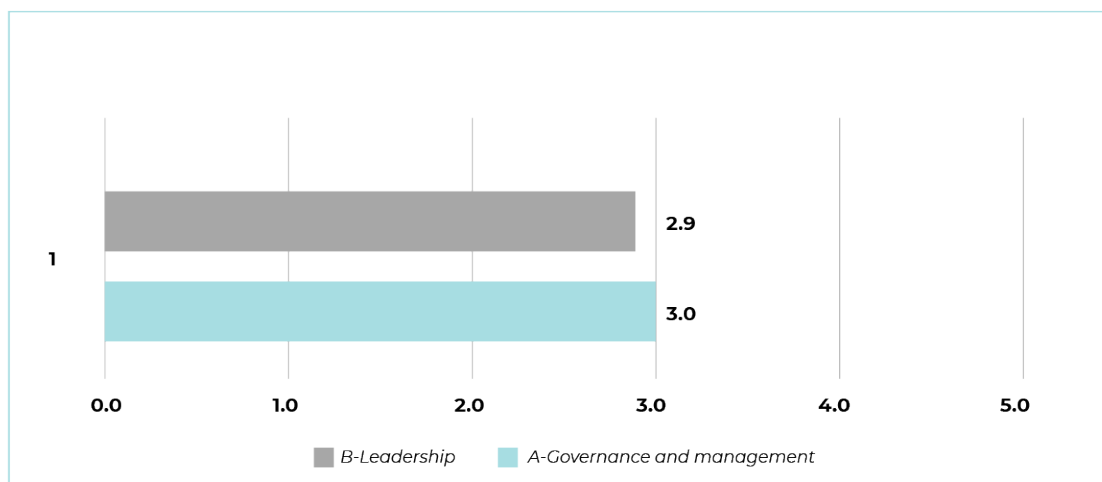
- a) **Governance and management.**
- b) **Leadership**

The Governance and Leadership Principle scores 3.0 on the application scale for the GEOAT assessment, the lowest average of all the principles diagnosed, which implies, according to Box 2 of this study, that the region's equality policies are at the development or pilot program or minimum application stage (see Figure 25).



Managing Director Kristalina Georgieva participates in the Coalition of Finance Ministers' meeting for Climate Action at COP26 in Glasgow, Scotland on November 3, 2021. IMF Photo/Crispin Rodwell

Figure 25. Regional weighting average of Principle 4 Key Elements



Source: Authors' preparation from the self-assessments results of each customs administration.

In terms of the overall regional results on this principle, their tabulation reflected that both key elements have concentrated weaknesses. **The key element a) Governance and management, with a 3.0 score**, has its main weakness in components related to staff exit interviews and organizational leaders' assessment of their genuine commitment to inclusion.

The key element b) Leadership, with a 2.9 score, is mainly affected by the lack of gender equality incorporation as part of the general corporate strategy and the lack of institutionalization from a gender perspective in a concentrated body responsible for its implementation. With the exception of one of the countries in the region that has a specific law establishing a gender unit in each institution, there is no evidence that the institutional framework of customs administrations contemplates an exclusive body or official for gender equality policies implementation.

Key Element A - Governance and Management

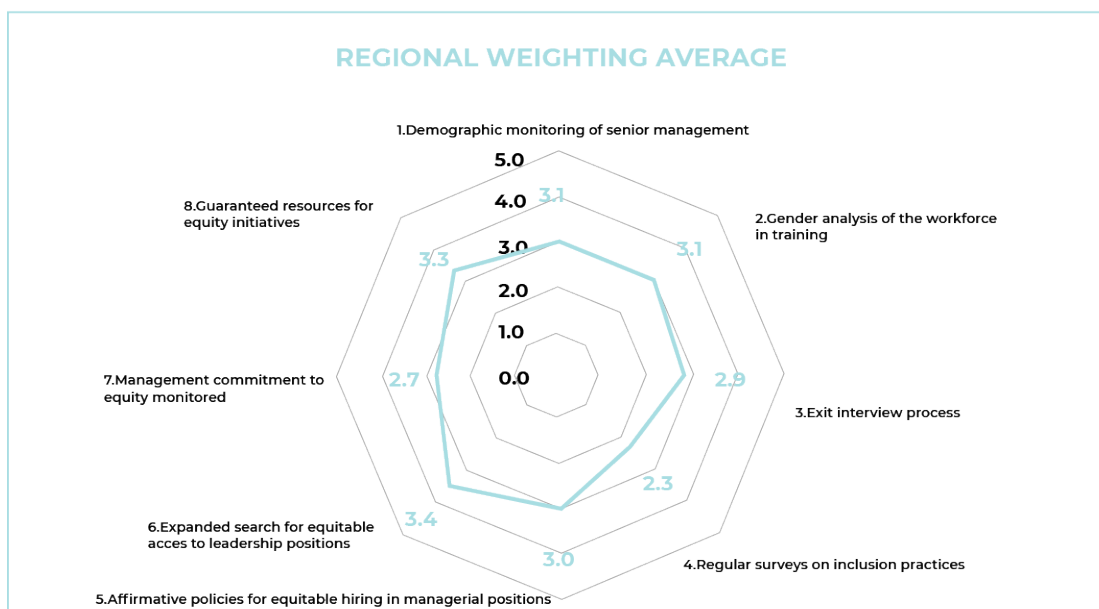
The first key element of the Governance and Leadership Principle is Governance and Management, which focuses on increasing the diversity levels of governance bodies in order to have a gender-balanced

senior management, consolidating the credibility of the vision of inclusion within the organization and contributing to innovation, a positive working environment and adequate risk oversight. It consists of eight indicators that specifically assess the following aspects:

- 1: Demographic monitoring of management positions.**
- 2: Gender analysis of the trainee workforce.**
- 3: Exit interview process.**
- 4: Periodic surveys on inclusion practices.**
- 5: Affirmative policies for equitable recruitment into management positions.**
- 6: Expanded search for equitable access to management positions.**
- 7: Management commitment to equality monitored.**
- 8: Resources secured for equality initiatives.**

The key element a) Governance and management has a 3.0 average score. Its main opportunity lies in strengthening indicators 1, 2, 3, 4, 5 and 7 (see figure 26).

