



**South Caucasus Gender Assessment Technical Assistance
(P160432)**

Report

Tourism and Hospitality

Value Chain Analysis

Georgia

September 2017

2017 International Finance Corporation. All rights reserved.
2121 Pennsylvania Avenue, N.W.
Washington, D.C. 20433
Internet: www.ifc.org

The material in this work is copyrighted. Copying and/or transmitting portions or all of this work without permission may be a violation of applicable law. IFC does not guarantee the accuracy, reliability or completeness of the content included in this work, or for the conclusions or judgments described herein, and accepts no responsibility or liability for any omissions or errors (including, without limitation, typographical errors and technical errors) in the content whatsoever or for reliance thereon.



Contents

ACKNOWLEDGEMENTS	4
EXECUTIVE SUMMARY	5
GENDER VALUE CHAIN ANALYSIS.....	10
SMALL AND MEDIUM HOTEL VALUE CHAIN.....	10
MACRO LEVEL	11
Gender Roles.....	11
Gendered Access to Resources	14
Gender Control over Benefits	16
Gendered Influence on Enabling Factors.....	17
MESO LEVEL	17
Gender Roles.....	17
Gendered Access to Resources	18
Gender Control over Benefits	22
Gender Influence of Enabling Factors	22
MICRO LEVEL	22
Gender Roles.....	22
Gendered Control over Benefits	24
Gendered Influence on Power Dynamics within the Household	24
CONSTRAINTS AND OPPORTUNITIES	26
CONCLUSIONS AND RECOMMENDATIONS.....	29
ANNEXES	31
ANNEX 1. CHECKLIST FOR VALUE CHAIN ANALYSIS	31
ANNEX 2. LIST OF RESPONDENTS.....	35

ACKNOWLEDGEMENTS

This publication was produced at the request of the World Bank Group. It was prepared by Lead Researcher Rusudan Konjaria and Consultants Shorena Tschokhnelidze and Ekaterine Gurgenidze of the Policy and Management Consulting Group (PMCG). The research team would like to thank the World Bank Group team comprising Gayane Mkrtyan, Private Sector Specialist, and Ana Maria Munoz Boudet, Senior Social Scientist, for providing guidance and an overall review of the paper. The research team would like to thank PMCG for their support, which included compiling background information about the project, providing lists of possible respondents, and working closely on the elaboration and provision of statistical data.

EXECUTIVE SUMMARY

PROJECT BACKGROUND

This report has been prepared as part of the World Bank Group's South Caucasus Gender Assessment Project. The project's objective is to improve female entrepreneurs' market access and competitiveness by assessing constraints to the participation of women in a priority value chain and particularly in the higher value added segments of that chain.

The project also seeks to strengthen the knowledge and capacity of the government's and World Bank Group's teams in relation to designing gender-informed policies that promote equity, help reduce poverty, and inform the upcoming Systematic Country Diagnostic (SCD) in Georgia. The project focuses on female entrepreneurship in Georgia through assessing constraints to women's participation in priority value chains.

The gender in value chain assessment in Georgia comprises two stages. The initial stage involves a value chain selection assessment, which aims to select the most relevant and promising value chain with the potential to contribute to increasing women's empowerment and gender equality. Ultimately, the hospitality industry, with an emphasis on small and medium hotel businesses, was selected.

The second stage of this process entails an analysis of the selected value chain from a gender perspective. The main objective of this analysis is to increase the visibility of women in the value chain by identifying the actors involved; their links, differences, and characteristics in power distributions; and existing constraints and opportunities.

This report also reveals the outcomes of a study that was administered during the second stage of the project and provides a gender analysis of the selected value chain at predefined macro, meso, and micro levels.

The report comprises several chapters and is organized in the following way:

- Executive Summary including project information, an overview of the tourism and hotel business sector, key findings, and recommendations
- A Gender Value Chain Analysis chapter covering the three predefined macro, meso, and micro levels
- Constraints table
- Recommendations
- Annexes including instruments prepared and used throughout the study

STUDY METHODOLOGY AND LIMITATIONS

The study utilized a blend of qualitative and quantitative methods to gather sufficient information and data for analysis, including the following:

- Desk research that encompassed a study of existing research papers, statistical data, and program and project reports prepared and issued by national and international organizations working on issues related to gender, female economic empowerment, and tourism.
- In-depth interviews with (a) gender-specific experts and representatives of organizations working specifically on gender issues; (b) sector-specific experts working on tourism and hotel business development; (c) representatives of state structures and institutions working on the economic and tourism development of Georgia; and (d) owners of hotels and guesthouses (20 in-depth interviews in total). See Annex 1. Checklists for Value Chain Analysis.
- Online and telephone surveys with hotel owners and managers located in Tbilisi and different regions of Georgia, including Samegrelo, Svaneti, Adjara, and Imereti. Respondents were randomly selected using advertisements and public information websites. For telephone and online surveys, the researchers used a questionnaire specially elaborated for this survey (35 telephone and online interviews).
- One focus group meeting with owners and managers from small and medium hotels located in Tbilisi (eight participants). See Annex 2. List of Respondents.

As a basis and guiding document for this study, the researchers used a set of questionnaires provided by the World Bank.

TOURISM AND HOSPITALITY BUSINESS OVERVIEW

The tourism and hospitality business is one of the fastest growing sectors in Georgia. According to official statistics from the Georgian National Tourism Administration (GNTA), the number of tourists has been increasing significantly over the last two years. Comparing the first eight months in 2016 with the same period in 2017, the number of tourists rose nearly by 30 percent from 1,856,162 visitors to 2,402,699 visitors. Overall growth during the last four years reached 24 percent.

