



**UNWTO**  
World Tourism Organization

# **GENDER MAINSTREAMING GUIDELINES FOR THE PUBLIC SECTOR IN TOURISM**

# Introduction

Following the COVID-19 pandemic and subsequent impact on the tourism sector, integrating women's needs and concerns into tourism policy is more important than ever. The public sector has a responsibility to integrate gender equality and women's economic empowerment into its work, in line with commitments made by governments to the **Sustainable Development Goals** (specifically **Goal 5** – gender equality and empower all women and girls), international women's rights treaties such as the **Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW)**, relevant **ILO Conventions** such as **C183 – Maternity Protection Convention, 2000**, and **C190 – Violence and Harassment Convention** and **other national and regional policies and agreements**.

The present *Gender Mainstreaming Guidelines for the tourism public sector* have been developed to support the tourism public sector to integrate gender equality considerations and women's economic empowerment into tourism planning and implementation, through gender mainstreaming, which is defined as:

“The process of assessing the implications for women and men of any planned action, including legislation,

policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.”<sup>1</sup>

In practice, gender mainstreaming involves the systematic integration of gender perspectives – and the experiences of diverse women – in all policies, programmes and thematic issues in the tourism sector. This is in line with the central principle of the 2030 Agenda to **Leave No One Behind**, which includes a focus on multiple and intersecting discrimination and inequalities. The precarious nature of progress made on gender equality and women's economic empowerment was highlighted and worsened by the devastating impact of the COVID-19 pandemic, which demonstrated the need to integrate gender equality considerations into all aspects of tourism planning and programming. In order to do this, action is required at both the **programmatic and institutional level**.<sup>2</sup>

**Table 1:** Gender mainstreaming at the programmatic and institutional level in the tourism sector

## At the programmatic level in the tourism sector

- Gender analysis of the tourism sector
- Design of gender-responsive tourism programmes
- Allocation of human and financial resources for gender equality in tourism programming
- Implementation of gender mainstreaming
- Monitoring and evaluation of gender mainstreaming throughout programmatic work in the sector

## In public sector tourism institutions

- Establish specific arrangements within the institution to support gender mainstreaming, such as gender units and gender focal point systems
- Allocate financial and human resources to support gender mainstreaming efforts in the institution
- Implement accountability mechanisms across the institution for the promotion of gender equality

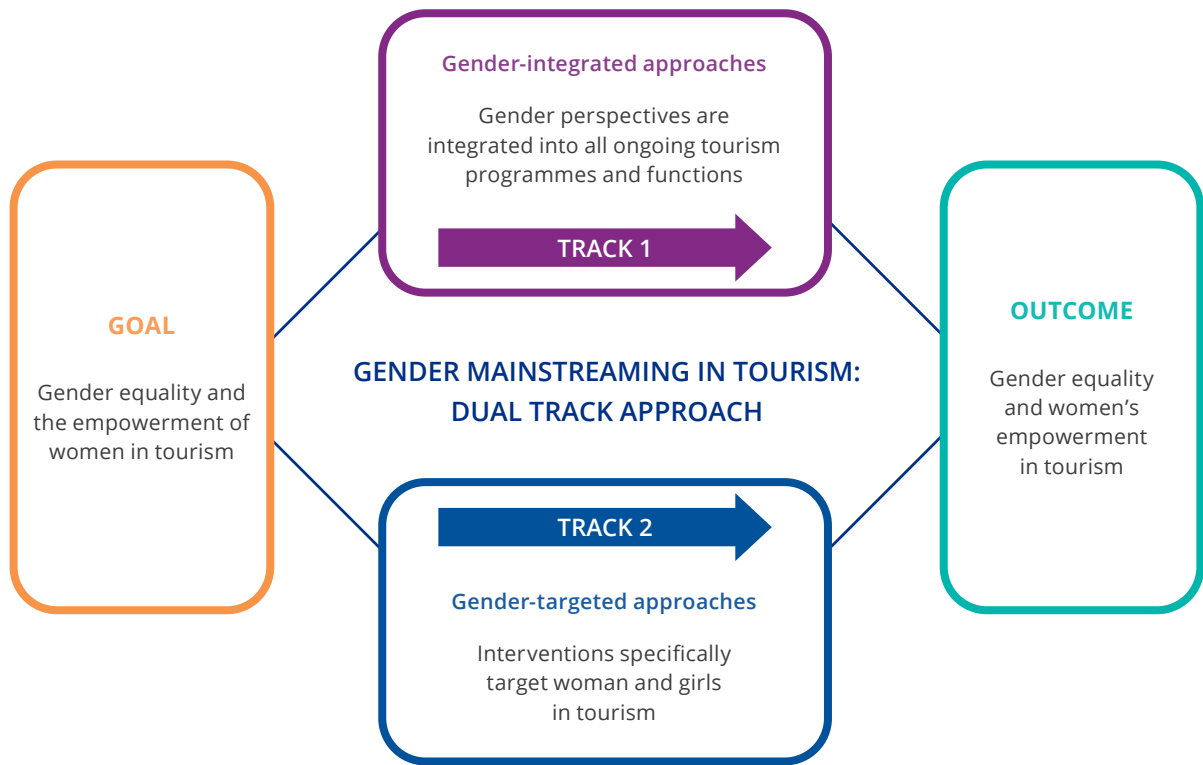


Source: Adapted from UN Women (2021), *Gender mainstreaming: A global strategy for achieving gender equality and the empowerment of women and girls*, UN Women, New York, online available at: <https://www.unwomen.org/en/digital-library/publications> [20-12-2021].