Figure 26. Regional weighting average of Principle 4 Key Element A Indicators



Source: Authors' preparation from the self-assessments results of each customs administration.

In terms of the overall regional results on this key element, their tabulation reflected a greater strength in **indicator 6 Expanded search for equitable access to leadership positions, with a 3.4 score**. This indicator reflects that the executive and management search process has been expanded regionally to identify potential candidates who can be leaders in the organization or beyond.

On the other hand, **indicator 4 Periodic surveys on inclusion practices, reflects a lower score of 2.3**, especially related to measuring staff opinions on gender equality and diversity practices and analysis of gender results.

Key Element B - Leadership

The second key element of the Governance and Leadership principle is that of Leadership, conceived as an indispensable means in support of gender equality in an organization to demonstrate such commitment through values, strategies, mission and actions. Only a leader's commitment, with clear and transparent monitoring, allocation of human and monetary resources, and who genuinely

lives gender equality, can build inclusive customs administrations with greater opportunities for women. It consists of five indicators that specifically assess the following aspects:

1: Gender equality incorporated into the strategic vision.

2: Institutionalized gender equality monitoring.

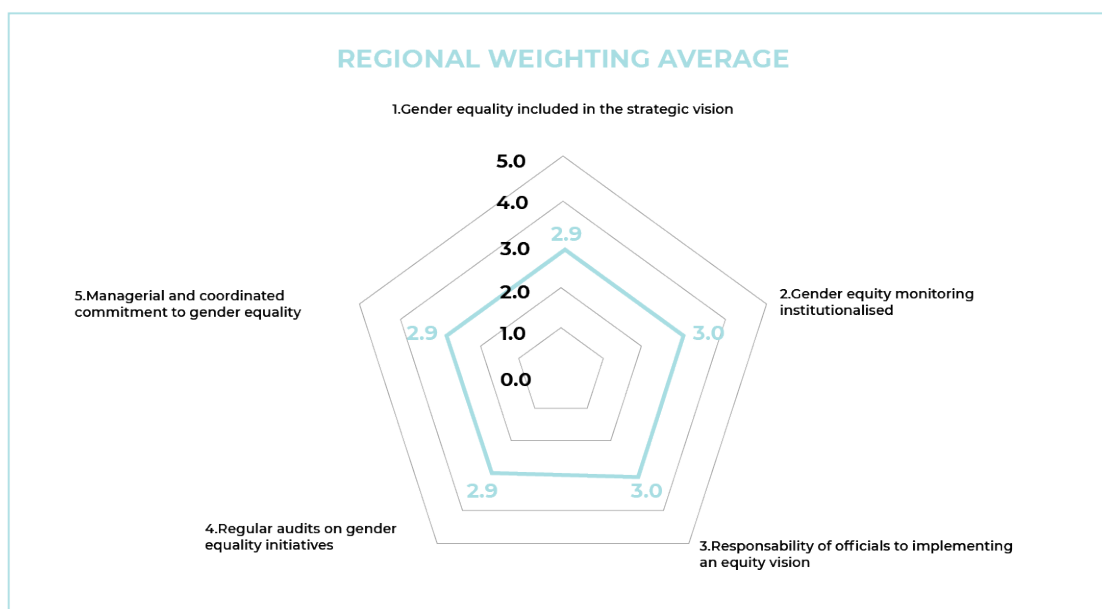
3: Accountability of staff for implementing equality perspective.

4: Regular audits of gender equality initiatives.

5: Management and coordinated commitment to gender equality.

Overall, the key element b) Leadership has a 3.0 average score. Its main opportunity lies in strengthening indicators 1, 2, 3, 4 and 5 (see figure 27).

Figure 27. Regional weighting average of Principle 4 Key Element B Indicators



Source: Authors' preparation from the self-assessments results of each customs administration.

In terms of the overall regional results on this key element, their tabulation showed that all indicators have concentrated weaknesses. **Indicator 2 Institutionalized gender equality monitoring and Indicator 3 Responsibility of officials to implement gender equality vision scored 3.0. On the other hand, Indicator 1 Gender equality incorporated into the strategic vision, Indicator 4 Regular audits on gender equality initiatives and Indicator 5 Management and coordinated commitment to gender equality scored 2.9.**

During the phase of the point of contact assignment by the regional customs offices, as well as the data collection, absence of an institutional framework on gender equality in the region's customs administrations was palpable except for one of the countries that by law have an exclusive gender equality body within the institution. Due to this lack, data management, data segmentation and the compilation of variable statistics was carried out with an exhaustive effort by the working groups of each customs office. This must be mentioned because it is necessary and a priority that gender equality in

each customs institution has an owner. Not because it is the sole ambassador for equality, but because gender equality must be incorporated into the strategic planning process as part of each administration's strategy and human and monetary resources must be allocated to its achievement. It is not feasible to control data with a perspective of prevention and attention if there is no monitoring, which in turn is based on permanent analysis and data collection. On the other hand, organizational culture is built from leadership and training, therefore, this is not a process that can be assigned to an area within institutions as an additional task, but it has a life of its own and must have a person responsible for helping the leader to make a difference regarding equality in the whole organization.