An increasing number of tourists obviously requires the availability of appropriate accommodation and services in the country. Hence, a substantial number of hotels and other forms of accommodation have opened in recent years. According to the official GNTA statistics, 1,944 hotels are registered in Georgia, of which 1,478 are active business entities according to the National Statistics Office of Georgia. Most registered accommodation units (64 percent) are family hotels, guesthouses, or hostels.

This sector is noteworthy for its level of female participation. According to empirical data, female participation in this sector is over 50 percent overall.

The relatively high rate of female participation could be explained by a variety of factors such as the cultural and traditional roles of women in Georgian society. In Georgia, women are expected to fulfil most of the hosting duties. Therefore, women in Georgia are better equipped to perform hotel management tasks thereby participating in the hospitality value chain.

Another factor contributing to women's high level of participation in this sector is that women's communication skills are generally better suited to the industry, compared with men. One of the female respondents who is the manager of a guesthouse in Tbilisi stated: "I prefer to have business only with women as they understand exactly what I want from them and do it exactly as I ask them to do. Therefore, I only have female employees." Finally, the hospitality industry offers opportunities for women of all skill sets.

KEY FINDINGS

Macro Level

- The tourism and hotel industry is a fast-growing sector, and there is a high level of female participation in all segments of the hotel value chain. Women participate in this sector in a variety of roles including as managers, marketing and public relations (PR) specialists, administrators, cooks, and housekeepers. The only segments in which women normally are not represented are driving and maintenance. Despite the high level of female involvement in this sector, only 36 percent of hotel businesses are owned by women.
- Most hotels belong to the formal economy, are registered, and perform their economic activities according to the Georgian legislation. However, some types of accommodation, particularly guesthouses, are part of the informal economy.
- Gender segregation is not evident in the hotel business; however, there is some inequality among women themselves. Women living, working, and/or operating businesses in Tbilisi generally have more access to resources including finances, education, and property compared to women based in the regions.
- Access to information and resources in this field is extremely limited for vulnerable groups living in remote areas and/or minority groups.
- Women's role in decision making is limited, as reflected by the low level of representation of women at different levels of government including the Parliament and municipalities. Statistical data show that women mostly occupy non-managerial posts and, in cumulative terms, their salaries are lower compared to men both in governmental institutions and businesses.

- Female participation was observed as being low at regions too. Women tend not to participate in meetings organized in the regions and prefer their husbands to take part in these events instead. If women do participate in such meetings, they often take on a passive role as a listener without expressing their opinions. This low level of participation is likely to be attributable to the low levels of self-confidence commonly found among women in the regions, and possibly the general attitude of society toward the role of women.

Meso Level

- There are a limited number of associations and organizations working on the development of the tourism sector. In these, women occupy managerial and decision-making positions. Access to positions and associated benefits within these organizations is equal for men and women.
- Women have limited access to resources, including land. This is largely attributable to the Georgian inheritance customs according to which property, including land, is transmitted from parents to sons and not daughters. Generally, before marriage, women live in and use property belonging to their parents, while after marriage, they generally live in and use the property of their husbands.
- Due to limited access to property, women also have limited access to finances as banks and microfinancial institutions do not issue loans without collateral and/or a job with a permanent salary. Due to this constraint, women have limited capacity to start a business without external support.
- The study did not identify any unequal treatment of men and women in terms of access to education and information, as well as to business development services in this field. However, the majority of respondents claimed to have limited access to information about such services, trainings, and programs in this sector.

Micro Level

- Traditional perceptions on gender roles in society remain the same (men - breadwinners; women - housewives) although, in reality, these roles are changing. Studies confirm that around 34 percent of women are now breadwinners in their families.
- Although women's roles are changing, it does not substantially influence their reproductive roles. Women tend to work in so-called 'Double Shifts'. Married women who work still generally take care of children and cleaning, cooking, and ironing after and before working hours.
- Reportedly, at the household level, men and women equally participate in the decision-making process on expenditures and budget allocation. However, interviewed gender

experts and civil society representatives stated that women mainly make financial decisions regarding day-to-day operations and on the purchase of goods and services for household consumption. More strategic and long-term decisions, such as the purchase of real estate and investments in their children's education, are made equally by men and women in most cases. However, some types of decisions, such as buying a car, are generally dominated by men.

GENDER VALUE CHAIN ANALYSIS

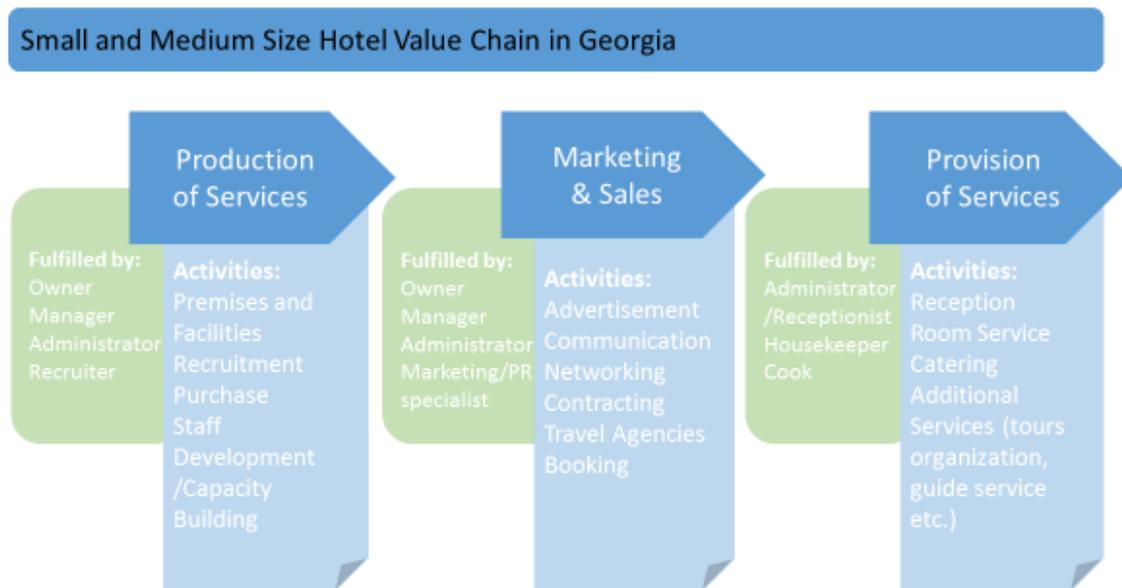
SMALL AND MEDIUM HOTEL VALUE CHAIN

The administered study revealed that the hotel business in Georgia is characterized by an absence of a clear flow of activities. Activities within the value chain can be grouped into three main pillars:

- Service provision, including reception, catering, and housekeeping
- Marketing and PR activities, managing promotions and sales, and bookings management
- Management and administration, including purchases, recruitment, maintenance work, improvement of existing facilities, and customer service

Error! Reference source not found. illustrates all segments of the value chain identified during the study. As the picture depicts, some tasks in different segments of the value chain are performed by the same person. As will be discussed below, in small hotels and guesthouses, the functions in all segments of the value chain are either undertaken by a single person or shared by two people. Most of the activities implemented, from the start-up of the business to its daily management and operation, are carried out on an intuitive basis in most hotels. This could explain the absence of a commonly defined and established value chain in the interviewed hotels.

Figure 1. Small and Medium Hotel Value Chain in Georgia



The interrelation and sequence of activities are not always as depicted in Figure 1. Moreover, not all activities indicated under each segment are performed in the surveyed hotels. In most hotels,

there are no marketing and PR specialists, no advertising is carried out, and no additional services are provided. Only 2 interviewed hotels out of 43 stated that their management organizes capacity-building measures for their staff, both paid and unpaid (government funded). As for advertising and sales, all surveyed hotels reported that they use booking.com and/or Airbnb as a platform for their advertising purposes. Only 4 out of 43 hotels indicated that they used travel agencies for sales and promotions.

The study identified that, outside of the value chain, small and medium hotels interact mainly with advertising websites to attract visitors and clients and travel agencies (a limited number of cases) to increase publicity for their hotels and take group bookings. Some hotels organize tours and provide guide services upon request, but these activities are mainly outsourced.

MACRO LEVEL

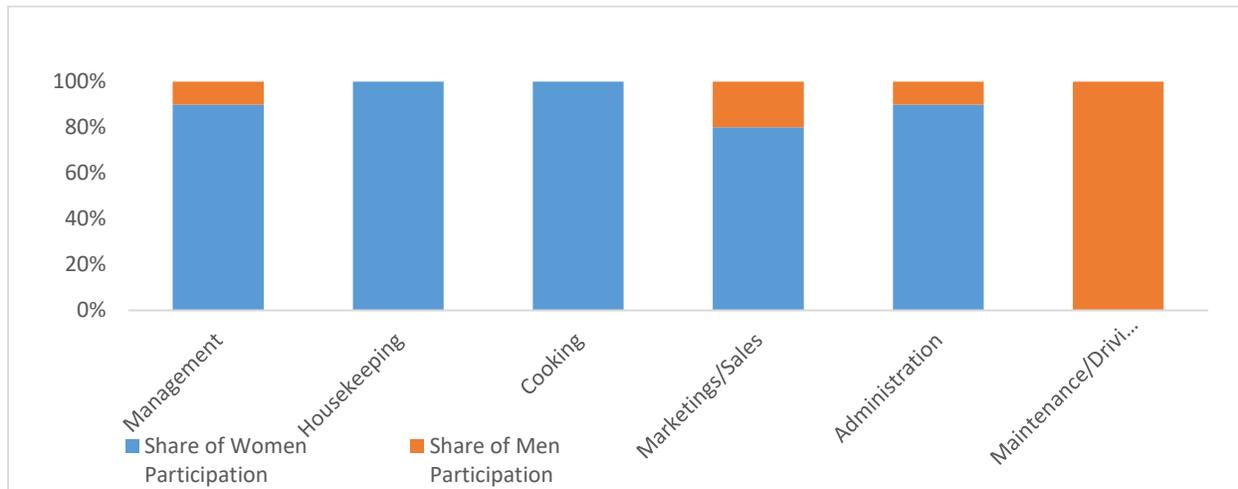
Gender Roles

Women are generally involved in a wide variety of roles including management, marketing and sales, cleaning, and cooking. Men's roles are generally in overall management, catering, maintenance, and driving. Work related to maintenance and driving is often outsourced and/or performed on a part-time or ad hoc basis.

According to the in-depth interviews, the majority of hotel employees are women. Women are preferred in hotels business due to their better communication skills. One of the respondents claimed that women had more suitable communication skills for the hotel business compared to men. Another respondents stated: "All my employees at the moment are women except a driver. We had a man in administration, but it was difficult for him to work in this position. Women could communicate better with clients; they are more flexible and smart. Maybe it was my bad experience, but I think in Georgian reality, women are better in the service sphere" [Hotel owner - Tbilisi - 20 rooms].

According to online and telephone surveys conducted with hotels located in the regions, the gender roles were distributed as shown in figure 2:

Figure 2. Distribution of Gender Roles in the Hotel Value Chain



Source: Author's calculation from the administered survey.