In addition, gender mainstreaming requires a **dual track strategy**, which means:

1. Integrating gender considerations into existing programmes and functions; as well as
2. Integrating interventions which specifically target women and girls in all their diversity.<sup>3</sup>

Figure 1: A dual track approach to gender mainstreaming in tourism



Source : Adapted from UN Women (2021), *Gender mainstreaming: A global strategy for achieving gender equality and the empowerment of women and girls*, UN Women, New York, online available at: <https://www.unwomen.org/en/digital-library/publications> [20-12-2021].

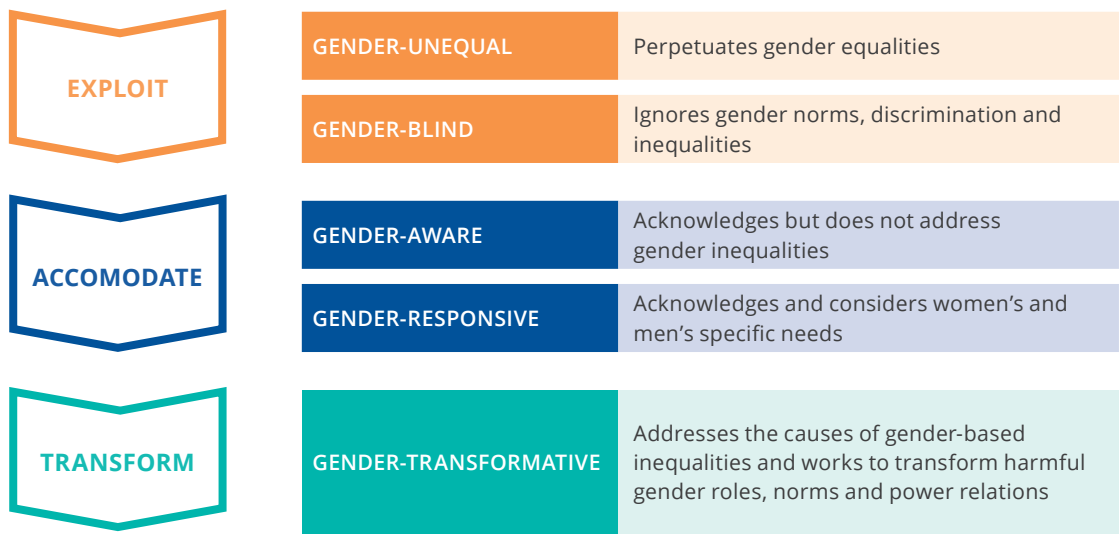
The overarching aim of gender mainstreaming in the tourism sector is to produce transformative results, by changing:

- > Norms;
- > Cultural values;
- > Power structures; and
- > The roots of inequalities and discrimination.



In order to have the greatest impact on gender equality and women’s economic empowerment, public sector tourism institutions need to work towards a gender-transformative change, as shown in the figure below.

Figure 2: The gender equity continuum



Source: Adapted from United Nations Populations Fund, United Nations International Children’s Emergency Fund and UN Women (2020), *Technical Note on Gender-Transformative Approaches in the Global Programme to End Child Marriage Phase II: A Summary for Practitioners*, online available at: <https://www.unicef.org/research-and-reports> [20-12-2021].

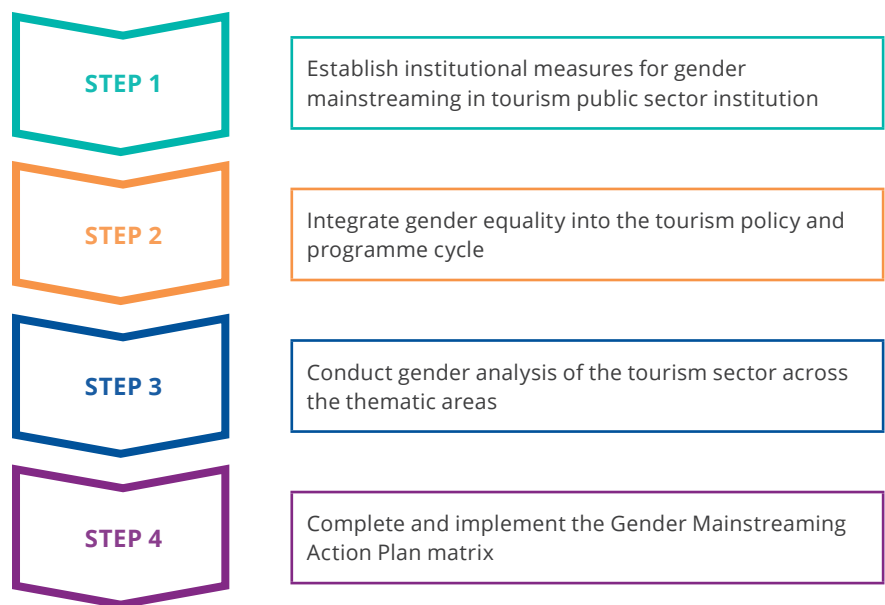
The approach to gender mainstreaming in tourism set out in these guidelines involves **three** key areas: **institutional**, **programmatic** and **thematic**, as shown in figure 3 below.

Figure 3: Approach to gender mainstreaming in tourism



In order to apply this approach in practice, public sector institutions in tourism can follow four key steps.

**Figure 4:** Steps for gender mainstreaming in tourism public sector institutions



When implementing gender mainstreaming, it is important for institutions to take into consideration all applicable legislation in their country or territory.

These guidelines present each step in turn, setting out clear and concrete actions for public sector institutions in tourism to take at each stage in the process.

### Key resources

World Tourism Organization (2019), *Global Report on Women in Tourism – Second Edition*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284420384>.

Note: *The Global Report on Women in Tourism – Second Edition. Action Plan* is online accessible at: <https://www.e-unwto.org/doi/book/10.18111/9789284420384> [03-12-2021].

UN Women (2021), *Gender mainstreaming: A global strategy for achieving gender equality and the empowerment of women and girls*, UN Women, New York, online available at: <https://www.unwomen.org/en/digital-library/publications> [20-12-2021].