PRINCIPLE

5: Customs administration and interested parties relations

The fifth GEOAT principal concerns Customs administration and interested parties relations. Customs administrations have to consult with a broad range of external actors, including customs brokers, major importers and exporters, industry/trade associations, logistics companies and border entrepreneurs, prioritizing women's interests during consultations with trade associations to have a broader interested parties relations strategy. This enables small-scale cross-border entrepreneurs to

address challenges they face in a way that allows for greater formality and prevents them from falling into informality and its consequences.

The three key elements of Employment and Remuneration Principle are:

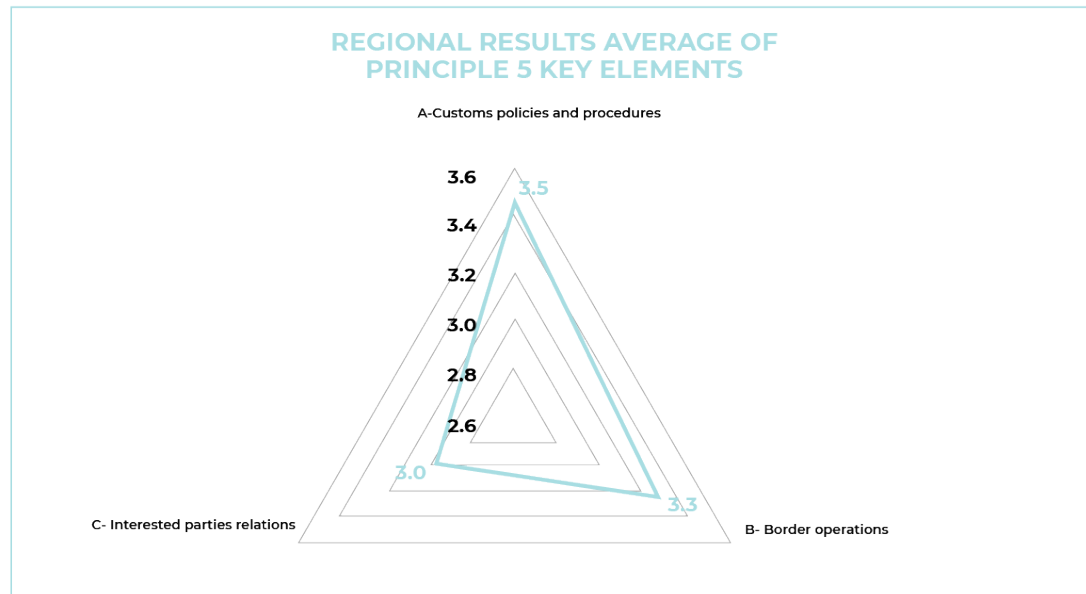
- a) Customs policies and procedures.
- b) Border operations.
- c) Interested parties relations.

Customs administration and interested parties relations Principle scores 3.3 on the application scale for the GEOAT assessment, which implies, according to Box 2 of this study, that the region's equality policies are in the development phase, or pilot program (see figure 28).



Salome Tiongson (L), a vegetable vendor, receives cash payment from a customer in Quiapo, Manila Philippines, on March 10, 2021. IMF Photo/Lisa Marie David

Figure 28. Regional weighting average of Principle 5 Key Elements Indicators



Source: Authors' preparation from the self-assessments results of each customs administration.

In terms of the overall regional results on this principle, their tabulation reflected a greater strength in the **key element a) Customs policies and procedures, with a 3.5 score**, with a special contribution in this score related to customs processes simplification and attention to small businesses to make use of the approved preferential benefits.

In terms of results reflecting greater opportunity, the **key element c) Interested Parties relations, with a 3.0 score**, is mainly affected by the low score regarding consultation and support to interested groups and women entrepreneurs to better understand the divergent needs of women and men involved and to accompany them in complying with customs procedures.

Key Element A - Customs Policies and Procedures

The first key element of the Customs Administration and Interested Parties Relations principle is Customs Policies and Procedures, which focuses on the need to apply international trade facilitation

standards to simplify procedures and enable access for small and medium-sized entrepreneurs, especially vulnerable groups, i.e. women, the elderly, formal trade networks, and border associations. It is based on five indicators that specifically assess the following aspects:

1: Equality in user service

2: Access to information for women in international trade.

3: Simplified procedures.