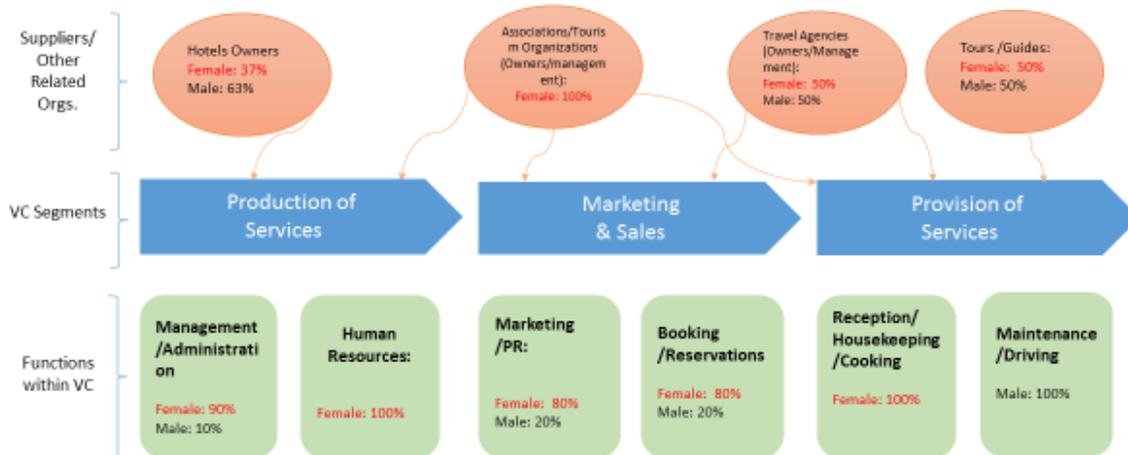
According to official data from the National Statistics Office of Georgia, there is a significant gender disparity when it comes to hotel business ownership. In particular, it is observed that out of 1,478 active hotel business entities, women own only 37 percent. A similar trend is observed in the tourism sector in general, where out of 5,839 active tourism business entities, women own only 36 percent.

The study revealed that women play a crucial role in housekeeping and cooking. Meanwhile, there are tasks within the hotel industry, such as driving and maintenance, that, according to respondents, are performed only by men.

The majority of surveyed hotels are operational for six to nine months per year. Only three surveyed hotels remained operational for the whole year. During low season, most personnel are on unpaid leave.

Based on information collected from the administered survey and conducted interviews combined with official data from GeoStat on some areas, gender distributions in the segments within the value chain and outside are depicted in Figure 3.

Figure 3. Gender Distribution within Small and Medium Hotel Value Chain - Respondents'/Experts' Perceptions



There were four main types of accommodation structures identified and targeted during the study:

- Development-oriented hotels with relatively good facilities and human resources. In this type of hotel, work is clearly divided and a separate designated employee is hired for each function. Normally, in these types of hotels, management strives for the improvement of existing services and develops new products. Employees (including women) have access to different educational opportunities because the hotel management organizes various trainings for staff. Wages in these hotels are relatively high. Reportedly, in these types of hotels, there is no declared promotion and/or motivation system for employees, but different types of incentives are offered such as salary increases and promotions.
- Small-scale hotels at an early stage of development with relatively scarce financial and human resources. In this type of hotel, functions and responsibilities are distributed between two or three employees. These types of hotels are less oriented toward staff development and professional trainings. Women in these hotels work longer hours and for lower remuneration than the industry average.
- Single-person managed hotels where the owner performs all functions. These are predominantly guesthouses, which are mainly family-owned small businesses. In the majority of cases, a female member of the family undertakes all functions including management, booking, cleaning, customer service, and sometimes even cooking. In this

type of guesthouse, a woman will usually undertake all household responsibilities while managing the guesthouse as well.

- There is one more type of business entity that operates a guesthouse in a living space. Under this category, owners of apartments rent out part of their living space to tourists. Generally, they are not registered taxpayers, and pursue this income-generating activity to supplement their livelihood.

The latter category is mainly found in the informal economy because such owners do not register as physical persons or legal entities that are entitled to pay tax on any type of income received from any source. In addition, small-scale hotels and single-person managed hotels are sometimes also in the informal economy. People working for these types of hotels are unregistered; there is no formal employment contract; and working conditions including working hours, workload, and salary are orally agreed. In such circumstances, staff are more or less unprotected against any violation of their employment rights.

Gendered Access to Resources

The study revealed a certain level of inequality among women within this sector. Women in different segments of the value chain experience different constraints and opportunities. The owners of small and medium hotels and hostels usually have higher education credentials, as well as access to different resources including financial resources. They benefit from a well-established network and are capable of cooperating with people who have a similar interest in business development or expansion in the form of associations or unions. They often participate in events, workshops, and forums organized inside and outside of the country to promote and develop their businesses.

Women who hold positions such as managers, PR and marketing specialists, and customer service specialists often have a strong professional and educational background. Reportedly, they have access to education and information. Due to their competence, they have opportunities to find better work or educational prospects. Reportedly, a professional manager is a scarce human resource on the market.

In addition, there is another category of female employees in the value chain who occupy the positions of housekeepers or receptionists. These are highly demanded and difficult positions to fill.

A further category encompasses women who perform a variety of tasks including cleaning, PR, marketing/sales, reception, and accounting in one position. These women are usually owners of guesthouses or are employed by guesthouses to carry out a variety of functions. Women in these positions generally have little or no access to education. According to many of the in-depth interviews, these women have no interest in career development and work purely to provide for their families.

Access to resources and the capacity of women differ according to geographical location. Owners and workers of Tbilisi-based hotels and guesthouses have much better access to information and development resources. In addition, when it comes to sales, those based in Tbilisi have wider networks of contacts and, therefore, better prospects. Most of the training programs and development activities are concentrated in Tbilisi (government, nongovernmental organization [NGO], and/or private sector organized), while in the regions such initiatives are administered very rarely and mainly in regional centers that are not easily accessible for hotel employees located in remote villages.