# STEP 1

## Establish institutional measures for gender mainstreaming in public sector tourism institutions

Before embarking on gender mainstreaming in programmatic or policy work, it is important that tourism public sector institutions get the institutional measures in place. All of these measures are essential for ensuring that gender equality is fully integrated into the processes and culture of the institution:

- > **Secure support from the senior leadership** of the institution for gender equality and women's empowerment in the sector;
- > **Establish appropriate institutional arrangements** – for example a recruitment of a gender specialist and a funded gender equality infrastructure within the institution;
- > **Allocate financial resources** – this means a dedicated budget stream within the overall budget of the institution, as well as recruiting staff with specific expertise and experience in gender equality and intersecting forms of discrimination, and training staff across the institution;
- > **Allocate human resources** – recruit staff with specific expertise and experience in gender equality, train existing staff on gender equality at all levels across the institution and establish gender parity strategies to ensure a diverse workforce across all levels; and
- > **Implement accountability mechanisms** – incorporate gender equality considerations into the institution's strategic/operational frameworks and annual work plans and, with specific objectives, including on diversity and inclusion, concrete targets and clear lines of responsibility.

**Table 2:** Checklist on institutional measures for gender mainstreaming in tourism public sector institutions

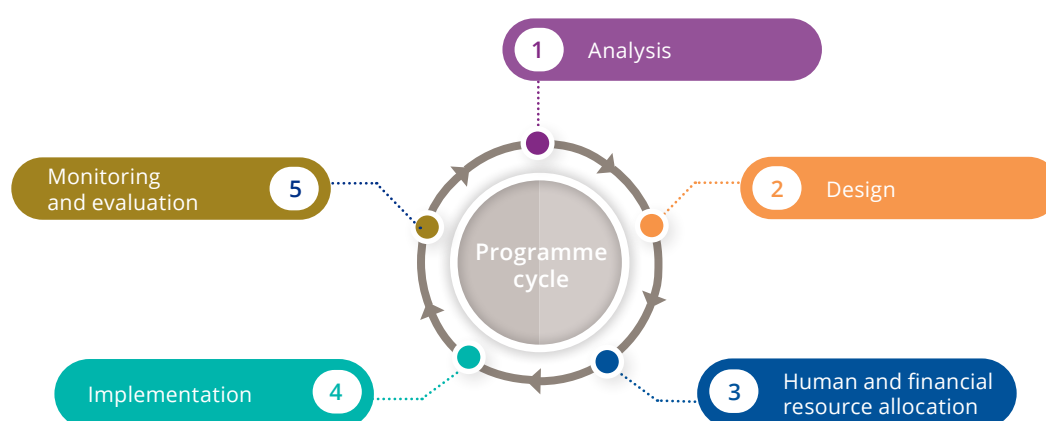
	Yes	No	In progress
Does the senior leadership of the institution demonstrate clear commitment to gender equality and women's empowerment in tourism?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there a specific infrastructure for gender equality within the institution such as a department or specialist unit?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there a specific budget line within the institution's overall budget for gender mainstreaming and gender equality initiatives?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there staff with specialist knowledge on gender equality and intersecting forms of discrimination within the institution?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do staff at all levels receive training in gender equality?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are gender equality and women's empowerment objectives and indicators – including on diversity and inclusion – embedded in the strategic and operational frameworks, as well as the annual work plans of the institution?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## STEP 2

### Integrate gender equality into the tourism policy and programme cycle

Once the institutional measures are in place, actions can be taken to integrate gender equality into the **programme cycle**. This addresses track 1 of the dual track approach (see figure 1) – integrating gender into existing programmes and functions. The programme cycle sets out the different stages at which gender equality and women's empowerment need to be taken into account, as shown in figure 5.

Figure 5: The programme cycle



In order to integrate gender concerns into all stages, public tourism institutions need to:

1. **Conduct gender analysis** for **all** policies, activities, programmes and interventions, even those which do not explicitly target women. This involves identifying **if, how** and **why** issues affect differently situated women and men unequally within a particular tourism context, and what options exist to address them;
2. **Integrate the findings of the gender analysis into programme design**. Programme design includes the selection of priority issues, target groups and coverage, and their integration in terms of programme results, indicators and intervention modalities;<sup>4</sup>
3. **Allocate adequate human and financial resources** to ensure that gender equality considerations will be taken into account throughout the programme cycle. This includes, for example, specific budget lines, hiring staff with gender equality expertise, and training staff on the gender implications of different interventions;
4. **Ensure that all relevant stakeholders are included in implementation**, including national women's ministries/ gender equality machineries, women's organisations, other organisations dedicated to social justice, and private sector tourism enterprises working on gender equality; and
5. **Employ effective monitoring and evaluation** to build the evidence base for strategic decisions related to gender equality, enable better development planning and hold institutions accountable for their commitments on gender equality in tourism<sup>5</sup> through mandatory reporting requirements.