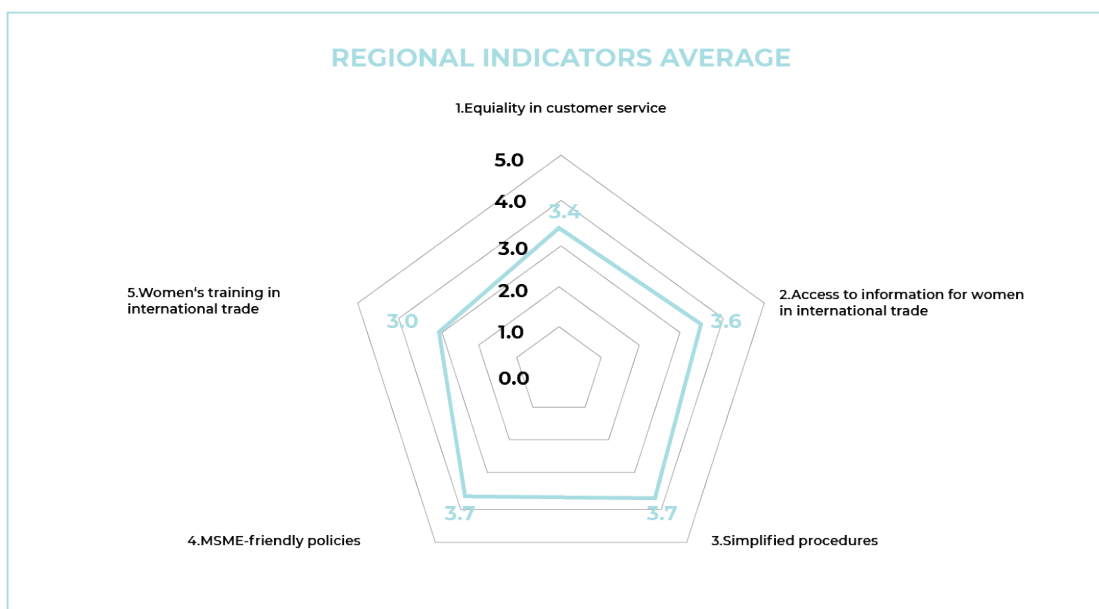
4: MSME-friendly policies.

5: Training for women in international trade.

The **key element a) Customs policies and procedures has a 3.5 average score**. Its main opportunity lies in strengthening indicator 5 (see figure 29).

²⁰ For the effects of this study, when referring to interested parties, according to GEOAT, this means a broad range of external actors, including customs brokers, importers/exporters, industry/trade associations, logistics companies and cross-border entrepreneurs, and in general, public service auxiliaries.

Figure 29. Regional weighting average of Principle 5 Key Elements A Indicators



Source: Authors' preparation from the self-assessments results of each customs administration.

In terms of the overall regional results on this key element, their tabulation reflected a greater strength in **indicator 3 Simplified procedures, with a 3.7 score**; and in indicator 4 MSMEs-friendly policies with a 3.7 score. These indicators reflect a focus on simplifying customs procedures and that small businesses are encouraged to make use of the exemptions and preferential tariff bands that the legislation allows them.

Indicator 5 Women in international trade training reflects a lower 3.0 score, especially related to regular training of women entrepreneurs on customs procedures to ensure easy and expeditious compliance.

Key Element B - Border Operations

The second key element of Customs administration and interested parties' relations Principle is related to border operations, based on the concurrence of people, cars and trucks that occurs in border areas. The concentration of officials from different control authorities and the vulnerable situation in land border areas is a scenario where especially women and

minority groups are exposed to situations of harassment, robbery and rape. It is composed of seven indicators that specifically assess the following aspects:

1: Procedures for equal treatment at border crossings.

2: Risk management at the border.

3: Standardized and easily accessible services.

4: Constructive dialogue with the private sector.

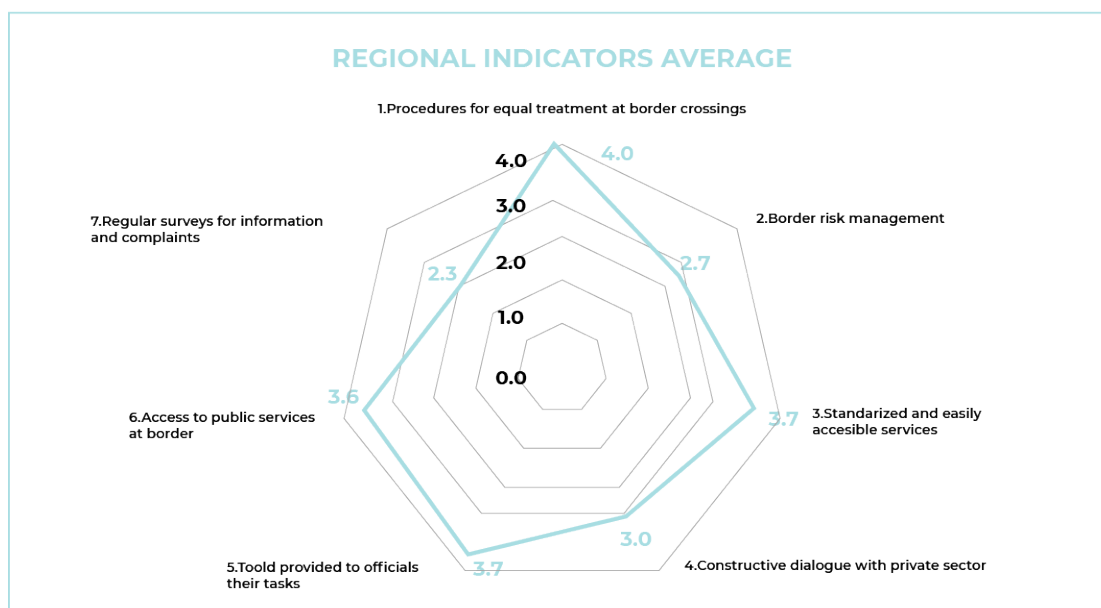
5: Tools provided to officials for their tasks.

6: Access to public services at the border.

7: Regular surveys for information and complaints.

Overall, **key element b) Border operations has a 3.3 average score**. Its main opportunity lies in strengthening indicators 2 and 7 (see figure 30).

Figure 30. Regional weighting average of Principle 5 Key Elements B Indicators



Source: Authors' preparation from the self-assessments results of each customs administration.