During the focus group discussion, only one hotel representative mentioned the availability of training for hotel workers. Respondents also lacked knowledge about the possibility of registering with the GNTA to receive information about such training. None of the focus group participants knew about the tourism associations that provide different services including capacity-building measures. It is difficult to conclude why invited focus group members did not know about the existence of such programs or organizations. It could be attributable to a low level of interest from hotel management or a lack of large-scale promotional activities or publicity from the service provider, or both.

According to respondents, the overall level of education among hotel employees is very low. This is reflected in the quality of service provided by hotels. The GNTA also confirmed that the provision of quality service is one of the challenges facing the Georgian tourism sector in general. To address this issue, the state funds several training programs on quality service provision. There are also vocational education centers that provide training programs in this direction, but according to hotel owners, this remains one of the biggest problems in the hotel business. According to one respondent: “finding even a good housekeeper is a problem, not to mention professional and experienced managers.” Respondents generally recognized the need for more knowledge and skills in this sector. Due to a shortage of financial resources, many of the respondents cannot afford to attend courses abroad or invite a specialist to conduct a training course.

Poor and vulnerable groups are especially disadvantaged when it comes to obtaining information about available services in this sector. Information is mainly disseminated through the Internet, and sometimes through television in the Georgian language. Families who live in remote rural areas generally do not have access to the Internet. Even if they receive information about the availability of such services, these services are only offered in cities or in regional centers, rendering these inaccessible to families without the wherewithal to travel.

Receiving information is especially difficult for minority groups because it is disseminated in the Georgian language, which is not their mother tongue. Therefore, minorities are to some extent excluded from these services.

Gender Control over Benefits

Throughout the study, no case of gender-related discrimination in the hotel business was reported. Indeed, both male and female respondents acknowledged the leading role and strong capacity of women in managing hotels and guesthouses. As mentioned above, women are prevalent in all segments of the value chain except for maintenance and driving. Women are in charge of making daily decisions, as well as negotiating with different clients and providers. Female owners make strategic decisions about the future development of the hotel, expansions, or taking loans. If a family owns the business, all members of the family, male and female, make decisions together. If the owner of the hotel is a man and the manager is a woman, they make strategic decisions together. Male owners of hotels sometimes hand over strategic decision-making power to a female manager. However, the focus group discussion and other interviews with business representatives provided evidence that no information on the existence of such facts could be the result of low awareness of respondents on notions and conceptions of exploratory and discriminatory treatment. For instance, focus group members consider it normal for women to take care of all household chores.

Women are gaining self-confidence, especially in Tbilisi-based hotels. The respondents generally recognize themselves as more powerful and self-confident when independently making decisions such as hotel expansion, the purchase of property, or taking a loan. The situation in this regard differs regionally.

Women in the regions are generally vulnerable and have low self-esteem. Reportedly, there are very few women in the regions who are distinguished by their leadership skills and are energetic, vibrant, and self-motivated. Generally speaking, women in the regions are known for being humble and lack motivation to change their lives and become less dependent on their families and/or husbands.

During the in-depth interviews, respondents mentioned that some families are headed by women, often single mothers and/or widows who are distinguished by their resilient nature and strong personalities.

Overall, respondents unanimously agreed that women are now more empowered than they were just a few years ago. One respondent indicated: “life taught them to fight and forced them to become stronger.” Interviewed gender experts as well as representatives of international organizations and local civil society believe that increased female empowerment is an outcome of the intensive and continuous work of the international community and NGOs both at national and local levels. This work has been done through a variety of interventions at legal and policy levels, the provision of relevant training programs and capacity-building measures, and the provision of funding for different spheres including business start-ups, community centers, and so on.

Gendered Influence on Enabling Factors

The representation of women in state structures and institutions remains quite low but is increasing. For example, in the Georgian Parliament, during 2006–2010, female participation was 7 percent. This figure rose to 15 percent for 2008–2012.

The Municipal Development Fund (MDF) surveyed 15 municipalities including Tbilisi. Gender specialists working for the MDF administered the survey. According to the results, out of a total of 3,547 employees of 15 municipalities, only 1,410 were women (nearly 40 percent). Out of 1,410 female employees, 146 (approximately 10 percent) occupied managerial posts. According to this data, only 4 percent of women among all employees occupied managerial or decision-making posts at the municipal level. There are no official statistics to confirm these data from 2016; however, they do reflect the overall picture depicted by interviewed gender specialists and representatives of international organizations in this study. These data also align with the level of female representation in the Parliament.

At community meetings and gatherings organized by different civil society organizations or activists, the level of female participation is extremely low. Reportedly, the percentage of women participating in such meetings is no more than 20 percent. Women normally do not take an active role in these meetings.

The same trend is observed at informative meetings organized to spread information about upcoming grants for business start-ups. In these meetings, most participants are men.

Using these data, it can be concluded that despite some positive trends, the process of women's empowerment, and, in particular, participation at different levels of decision making, is quite slow. From the in-depth interviews, it became clear that there is a desire for state intervention to enhance female participation.

MESO LEVEL

Gender Roles

There are some organizations operating in the tourism sector focusing on both the hotel industry and alternative tourism business development. The founders and/or managers of these organizations are mainly women. One example of this type of organization is Horeka, a Georgian hotel, restaurant, and café federation.

Horeka is an NGO that assists and supports companies operating in the hotel and restaurant business in terms of financial and legal issues and providing recommendations for the establishment of international standards. Horeka organizes a variety of service trainings, workshops, and meetings. It has around 100 member hotels from different regions of Georgia. The founder, directors, and all staff of the organization are women. Horeka does not work specifically

on women's issues and does not provide any specialized capacity-building measures exclusively for females. The organization did not identify any discriminative acts or terms and conditions against women working in this field, especially among members. The organization claims there is a high rate (over 70 percent) of female participation in the tourism industry, especially in the hotel business. The majority of its training participants (around 80 percent) are women. Generally, there is a high level of interest and demand among women about getting training and developing their skills in a variety of areas.