**Table 3:** Checklist on programmatic measures for gender mainstreaming in public sector tourism institutions

	Yes	No	In progress
Does the institution systematically conduct gender analysis for all policies, activities, programmes and interventions, even those which do not explicitly target women?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If the institution conducts gender analysis, are the findings integrated into programme design?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does the institution allocate specific budget and resources for integrating gender equality considerations into the programme cycle in order to meet the specified targets and indicators?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are all relevant stakeholders working on gender equality included in implementation, including national women's ministries/gender equality machineries, women's organisations, and private sector tourism enterprises?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is monitoring and evaluation of the impact of programmatic work sufficient to hold institutions accountable for their commitments on gender equality in tourism?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



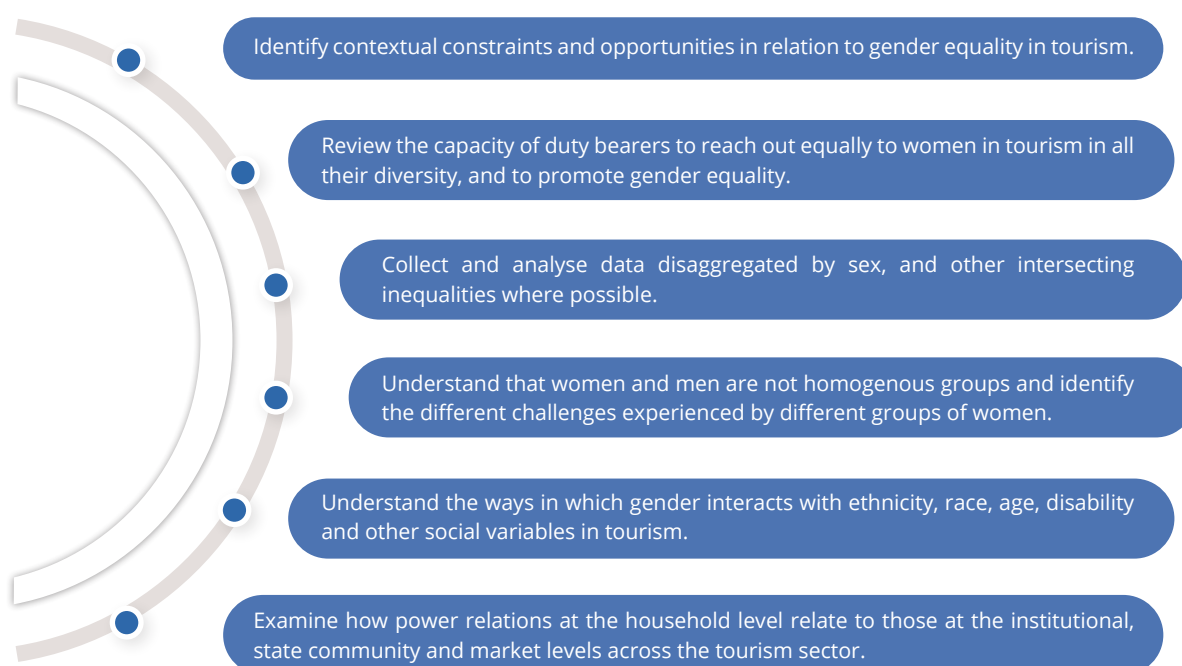
## STEP 3

### Conduct gender analysis of the tourism sector across the thematic areas

The second part of the two track approach (see figure 1) is designing and implementing **interventions which specifically target women in tourism**. As with the Step 1, this requires gender analysis in order to identify specific challenges for gender equality in tourism in the national context. Different challenges will be highlighted depending on specific country and regional contexts. When undertaking a gender analysis, tourism public sector institutions should consider and involve groups who face multiple and interlinked sources of inequality, discrimination and exclusion on the grounds of, for example, race/ethnic group, gender identity, age, social class or disability.

Step 3 offers some general suggestions for integrating gender equality into each thematic area. However, this will need to be done on a country-by-country level, following guidelines on gender analysis tools and methods and – where possible – carried out by specialists in gender analysis.

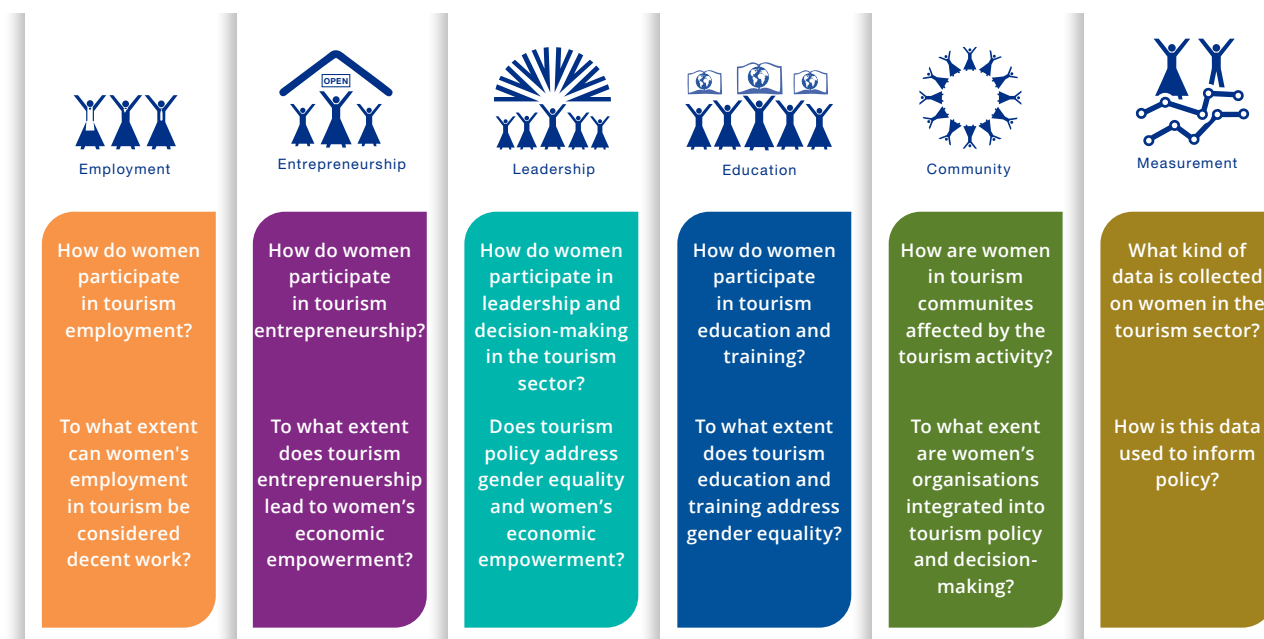
At the programmatic level, the gender mainstreaming analysis helps to:



Source: Adapted from UN Women (2021), *Gender mainstreaming: A global strategy for achieving gender equality and the empowerment of women and girls*, UN Women, New York, online available at: <https://www.unwomen.org/en/digital-library/publications> [20-12-2021].