In terms of the overall regional results on this key element, the tabulation of these reflected a greater strength in **indicator 1 Procedures for equal treatment at border crossings, with a 4.0 score**. This indicator refers to ensuring both women and men are treated with equal respect and dignity at border crossings by establishing secure and confidential reporting means and mechanisms for women and men to report wrongdoing at the border.

Indicator 7 Border risk management reflects a lower 2.3 score, especially related to conducting assessment surveys to determine whether entrepreneurs (both women and men and in particular MSMEs) have really understood the simplified procedures, the complaint reporting system, facilitation measures (e.g. preferential tariff) and their obligations towards Customs and other border agencies.

Key Element C - Interested parties relations

The third key element of Customs Administration and Interested Parties Relations principle focuses on fully

understanding the needs of interested parties in Customs' chain of external actors, including importers, exporters, industry/trade associations, logistics companies, and cross-border entrepreneurs, among others.

In this activity, it is essential that women's interests be considered, especially when they are members of small entrepreneurs' associations. Lack of education and information about their rights, is a scenario in which the risk of all kind of abuse, including sexual abuse, increases. It is based on five indicators that specifically assess the following aspects:

1: Community consultation for equality decisions.

2: Regular communication with women's associations.

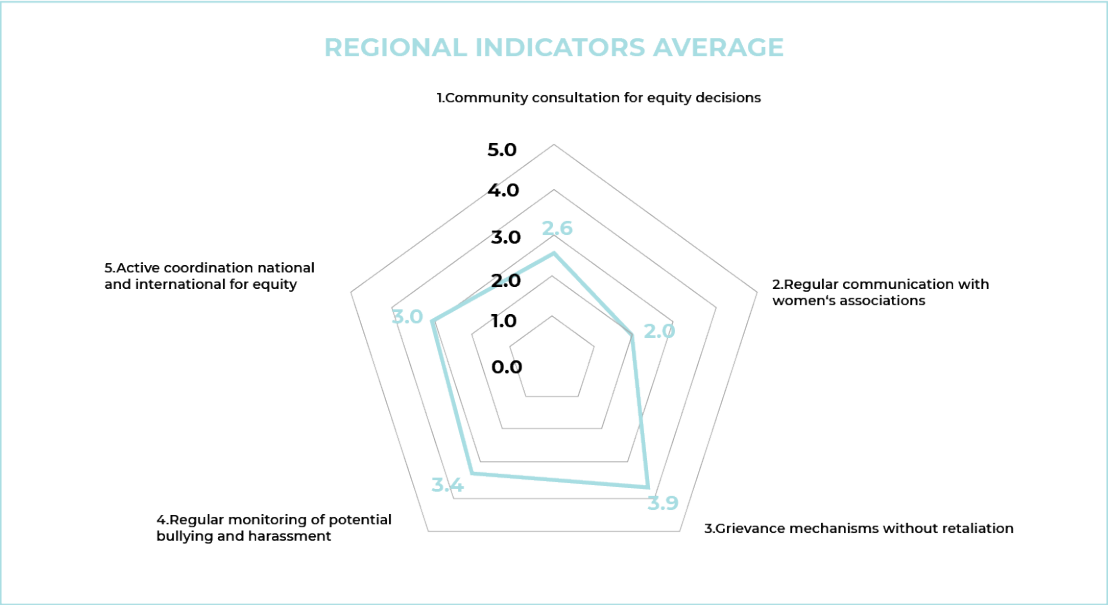
3: Non-retaliatory complaints mechanisms.

4: Regular monitoring of potential harassment and intimidation by officials and third parties.

5: Active national and international coordination for equality.

Key element c) Customs policies and procedures has a 3.3 average score. Its main opportunity lies in reinforcing indicators 1 and 2 (see figure 31).

Figure 31. Regional weighting average of Principle 5 Key Elements C Indicators



Source: Authors' preparation from the self-assessments results of each customs administration.

In terms of the overall regional results on this key element, their tabulation reflected the greatest strength in **indicator 3 Non-retaliatory complaints mechanisms, with a 3.9 score**. This indicator relates to the establishment of impartial, non-retaliatory complaints policies, procedures and mechanisms that provide suppliers, clients and third parties with the ability to report incidents anonymously and with 24/7 access.

On the other hand, **indicator 2 Regular communication with women's associations, with a 2.0 score**, is related to the implementation of a policy of regular relations between Customs and women's associations, in order to provide them with information, education, and communication, actively promoting compliance with customs procedures among all entrepreneurs.

IV.

CHALLENGES AND NEXT STEPS

This study constitutes a joint exercise of introspection and self-diagnosis of the region's countries under a standardized interpretation of the GEOAT. It has also been an exercise of information segmentation to complete complementary statistics that have allowed for an in-depth analysis of the opportunities to be worked on in the short and medium term to comply with the commitments acquired for gender equality.

The table attached to this segment (see table 2), allows identifying at a general level, the averages achieved by each of the indicators of the tool's different key elements. The application scale reflects the level of implementation of each principle and constitutes an appropriate guide for an action plan construction for the region, as established by GEOAT, which contemplates actions and policies on inclusion and gender that will allow them to increase the level of maturity, both at national and regional level.

Based on the results of this study, the next step suggested by GEOAT is an action plan development aimed at overcoming the challenges identified, which is suggested to be approached both from a regional and national point of view. For its development, the countries should choose the most relevant indicators according to the legal and social reality of each one, as well as the levels of opportunity, feasibility, relevance and urgency, allowing for short-, medium- and long-term results,

considering the importance of taking advantage of the region's own progress, which requires coordinated work between countries.