Other organizations of a similar scope and nature include the Wine and Culinary Association and the Georgian Association of Guides. Both of these organizations are also founded and managed by women. They provide equal access to training for both men and women. Reportedly, interest levels are high among both men and women in certified programs for guides in Georgia. The gender distribution for these programs is evenly spread among men and women. Working as a guide can provide especially favorable working conditions for women who, due to a variety of reasons, cannot work in full- or part-time jobs with set timelines. Guides are able to offer and plan tours according to their availability.

Gendered Access to Resources

Access to Information and Education

The focus of these female-led or female-managed organizations is tourism business development. The trainings and certified programs these organizations offer are fee-based. Even though trainings are also conducted in regional centers, they are not accessible for women living in remote areas or women without the necessary financial resources. For instance, the certified program for guides is a three-month program and costs GEL 1,200 (US\$487 - National Bank of Georgia [NBG] exchange rate of US\$1 = GEL 2.46). The average monthly salary for a service person in a hotel varies from GEL 300 to GEL 500. In other words, a person working as a receptionist (a position more commonly occupied by women) with a monthly salary of GEL 300 will not be able to participate in this type of training if this salary is their only source of income. It is also worth mentioning that these organizations mainly disseminate information about upcoming events using social networks and the Internet, meaning that only women with access to the Internet can learn about training opportunities.

Regarding the financial accessibility of educational opportunities, the GNTA aims to promote Georgia as a tourist destination to international markets and offers a variety of training and assistance programs free of charge. In 2016, the GNTA trained around 1,500 people on various subjects including service, English language, hotel management, and financial management. Most training participants (99 percent) were hospitality industry employees in Georgia. The GNTA defines the subjects of its training programs by assessing the needs and gaps in the tourism sector. The gender ratio for these training programs is approximately 70 percent women to 30 percent men.

Even though the support provided by the GNTA is free of charge, it mainly targets actors in the hotel industry, because the GNTA aims to increase service quality at hotels operating in Georgia. The GNTA disseminates information to registered users about upcoming capacity building programs through e-mail. If a registered user does not have an e-mail address, the GNTA contacts their hotel through telephone. The GNTA organizes and conducts these training programs mainly in Tbilisi, and transport costs are to be covered by the participant organization. The GNTA's measures offer opportunities to improve the knowledge and capacity of hotel owners and workers. These actions help women strengthen their businesses and become more empowered. However, based on the in-depth interviews, these capacity-building measures are attended by hotel owners who have no financial constraints, have knowledge and experience of the hotel business, realize the added value and importance of improved services, and are oriented toward development. It is unlikely that female business owners who started their own business as a survival strategy and who solely carry out all hotel management tasks (together with household responsibilities) would participate in these training programs for three main reasons. First, in their absence, there would be nobody to cover their various duties at the hotel. Second, small businesses with low income are not willing or cannot afford to pay for transportation and living costs associated with attending training courses in Tbilisi. Third, they do not see the need or benefit of such training. Ultimately, women living in the regions and operating small businesses are excluded from this opportunity to develop. Women who work in hotels that are not development-oriented are also excluded from getting such support, which in turn hinders their chances to develop skills, secure better-paying jobs, and become more competitive on the Georgian job market.

Women from marginalized and vulnerable groups suffer similar exclusion. It should be noted that there are several organizations, both international and local, that specifically target vulnerable groups and provide a variety of assistance programs at different levels. In this respect, it is worth mentioning the work of the United Nations Entity for Gender Equality and the Empowerment of Women, also known as UN Women. The organization entered Georgia in 2001. Since then, UN Women Georgia has provided support of a different scope and capacity to state and non-state actors to achieve gender equality in the country. The main emphasis of UN Women Georgia is on combating violence against women, promoting women's economic empowerment, and supporting peace and security through women's involvement and strengthening.

From an economic aspect, UN Women Georgia works with state institutions to promote gender-inclusive policy making and stimulates the inclusion of gender in national strategies and action plans. Another pillar in the framework of its economic programs is directed toward capacity development at the community level. This includes the provision of legal services for marginalized groups and supporting access to services such as day-care centers. The organization also works with private companies and provides technical assistance to the private sector to promote an enabling environment for women's empowerment in workplaces.

Besides UN Women Georgia, there are several local organizations that have been created to support this specific type of activities with the overall goal of promoting gender equality. The international donor community has supported and in some cases initiated such organizations. Many organizations do not survive after the phasing out of external support, but some remain and strive for gender empowerment through various types of activities. One such organization is the Women's Information Center. This organization works on women's rights, gender equality, the elimination of violence against women, and women's political empowerment. Besides these activities, the center works on the provision of training and capacity development activities in the regions and villages to strengthen leadership capacities, mobilize communities, and empower women economically.

Another local organization is Taso Foundation, a national women's fund. The mission of this organization is as follows: "Women's and Girls' Empowerment for Human Rights, Equality, Social Justice and Peace in Georgia." The fund has implemented a number of projects and works directly with women in rural areas. To date, the organization has issued over 300 grants to support women's initiatives and activism.

There are some other international and local organizations (United States Agency for International Development [USAID], European Union [EU] Commission to Georgia, and so on) that work on women's economic empowerment and/or provide grants and technical assistance, but all of this support is scattered and fragmented and lacks coherence and consistency. Therefore, it can be assumed that the programs that provide social, legal, and economic support to poor and vulnerable women at the community level are disconnected from state and private business programs. This is a consequence of the lack of common ground at the national level. There is no common gender strategy that would provide an overall framework and, by elaborating related action plans, narrow down and fine tune all gender support in the country, making implemented actions straightforward and specifically targeted at the elimination and/or reduction of identified constraints and problems.