The *Global Report on Women in Tourism – Second Edition* sets out five thematic areas of concern, plus sex-disaggregated data collection.<sup>6</sup> Some of these are more relevant for the private sector,<sup>7</sup> while others relate more specifically to the public sector. The key issues and recommendations related to the public sector are elaborated within this publication.

Figure 6: Analysing gender equality in the tourism public sector



Source: Adapted from World Tourism Organization (2019), *Global Report on Women in Tourism – Second Edition*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284420384>.

A number of sets of recommendations exist on how to integrate gender equality considerations into these thematic areas. Below are some of the key issues to take into account when institutions are considering targeted interventions for women in the tourism sector or conducting gender action planning exercises. These points can be useful for identifying the current status of gender issues in tourism in the country, and setting meaningful, context-based targets grounded on the findings of gender analysis.

Note: For complementary actions by the private sector, please consult the *Gender-Inclusive Strategy for Tourism Businesses*.

## Priority actions for the public sector for thematic areas



### Employment

- > Take measures to **tackle the gender pay gap** across different groups of women workers in tourism and promote gender parity across all employment levels.
- > Address **social protection and unpaid work** for women in tourism, critical for women in informal and vulnerable work in the sector.
- > **Prevent the sexual harassment and abuse** of women workers in the tourism sector, as well as issues of harassment in tourism communities against community members and travellers.
- > **Challenge gender-stereotypes** in tourism suboccupations in order to expand employment opportunities for women in the sector.



### Leadership, policy and decision-making

- > Address the lack of **high-level women's leadership and participation in decision-making** spaces in public sector tourism bodies and agencies.
- > Encourage the national government to **ratify key gender equality legislation**, such as CEDAW and ILO Conventions **C183** and **C190** (if not already done so), and ensure these commitments are respected in the tourism sector.<sup>8</sup>
- > **Include diverse groups of women at all stages of the decision-making process** of the tourism recovery from economic shocks, using the disproportionate impact of crises on women as an opportunity to develop the next generation of women leaders in tourism.



### Entrepreneurship

- > Support the **formalization of women's tourism businesses** in order to contribute to financial inclusion.
- > Develop and implement a **gender-responsive procurement policy** to ensure that public procurement for the tourism sector includes and promotes women-owned businesses and gender-responsive enterprises.
- > Support the **expansion of women's access to digital technologies**, including digital tourism platforms.



### Education and training

- > Provide **gender equality training** for tourism policymakers, managers and employees.
- > Encourage the **participation of diverse female students and graduates** in tourism studies and qualifications.



## Community and civil society

- > Ensure **gender equality and human rights commitments at the national level** are met and implemented effectively throughout the tourism sector, tourism supply chains and in tourism communities.
- > **Collaborate with women's tourism networks, NGOs and tourism cooperatives** to actively work towards women's empowerment in the sector.
- > **Recognize and reward the contributions of women** in all their diversity to the tourism sector that may be unpaid or under-paid due to their participation in family tourism enterprises.



## Measurement for better policies

- > **Regularly collect and report data that is disaggregated by sex** on employment in the tourism sector and, where possible, formal and informal tourism employment, gender pay gaps, entrepreneurship, education and training, leadership and decision-making, time use and work-life balance.
- > **Regularly provide data disaggregated by sex** on employment in the tourism sector to UNWTO, in line with the International Recommendations for Tourism Statistics 2008 (IRTS 2008), the Tourism Satellite Account: Recommended Methodological Framework 2008 (TSA: RMF 2008) and the United Nations Department of Economic and Social Affairs: Statistics Division (2010, 2010a).<sup>9</sup>

**Table 4:** Checklist on thematic measures for gender mainstreaming in public sector tourism institutions


	Yes	No	In progress
Have gender analysis and research been conducted on women's employment in the tourism sector, and have priority actions been identified?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have gender analysis and research been conducted on women's entrepreneurship in the tourism sector, and have priority actions been identified?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have gender analysis and research been conducted on women's leadership and decision-making in the tourism sector, and have priority actions been identified?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have gender analysis and research been conducted on education and training in the tourism sector, and have priority actions been identified?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have gender analysis and research been conducted on women's participation in communities engaged with the tourism sector, and have priority actions been identified?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does the institution collect sex-disaggregated data on women's participation in different dimensions of the tourism sector?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is monitoring and evaluation of the impact of programmatic work sufficient to hold institutions accountable for their commitments on gender equality in tourism?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## STEP 4

### Complete and implement the Gender Mainstreaming Action Plan matrix

After completing the first three steps, tourism institutions should be ready to develop a Gender Mainstreaming Action Plan – a roadmap to guide their work on promoting gender equality across the tourism public sector. This can be done using the matrix set out below, based on the specific priority areas identified in the checklists completed for each step. The table below provides an **example** of how such a process can be started by a tourism institution.