Likewise, for the effective implementation of the actions identified in the action plan to be developed, the region's administrations will require support from other national agencies and from donors and technical assistance providers that offer support in the gender equality field. CAPTAC-DR will continue providing support to customs in the region in this area, however, it will be necessary that other donors and technical assistance providers such as the WCO, the IEF (in Spanish) of Spain, and many others interested in providing technical and/or financial assistance on gender equality, also provide support for customs to overcome the gaps identified in this study, to consolidate the regional exercise for gender equality in line with international commitments and the 2030 Agenda for Sustainable Development of the UN.

Table 2. GEOAT indicators average application in the CAPRD region

1. Employment and remuneration	A. Wages, benefits and pay equity	1. Competitive and equitable fair wages	4
		2. Audits of job classifications	3
		3. Comparable salaries by performance	2
		4. Merit-based compensation	3
		5. Compensation periodic review.	3
	B. Multiple discrimination/ intersectionality	1. Human Resources Policy	4
		2. Non-discrimination policy	3
		3. Non-discrimination training	3
		4. Non-prejudice guarantee	4
	C. Selection and Recruitment	1. Statistical analysis for recruitment	4
		2. Merit-based recruitment	3
		3. Regular dialogues with the workforce	1
		4. Academic Cooperation	3
		5. Promotion of professional growth	3

A.Flexibility policies

6.Periodic review of job descriptions 3

7.Frequently equity communication program 3

8.Trained human resources staff 2

9.Incentive programs for fair recruitment 1

10.Equity in professional development 3

11.Cooperation with discrimination-free organizations 1

1.Flexible work promotion 3

2.Periodic assessment of staff needs 2

3.Facilitation of absences for medical care 4

4.Facilitation of temporary or prolonged absences 4

5.Opening up to flexible work 2

6.General mechanisms for flexible work 2

7.Managers committed to flexible working 2

1.Children care support 3

B.Care for dependents
and family members

2.Support for the care of
dependents 3

3.Facility for care of
dependents 4

2.Work and family
life and career
development balance

1.Periodic analysis of
equity statistics 2

2.Promoting gender equality
support groups 3

3.Mentoring and counselling
for women 2

C. Professional promotion

4.Flexible opportunity for
training and development 3

5.Professional interest
registration 2

6.Professional growth
obstacles matrix 3

7.IT training access 3

8.General training for
performance assessments 4

A.Health benefits

1.Health insurance access 4

2.Information about health
rights 4

3.Absenteeism and turnover
monitoring system 3

3. Health, safety and non-violence

B. Gender-based violence

1. Regular audit of gender-based violence	3
2. Standardized procedure in gender-based violence cases	3
3. Preventive training on gender-based violence	3
4. Regular evaluation of physical security processes	1
5. Safe environment program	3
6. Communication on zero tolerance to violence	3
7. External support network against gender-based violence	4

C. Harassment, including sexual harassment

1. Mechanism for reporting and support for gender-based violence victims	3
2. Communicating anti-harassment policies	3
3. Regular harassment detection training	3

A. Governance and management

1. Demographic monitoring of management positions	3
2. Gender analysis of workforce in training	3
3. Exit interview process	2
4. Regular surveys on inclusion practices	2

4.Governance and leadership

B.Leadership

A.Customs policies and procedures

5.Affirmative policies for equitable hiring in management positions 3

6.Expanded search for equitable access to leadership positions management 3

7.Managerial commitment to equity monitored 2

8.Guaranteed resources for equity initiatives 3

1.Gender equality incorporated into the strategic overview 2

2.Institutionalized gender equity monitoring 3

3.Official's responsibility to implement an equity vision 3

4.Regular audits on gender equality initiatives 2

5.Managerial and coordinated commitment to gender equity 2

1.Equity in user service 3

2.Access to information on women involved in international trade 3

3.Simplified processes 3

4.Policies favorable to MSMEs 3

5. Customs administration and interested parties relations	B. Border operations	5. Training for women involved in international trade	3
		1. Procedures for equal treatment at border crossings	4
		2. Risk management at border	2
		3. Standardized and easily accessible	3
		4. Constructive dialogue with private sector	3
		5. Tools provided to officials for their tasks	3
		6. Access to public services at the border	3
		7. Regular surveys for information and complaints	2
	C. Interested parties relations	1. Community consultation for equity decisions	2
		2. Regular communication with women's associations	2
		3. Complaint mechanisms with out retaliation	3
		4. Regular monitoring of potential harassment and intimidation by officials and third parties	3
		5. Active coordination national and international coordination for equity	3

Source: Authors' preparation from the self-assessments results of each customs administration.
Weighted average based on available data provided by the seven member countries.

The average weighting falls within the following ranges: 0 = between 0 and 1; 1 = between 1 and 2; 2 = between 2 and 3; 3 = between 3 and 4; 4 = between 4 and 5; and 5. Colors are assigned relative to average estimated implementation progress: red = starting point and specific measures; yellow = application start; green = partial and full application.

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APPENDIXES

Appendix 1.

Supplementary statistical tables.

Appendix 2.

Compiled self-assessment table.

Appendix 3.

Compiled supplementary statistics.

Appendix 1. SUPPLEMENTARY STATISTICAL TABLES.