[Access to and Responsiveness of Value Chain Development Services](#)

The study identified vocational educational centers funded and contracted by the United Nations Development Programme (UNDP) that provide trainings on a variety of subjects in Samegrelo and Kakheti. These trainings are specifically targeted toward women in these regions. Reportedly, the vocational education centers have started to provide training in tourism and hotel management in Samegrelo where such demand had increased due to a new electronic music festival organized annually in Anaklia. The music festival has contributed to a drastic increase in the number of hotels and guesthouses in this area. Another contributing factor to this tourism boom is the construction of the port in Anaklia, which has also played an important role in hotel business development.

Overall, hotel business development courses and training programs are in limited supply in the country, especially in the regions. According to feedback from the focus group, information about the available courses is not well disseminated, because only one hotel representative from the

group knew that such courses existed. Similar feedback was obtained from the telephone survey. However, most survey respondents claimed to have a lack of information and practice in this field and were interested in taking part in trainings.

Another problem identified is that there are no gender-oriented policies or regulations adapted to women's specific needs. For single mothers, working in this field is highly problematic because no childcare services are offered in hotels. There are also no special arrangements made with regard to working hours for women with children. All but two of the respondents stated that hotel owners and managers avoid hiring women with children. One of the respondents stated in the focus group discussion: "hiring a woman with a child is like sitting on a bomb; you never know when it will go off." This unwillingness toward hiring women with children is prevalent not only in the hotel industry, but across many other spheres too. One respondent claimed that many companies have an unwritten policy of only hiring women who are either young and have no plans to marry soon, or who already have children that are older and do not intend to have any more children.

Access to and Responsiveness of Financial Services

All respondents unanimously agreed that economic empowerment is the best path for women to decrease their vulnerability. One respondent indicated: "as soon as any sort of financial income appears for a woman in a family, suddenly a woman's voice gives birth too." The tourism sector could become a window of opportunity for women to alleviate themselves of economic and social hardship. In this respect, access to financial resources plays a crucial role and this remains one of the main challenges for women in this sector. Women in the regions generally have limited access to financial resources because most are not owners of property. According to Georgian tradition, mainly sons inherit family houses.

Another factor that limits access to financial resources is a high interest rate. Without collateral, banks and microfinance institutions do not issue loans. To take out loans at lower interest rates, women need to have property. Loans that are secured by collateral typically have lower interest rates than unsecured loans. Without property, it is only possible to loan limited amounts of money and at a high interest rate. Therefore, women are disadvantaged when it comes to starting up a business because they cannot access the necessary financial resources.

There is also the issue of wage disparity between men and women. According to the National Statistics Office of Georgia, for the last years, wages for women were 30 percent lower than wages for men across all sectors of government and private business. Unequal payment is illegal, meaning that persons holding the same or similar positions must receive the same or similar salary.

Within the private sector, it is more difficult to track unequal payment because there is no set terms of reference for similar positions. Overall, women have lower lending capacity than men because they receive lower salaries.

Gender Control over Benefits

The study identified several organizations working in the hotel industry. Women occupy managerial positions in these organizations, where they make strategic decisions. These organizations offer equal rights and opportunities for female and male members alike. Both women and men have equal access to any social or other benefits in these organizations. No special conditions are set out in these organizations to encourage the participation of women. The representatives of these organizations do not see any need for such measures because women are treated equally according to the rules and regulations within these organizations.

Gender Influence of Enabling Factors

The tourism and hospitality sector is characterized by a lack of organizations working on sector development as well as on gender issues. Currently, there are no reputable organizations in the field adhering to global trends in the sector's development and working on identification, learning, and mitigation of gender-related problems and challenges. Representatives of the selected hotels lack information about the hotel business and the involved actors in general, and they also lack information about existing associations and organizations working on sector development. Ultimately, there is no formal or informal group with strong bargaining power in any aspect of the sector's development.

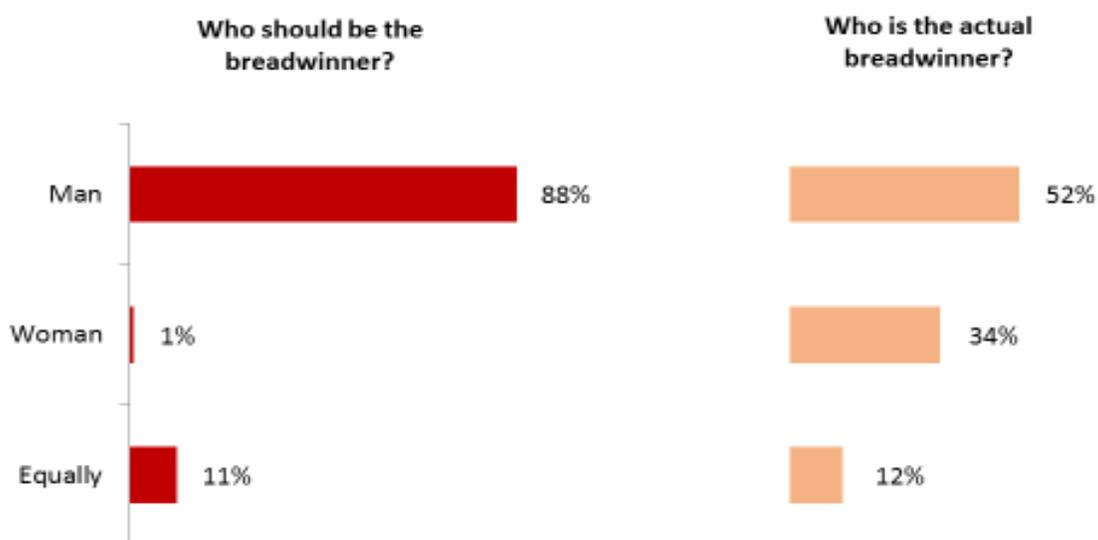
MICRO LEVEL

Gender Roles

Despite drastic changes in gender roles since the collapse of the Soviet Union, raising children and household chores are considered to be a woman's responsibility in Georgia. Generally, men are expected to be the main breadwinners in the family, but this is not always the case in reality. According to a public perception study commissioned by UN Women Georgia in 2013,¹ the majority of the respondents (88 percent) believe that the man should be the breadwinner for the family. Only 1 percent considered that a woman should take this responsibility. Among the interviewed respondents, 11 percent thought that this responsibility should be shared. In reality, it was observed that only 52 percent of the interviewed men were the main breadwinner.