**Table 5:** Example Action Plan for gender mainstreaming in tourism public sector institutions

1  Institutional area						
	Objective	Actions	Budget	Timeline	Responsible staff	Indicators
Senior leadership support	<b>Example:</b> Ensure the gender equality agenda is promoted by senior leadership	Head of institution to produce a statement for all staff and stakeholders explaining commitment to gender equality	Limited budget required	One month	Head of institution and senior management, e.g. Deputy, etc.	Number of statements and commitments by Head of the institution
Institutional arrangements	<b>Example:</b> Ensure there are sufficient human resources for gender specialist support to gender mainstreaming	Recruit full time gender specialist	Annual salary for gender specialist	Six months	Human resources	Gender specialist recruited
Accountability mechanisms	<b>Example:</b> All staff are accountable for implementing the Action Plan	Gender equality competences and outcomes are integrated into staff terms of reference and evaluation	Limited budget required, provided a full time gender specialist is employed	Two years	Human resources	Proportion of terms of reference that include gender equality; proportion of staff evaluations that include gender equality





	Objective	Actions	Budget	Timeline	Responsible staff	Indicators
<b>Gender analysis</b>	<b>Example:</b> Conduct gender analysis for all programmes and projects	Gender analysis required for all programme and project documents	Limited budget required, provided a full time gender specialist is employed	Two years	Gender specialist/ gender unit	Proportion of project and programme documents that include gender analysis
<b>Design</b>	<b>Example:</b> Gender analysis contributes to project and programmes design	Demonstrate how gender analysis has contributed to design in programme and project documents	Limited budget required, provided a full-time gender specialist is employed	Two years	Gender specialist/ gender unit	Proportion of project and programme documents that demonstrate how gender analysis has contributed to design
<b>Resource allocation</b>	<b>Example:</b> A specific budget is allocated for gender equality across the NTA	Establish a separate budget line for gender equality actions	Proportion of annual budget specifically for gender equality actions, e.g. 10%	One year	Senior management, finance	Proportion of annual NTA budget set aside specifically for gender equality actions
<b>Implementation</b>	<b>Example:</b> Key stakeholders are involved in implementation	Engage women's organisations and other CSOs	Falls within budget line for gender equality	Two years	All	Number of relevant stakeholders engaged in implementation
<b>Monitoring and evaluation</b>	<b>Example:</b> Measure the impact of actions implemented	Design indicators and regularly review throughout implementation	Limited budget required, provided a full-time gender specialist is employed	Two years	Gender specialist/ gender unit	Proportion of targets met

It is important to note that the development and implementation of the Action Plan is not a technical “tick-box” exercise. In order to be successful, public sector tourism institutions should collaborate with different stakeholders, as well as consult widely with their own staff. This process will require ongoing discussion and negotiation between different parties, some of whom may have conflicting interests and priorities. Moreover, implementation of the Action Plan is not a one-off activity, but should be considered an ongoing process that evolves over time. The overall aim is gender-transformative change, as set out in figure 2 above. It is strongly recommended that institutions draw on the support of experienced gender specialists to support the process of development and implementation of the Action Plan and that adequate financial resources are allocated.



	Objective	Actions	Budget	Timeline	Responsible staff	Indicators
<b>Employment</b> 	<b>Example:</b> Women workers in tourism have full rights to maternity protection	Encourage government to ratify ILO Convention C183	Falls within budget line for gender equality	Five years	Senior management, national government	Government ratifies C183
<b>Entrepreneurship</b> 	<b>Example:</b> Women-owned businesses are integrated into tourism supply chains	Facilitate the development of gender-responsive procurement practices across the sector	Falls within budget line for gender equality	Two years	Enterprise development, procurement	Proportion of women-owned businesses supplying the tourism sector
<b>Leadership, policy and decision-making</b> 	<b>Example:</b> The NTA has a clear gender equality policy and strategy	NTA to develop and implement the Gender Action Plan	Dedicated budget required for this process, including specialist gender expertise to support the NTA	Two years	Senior management	Gender Action Plan developed and publicly available
<b>Education and training</b> 	<b>Example:</b> Staff in the NTA are trained in gender equality	Conduct gender equality training for all staff, at all levels	Falls within budget line for gender equality	Ongoing	Human resources	Number of staff trained in gender equality – across all levels – per year
<b>Community and civil society</b> 	<b>Example:</b> Women living in key tourism destinations benefit from tourism activity	Support local women's organisations in tourism destinations	Falls within budget line for gender equality	Two years	Engagement	Number of women's organisations engaged in key tourism destinations
<b>Measurement</b> 	<b>Example:</b> All data collected by the NTA is disaggregated by sex	Revise data collection procedures to include sex-disaggregated data	Falls within budget line for gender equality	Ongoing	Statistics	Proportion of data collected that is disaggregated by sex

Achieving gender equality and women's empowerment in the tourism sector is vital for all stakeholders, as well as the long-term sustainability of the sector. These guidelines are intended to be a first approach for institutions in exploring, developing and implementing a gender mainstreaming process.

# Glossary of key terms

Note: all definitions are taken from UN Women Training Centre Glossary,<sup>10</sup> unless otherwise specified.

**Decent work:**<sup>11</sup> Decent work is the availability of employment in conditions of freedom, equity, human security and dignity. According to the International Labour Organization (ILO), decent work involves opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men.

United Nations Economic and Social Council has also given a General Comment that defines decent work and requires satisfaction of Article 6 of the International Covenant on Economic, Social and Cultural Rights.

**Equal pay:**<sup>12</sup> Equal pay for work of equal value means that women and men receive the same pay when they do identical or similar jobs, and also when their roles are different but have similar working conditions or demand the same level of skill, training, effort or responsibility. This means that when women and men perform work that differs in content but is determined to be of equal value based on objective criteria (qualifications, effort, responsibility and working conditions) they should receive equal remuneration. Applying the principle of equal pay for work of equal value is critical to address the conscious and unconscious biases in determining the value of work and eliminating gender-based discrimination towards the achievement of gender equality.

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

**Gender discrimination:** Gender discrimination is defined as: “[...] any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on the basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field.”<sup>13</sup>

Discrimination can stem from both law (de jure) or from practice (de facto). The Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) recognizes and addresses both forms of discrimination, whether contained in laws, policies, procedures or practice:

**De jure discrimination:** E.g., in some countries, the law states that women (citizens) who marry foreign men lose their citizenship and/or property rights. On the other hand, men (citizens) married to foreigners do not lose their citizenship and/or property rights.