INSTITUTION

STATISTICS	MEN%	WOMEN%
Total current workforce in the institution		
Total expenditure on salaries and social security cover provided in the institution		
Current management positions		
Current administrative posts		
Current operational posts		
Current general service posts		
Dismissals in 2020		
Resignations in 2020		
Removal of posts 2020		
New recruitments, 2019 and 2020		
Total promotions, 2019 and 2020		
Promotions in management positions, 2019 and 2020		
Promotions in administrative positions, 2019 and 2020		
Promotions in operational posts, 2019 and 2020		
Promotions in general service positions, 2019 and 2020		
Teleworkers 2020 and 2021		
Discrimination complaints filed (percentage per complainant), 2019 and 2020.		
Beneficiaries of training on inclusion and discrimination, 2019 and 2020		
General training beneficiaries, 2019 and 2020		
Granted leave beneficiaries, 2019 and 2020		
Temporary leave program beneficiaries, 2019 and 2020		
Childcare and other family care beneficiaries, 2019 and 2020		
Absenteeism, 2019 and 2020		

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Appendix 2. COMPILED SELF-ASSESSMENT TABLE.

PRINCIPLE	KEY ELEMENT	INDICATOR	REGIONAL AVERAGE INDICATORS	REGIONAL KEY ELEMENTS AVERAGE	REGIONAL AVERAGE BEGINNING
1. Employment and remuneration	A.Wages, benefits and pay equity	1. Competitive and equitable salaries	4.0	3.3	3.1
		2. Post classification audits	3.4		
		3. Comparable wages for performance	2.7		
		4.HR policies on compensation and promotions	3.3		
		5.Compensation periodic review	3.0		
	B. Multiple discrimination/ Intersectionality	1.HR policies consider different equality dimensions	4.0	3.8	
		2.We have implemented a non-discrimination	3.3		
		3. We train all staff on our non-discrimination	3.9		
		4.People involved in HR are aware of job	4.0		
	C.Selection and recruitment	1.We collect sex-disaggregated statistics on recruitment and other demographic data	4.2	2.7	
		2.Skills-based human resource management	3.6		
		3.Interviews with current staff to gather input on recruitment efforts	1.6		
		4.Academic Cooperation	3.0		
		5.Promotion of professional growth	3.0		
		6.Periodic review of job descriptions	3.3		
		7.Frequent communication program equality	3.3		
		8.We provide trining to all staff involved in selection and recruitment	2.0		
		9.Compensation and bonus programs for recruiting professionals	1.0		
		10.Career opportunities that promote equal	3.9		
11.Cooperation with free organizations discrimination	1.4				
2.Work and family life Professional Development	A.Flexibility Policies	1.We promote Flexible working	3.4	3.2	3.3
		2.We regularly assess staff needs	2.2		
		3.We allow absences from work for medical care	4.8		
		4.We offer temporary and extended leave	4.3		
		5.Flexible working options	2.7		
		6.General mechanisms for flexible work	2.9		
		7.Management staff committed to flexible work	2.6		
	B.Dependents and family members care	1.Childcare support	3.7	3.9	
		2.Dependent care support	3.9		
		3.Dependent care facility	4.0		
	C. Professional Development	1.Periodic analysis of equality statistics	2.3	3.1	
		2.Support for gender equality support groups	3.1		
		3.Mentoring and advice for women	2.4		
		4.Flexible opportunity for training and development	3.6		
		5.Register of career interests	2.0		
6.Career Growth Obstacles Matrix		3.7			
7.Access to IT training		3.7			
8.General training for assessments performance		4.2			

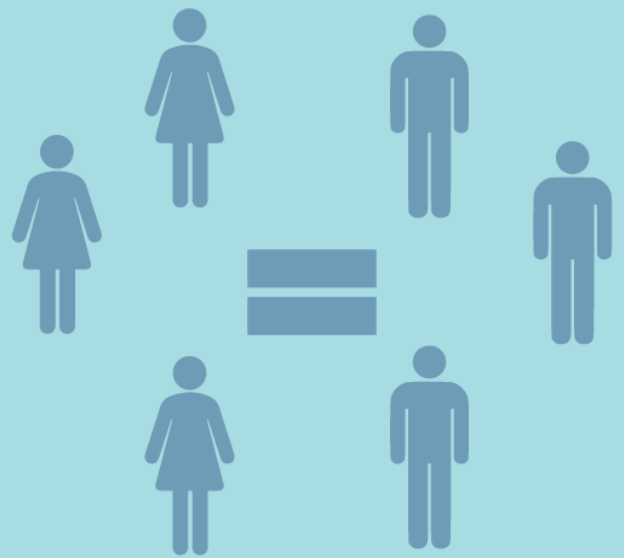
PRINCIPLE	KEY ELEMENT	INDICATOR	REGIONAL AVERAGE INDICATORS	REGIONAL KEY ELEMENTS AVERAGE	REGIONAL AVERAGE BEGINNING
3.Health, saftey and non-violence	A.Health Benefits	1. We provide health insurance that are equitable for all staff	4.1	4.1	3.5
		2.We provide info. about the rights of the staff.	4.3		
		3.We have mechanisms to control absenteeism or staff turnover.	3.9		
	B. Gender-based Violence	1.We audit incidents of violence gender.	3.0	3.3	
		2.We address gender violence in the plan of gender equality action.	3.3		
		3.We provide awareness training-tion on gender violence.	3.4		
		4.We periodically carry out an evaluation of physical security procedures.	1.9		
		5.We have programs that address workplace well-being and support the victims of violence.	3.6		
		6.We have a tolerance policy zero about violent words/actions.	3.9		
		7.We have an external network of resources against violence in the workplace.	4.0		
	C.Harassment, including sexual Harassment	1.Platform and complaint mechanisms and support to encourage victims of discrimination or harassment.	3.4	3.6	
		2.Our policies regarding any type harassment are clearly communicated.	3.4		
		3.Periodic training for all staff on the detection, prevention and bullying treatment.	3.9		
4.Governance and Leadership	A.Governance and Management	1.We review everyone's demographics executive positions.	3.1	3.0	3.3
		2.We analyze the data disaggregated by sex of personnel enrolled in the programs training.	3.1		
		3.We conduct exit interviews organization to determine if it is related to equality issues of genre.	2.9		
		4.We measure staff opinions about gender equality practices and diversity and we analyze the results by gender.	2.3		
		5.We have policies and carry out proactive efforts to hire and appoint both women and men in positions managers.	3.0		
		6.We expanded the search process for executive and management staff for Identify potential candidates.	3.4		
		7.We establish a complete process of evaluation for management personnel, for perceive your commitment to equality gender and inclusion.	2.7		
		8.We examine the possible repercussions negative budget allocations regarding gender equality.	3.3		