**De facto discrimination:** E.g., the practice of many immigration officials in various countries is to find a woman travelling alone with her minor children “suspicious” while men travelling with their children are seldom questioned.

**Gender equality:** This refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centered development.

**Gender mainstreaming:** Gender mainstreaming is the chosen approach of the United Nations system and international community toward realizing progress on women's and girl's rights, as a sub-set of human rights to which the United Nations dedicates itself. It is not a goal or objective on its own. It is a strategy for implementing greater equality for women and girls in relation to men and boys.

Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in all areas and at all levels. It is a way to make women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.

**Gender parity:** Gender parity is another term for equal representation of women and men in a given area, for example, gender parity in organizational leadership or higher education. Working toward gender parity (equal representation) is a key part of achieving gender equality, and one of the twin strategies, alongside gender mainstreaming.

**Gender perspective:** The term 'gender perspective' is a way of seeing or analysing which looks at the impact of gender on people's opportunities, social roles and interactions. This way of seeing is what enables one to carry out gender analysis and subsequently to mainstream a gender perspective into any proposed program, policy or organization.

**Gender-responsive procurement:**<sup>14</sup> Gender-responsive procurement is the selection of services, goods and civil works that considers their impact on gender equality and women's empowerment.

**Gender stereotypes:** Gender stereotypes are simplistic generalizations about the gender attributes, differences and roles of women and men. Stereotypical characteristics about men are that they are competitive, acquisitive, autonomous, independent, confrontational, concerned about private goods. Parallel stereotypes of women hold that they are cooperative, nurturing, caring, connecting, group-oriented, concerned about public goods. Stereotypes are often used to justify gender discrimination more broadly and can be reflected and reinforced by traditional and modern theories, laws and institutional practices. Messages reinforcing gender stereotypes and the idea that women are inferior come in a variety of "packages" – from songs and advertising to traditional proverbs.

**Multiple discrimination:**<sup>15</sup> The concept of multiple discrimination **recognises that discrimination can occur on the basis of more than one perceived characteristic.** For example, a person who is discriminated on the grounds of their ethnicity may be also discrimination on the grounds of gender, sexual orientation, age, and so on.

**Sex-disaggregated data:** Sex-disaggregated data is data that is cross-classified by sex, presenting information separately for men and women, boys and girls. Sex-disaggregated data reflect roles, real situations, general conditions of women and men, girls and boys in every aspect of society. For instance, the literacy rate, education levels, business ownership, employment, wage differences, dependants, house and land ownership, loans and credit, debts, etc. When data is not disaggregated by sex, it is more difficult to identify real and potential inequalities. Sex-disaggregated data is necessary for effective gender analysis.

# Annex: Action Plan template








## 1 Institutional area

	Objective	Actions	Budget	Timeline	Responsible staff	Indicators
Senior leadership support						
Institutional arrangements						
Accountability mechanisms						

## 2 Programmatic area

	Objective	Actions	Budget	Timeline	Responsible staff	Indicators
Gender analysis						
Design						
Resource allocation						
Implementation						
Monitoring and evaluation						



<div> <div>3</div> <div>  <div>Thematic area</div> </div> </div>						
	Objective	Actions	Budget	Timeline	Responsible staff	Indicators
<div>Employment</div> <div>  </div>						
<div>Entrepreneurship</div> <div>  </div>						
<div>Leadership, policy and decision-making</div> <div>  </div>						
<div>Education and training</div> <div>  </div>						
<div>Community and civil society</div> <div>  </div>						
<div>Measurement</div> <div>  </div>						

## End notes

- 1 UN Women (n.d.), 'Gender mainstreaming', online available at: <https://www.unwomen.org/en/how-we-work/un-system-coordination/gender-mainstreaming>  
United Nations Department for Economic and Social Affairs (1997), *Extract from Report of the Economic and Social Council for 1997*, online available at: <https://www.unwomen.org/en> [20-12-2021].
- 2 UN Women (2021), *Gender mainstreaming: A global strategy for achieving gender equality and the empowerment of women and girls*, UN Women, New York, online available at: <https://www.unwomen.org/en/digital-library/publications> [20-12-2021].
- 3 Ibid.
- 4 Ibid.
- 5 Ibid.
- 6 World Tourism Organization (2019), *Global Report on Women in Tourism – Second Edition*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284420384>.
- 7 For more details on relevant matters for the private sector, please consult World Tourism Organization (2022), *Gender-Inclusive Strategy for Tourism Businesses*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284423262>.
- 8 United Nations (1979), Article 1, 'Convention on the Elimination of all Forms of Discrimination Against Women', Resolution A/RES/34/180 adopted on 18 December 1979, online available at: [www.un.org](http://www.un.org)  
International Labour Organization (2000), *C183 – Maternity Protection Convention (No. 183)*, ILO, Geneva, online available at: [www.ilo.org](http://www.ilo.org)  
International Labour Organization (2019), *C190 – Violence and Harassment Convention, 2019 (No. 190)*, ILO, Geneva, online available at: [www.ilo.org](http://www.ilo.org)
- 9 United Nations Department of Economic and Social Affairs: Statistics Division (2010), *International Recommendations for Tourism Statistics 2008*, available at: [https://unstats.un.org/unsd/publication/seriesm/seriesm\\_83rev1e.pdf](https://unstats.un.org/unsd/publication/seriesm/seriesm_83rev1e.pdf)  
Department of Economic and Social Affairs Statistics Division (2010a) *Tourism Satellite Account: Recommended Methodological Framework 2008*, [https://unstats.un.org/unsd/publication/seriesf/seriesf\\_80rev1e.pdf](https://unstats.un.org/unsd/publication/seriesf/seriesf_80rev1e.pdf). More specifically, the International Recommendations for Tourism Statistics 2008 (para. 7.27) states that "in order to adequately analyse employment in the tourism industries, it is recommended that countries collect the following key variables for each of the tourism industries [...] and for the tourism industries as a whole: Employment by age group, sex and nationality/country of residence (if relevant);  
In addition, the TSA: RMF 2008 identifies 10 tables that should comprise a Tourism Satellite Account with one of them (TSA Table 7) focusing specifically on employment in the tourism industries and which recommends disaggregation of jobs by sex.
- 10 UN Women Training Centre (n.d.), 'Gender Equality Glossary', online available at: <https://trainingcentre.unwomen.org> [20-12-2021].
- 11 International Labour Organization (n.d.), 'Decent work', ILO, Geneva, online available at: [www.ilo.org](http://www.ilo.org)  
United Nations – Economic and Social Council (2006), 'General comment No. 18', *The right to Work*, Committee on Economic, Social and Cultural Rights, Thirty fifth session, 7–25 November 2005, Geneva.
- 12 Women Empowerment Principles (2021), *Closing Gender Pay Gaps to Achieve Gender Equality at Work – Guidance Note, Principle 2*, online available at: <https://www.weeps.org/resources> [03-12-2021].
- 13 United Nations (1979), Article 1, 'Convention on the Elimination of all Forms of Discrimination Against Women', Resolution A/RES/34/180 adopted on 18 December 1979, online available at: [www.un.org](http://www.un.org).
- 14 UN Women (n.d.), 'Gender-responsive procurement', online available at: <https://www.unwomen.org/en/about-us/procurement> [20-12-2021].
- 15 Council of Europe (n.d.), 'Intersectionality and Multiple Discrimination', online available at: <https://www.coe.int/en/web/gender-matters> [20-12-2021].  
United Nations (1995), *Report of the Fourth World Conference on Women, Beijing, 4–15 September 1995*, includes the 'Beijing Declaration', online available at: <https://www.un.org/en/conferences/women/beijing1995> [20-12-2021].

### Useful links

(accessible as of December 2021)

**CEDAW – Convention on the Elimination of all Forms of Discrimination Against Women** (United Nations Resolution A/RES/34/180 adopted on 18 December 1979): [www.un.org](http://www.un.org) and <https://www.un.org/womenwatch/daw/cedaw/>

**C100 – Equal Remuneration Convention, 1951 (No. 100)**: [www.ilo.org](http://www.ilo.org) and [https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100\\_ILO\\_CODE:C100](https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C100)

**C183 – Maternity Protection Convention (No. 183)**: [www.ilo.org](http://www.ilo.org) and [https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100\\_ILO\\_CODE:C183](https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C183)

**C190 – Violence and Harassment Convention, 2019 (No. 190)**: [www.ilo.org](http://www.ilo.org) and [https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100\\_ILO\\_CODE:C190](https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C190)

**Gender mainstreaming**: <https://www.unwomen.org/en/how-we-work/un-system-coordination/gender-mainstreaming>

**Leave No One Behind**: <https://unsdg.un.org/2030-agenda/universal-values/leave-no-one-behind>

**Sustainable Development Goals**: <https://sdgs.un.org/goals>

**SDG 5 – Gender equality**: <https://sdgs.un.org/goals/goal5>

### Publications

**Gender-inclusive Strategy for Tourism Businesses**: <https://doi.org/10.18111/9789284423262>.

**Gender mainstreaming: A global strategy for achieving gender equality and the empowerment of women and girls**: <https://www.unwomen.org/en/digital-library/publications>

**Global Report on Women in Tourism – Second Edition**: <https://doi.org/10.18111/9789284420384>.

**Action Plan**: <https://www.e-unwto.org/doi/book/10.18111/9789284420384> [03-12-2021].

**Technical Note on Gender-Transformative Approaches in the Global Programme to End Child Marriage Phase II: A Summary for Practitioners**: <https://www.unicef.org/media/58196/file>

**Understanding intersectionality: targeting all forms of discrimination in the world of work – Guidance note**: <https://www.weps.org/resources> [20-12-2021].

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#### **Gender Mainstreaming Guidelines for the Public Sector in Tourism**

ISBN (printed version): 978-92-844-2323-1  
ISBN (electronic version): 978-92-844-2324-8  
DOI: 10.18111/9789284423248

Published by the World Tourism Organization (UNWTO), Madrid, Spain.  
First printing: 2022  
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World Tourism Organization (UNWTO)  
Calle del Poeta Joan Maragall, 42  
28020 Madrid  
Spain

Tel.: (+34) 915 67 81 00  
Fax: (+34) 915 71 37 33  
Website: [www.unwto.org](http://www.unwto.org)  
E-mail: [info@unwto.org](mailto:info@unwto.org)

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**Citation:** World Tourism Organization (2022), *Gender Mainstreaming Guidelines for the Public Sector in Tourism*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284423248>.

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## Acknowledgments

These guidelines were commissioned jointly by UNWTO, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) and UN Women. They were produced by Dr. Lucy Ferguson with support from Dr. Olena Hankivsky and Dr. Daniela Moreno Alarcón.

The revision and editing of these guidelines was supervised by Marina Diotallevi for UNWTO and Sharon J. Taylor, Shivangi Shrivastava, Kara De Kretser and Anna Falth for UN Women. The guidelines were coordinated and revised by Ben Owen with thanks to Ana Blanco Piqueras, Susana Costa Resende and Juliana Contreras at UNWTO.



The *Gender Mainstreaming Guidelines for the Public Sector in Tourism* contain tools to support national, regional, local and other tourism institutions apply an approach to tourism planning, programming and implementation that integrates gender equality and women's economic empowerment.

With the kind support of:



Federal Ministry  
for Economic Cooperation  
and Development

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für Internationale  
Zusammenarbeit (GIZ) GmbH



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