PRINCIPLE	KEY ELEMENT	INDICATOR	REGIONAL AVERAGE INDICATORS	REGIONAL KEY ELEMENTS AVERAGE	REGIONAL AVERAGE BEGINNING
	B. Leadership	1. Gender equality is part of our overall corporate strategy	2.9	2.9	
		2.We institutionalize the supervision of results in terms of gender equality.	3.0		
		3.We identify executive performance of the gender equality as part of our action plan.	3.0		
		4.We periodically audit initiatives gender equality.	2.9		
		5.We commit to the policy makers.	2.9		
5.Customs administration and interested parties relations	A. Customs policies and procedures	1.All clients receive equal treatment regarding policies and customs procedures.	3.4	3.5	3.3
		2.All traders, including women informal traders receive the information relevant to the policies and customs procedures.	3.6		
		3.We ensure that the procedures customs procedures are simplified.	3.7		
		4.We encourage small businesses to make use of exemptions and tariff bands preferential.	3.7		
		5.We organize training workshops on customs procedures that address the particular needs of women merchants.	3.0		
	B.Border Operations	1.We guarantee that women and men are treated with the same respect and dignity at border crossings.	4.0	3.3	
		2.We understand the particular risks what women face in border areas.	2.7		
		3.Service standards and key information about customs procedures are clearly visible at the border and in other places.	3.7		
		4.We establish a constructive dialogue and structured with the private sector to provide information on matters of common interest.	3.0		
		5.We provide tools so that employees can lead to carry out their functions.	3.7		
		6.We provide the infrastructure and access to public services across borders to facilitate the deployment of civil servants of Customs.	3.6		
		7.We carry out evaluation surveys to determine whether traders have really understood the procedures simplified.	2.3		

PRINCIPLE	KEY ELEMENT	INDICATOR	REGIONAL AVERAGE INDICATORS	REGIONAL KEY ELEMENTS AVERAGE	REGIONAL AVERAGE BEGINNING
	C.Interested parties relations	1. We consult with a wide range of groups interested parties to better understand the divergent needs of women and the men.	2.6	3.0	
		2.We ensure that the relationships between Customs and women's associations be frequent and constructive.	2.0		
		3.We establish a policy, some procedures and a mechanism claims of an impartial nature and without retaliation.	3.9		
		4.We address related issues with gender equality that emanate from interaction between interested parties and Customs to prevent harassment, including sexual harassment and intimidation of Customs officials, and/or the one could be exercised by the officials of Customs.	3.4		
		5.We cooperate with other institutions publics that work on the border to promote policy harmonization related to gender equality.	3.0		

Appendix 3. ADDITIONAL STATISTICS COMPILED.

STATISTICS	REGIONAL AVERAGE	
	MEN	WOMEN
	total %	total %
Institution's current workforce	54%	46%
Total expenditure on salaries and social security coverage at the institution	55%	45%
Current management positions	65%	35%
Current administrative positions	41%	59%
Current operational posts	56%	44%
Current general service positions	73%	27%
Dismissals in 2020	46%	37%
Resignations in 2020	63%	37%
Removal of positions 2020	48%	28%
New recruitments, 2019 and 2020	50%	50%
Total promotions, 2019 and 2020	58%	42%
Management posts promotions, 2019 and 2020	60%	40%
Administrative posts promotions, 2019 and 2020	44%	36%
Operational posts promotions, 2019 and 2020	62%	38%
General Service posts promotions, 2019 and 2020	60%	15%
Teleworkers 2020 and 2021	37%	63%
Discrimination complaints filed (percentage per complainant), 2019 and 2020	0%	100%
Inclusion and discrimination training beneficiaries, 2019 and 2020	32%	68%
General training beneficiaries, 2019 and 2020	45%	55%
Permits granted beneficiaries, 2019 and 2020	33%	67%
Temporary leave program beneficiaries, 2019 and 2020	44%	56%
Childcare and other family care beneficiaries, 2019 and 2020	29%	71%
Absenteeism, 2019 and 2020	43%	57%



CAPTAC-DR

7A Avenida 22-01, Zona 1
Edificio Banco de Guatemala, Piso 15
Ciudad de Guatemala, Guatemala 01001
T. (502) 2390-6020
CAPTAC-DR.org

INTERNATIONAL MONETARY FUND

Capacity Development Institute
Global Partnerships Division

700 19th Street, NW
Washington, DC 20431 USA
T.+(1) 202-623-7000
F. +(1)202-623-7106
GlobalPartnerships@IMF.org