¹ UNDP. 2013. "Public Perceptions on Gender Equality in Politics and Business. 2013."
http://www.ge.undp.org/content/georgia/en/home/library/democratic_governance/public-perceptions-on-gender-equality-in-politics-and-business.html

Figure 4. Breadwinner Role at the Household Level - Perception versus Reality



Source: Public Perceptions on Gender Equality in Politics and Business. 2013
http://www.ge.undp.org/content/georgia/en/home/library/democratic_governance/public-perceptions-on-gender-equality-in-politics-and-business.html

Working hours for women and men are equal. However, before and after work, women assume household responsibilities, which sometimes takes up to four or five hours a day. According to one respondent: “in some cases, even to ask a question about sharing household responsibilities is disrespectful.” Reportedly, this attitude toward sharing of household duties is particularly prevalent in the regions. The existing imbalance in the distribution of roles between women and men within households leaves less space and time for women to pursue personal or professional development. One of the respondents indicated: “women are so busy at work and at home that no time or energy is left for reading books or attending trainings.”

Reportedly, women work in ‘double shifts’.² In some cases, there is no clear line between the duties that belong to business and those that belong to the household. Women in family businesses are generally overloaded with housekeeping in both their household and business. Almost all women with families stated that they have to perform household chores, prepare meals, clean, and iron clothes after a whole day at work. Only one woman stated that she hires an assistant to help with household chores. Women respondents who do not have their own families and live with their parents stated that their mothers take care of this responsibility.

² One of the respondents used this term, stating that Soviet sociologists invented the term ‘double shift’ when women took a second shift at home after their main work, because they took all responsibilities in housekeeping: shopping, childcare, cleaning, washing, cooking, ironing, and so on.

Gendered Control over Benefits

The study received mixed information about how powerful a woman's voice is in the household; how decision-making power is distributed among men and women in families; and who makes financial decisions on spending money, the education of children, the enhancement of business, health care, the purchase of a new car, or personal development. All respondents stated that men and women equally participate in making financial decisions. Meanwhile, the interviewed gender experts and civil society representatives stated that it is mainly women who make financial decisions regarding day-to-day operations and on the purchase of goods and services for household consumption. More strategic and long-term decisions such as the purchase of real estate are made equally by men and women in most cases. For certain decisions, such as the purchase of a car, men are dominant in the decision-making process.

In most cases, women do not benefit economically from the income received from the hotel business, because most resources are utilized for family needs. This is not always the case for men who will generally have more opportunity to spend family income on socializing or for purchasing a car.

Gendered Influence on Power Dynamics within the Household

According to the majority of respondents (95 percent), the general public does not consider a woman's role in the household to be valuable. Generally, household work is not fully appreciated and certainly not measured financially. One of the respondents stated: "if men needed to hire people who would take care of children, clean the house, go shopping, and cook, it would cost a considerable amount of money. Also, if children were not kept in a healthy condition (clean environment) and adequately fed, health care expenses would be considerable. But when women undertake this work, it is not considered valuable."

In the public perception paper commissioned by UN Women Georgia,³ the majority of respondents (61 percent) agreed with the following statement: "Women should be more occupied with bringing up children and taking care of the family rather than with a professional career."

³ UNDP. 2013. "Public Perceptions on Gender Equality in Politics and Business. 2013."
http://www.ge.undp.org/content/georgia/en/home/library/democratic_governance/public-perceptions-on-gender-equality-in-politics-and-business.html

Table 1. The Perception of Male and Female Roles in the Family

	Completely disagree	Disagree	Agree	Completely agree	DK/ Refused to answer
Women should be more occupied with bringing up children and taking care of the family rather than with a professional career	3%	34%	46%	15%	2%
Woman is more appreciated for their family role rather than career advancement	2%	17%	58%	21%	2%
It is better for everyone when man works and woman takes care of the family	3%	28%	48%	18%	2%
It is a man's duty to work and support the family financially and it is a woman's duty to take care of the house and family	2%	24%	51%	21%	2%

Note: DK = Do not know.

The study identified that, even though it is not yet visible at the societal level, gender roles are changing particularly in Tbilisi. Some men take more responsibility in some aspects of housekeeping, for instance going shopping, cooking for the family, and taking care of children while women are at work. Such behavior is not common but is becoming more so. The Youth Gender Perception Study funded by Friedrich-Ebert Stiftung also confirmed these trends. According to the majority of the interviewed youth (87 percent), family decisions and childcare should be equally shared by women and men. Of the respondents, 82 percent believe that the financial security of the family should be the equally shared responsibility of men and women.

CONSTRAINTS AND OPPORTUNITIES

Based on the analysis and information provided above, women encounter various constraints as well as possible solutions to these constraints, which are summed up in Table 2:

Table 2. Georgian Hotel Value Chain Analysis

Constraints	Factors Contributing to Constraints	Opportunities/Possible Solutions
<ul style="list-style-type: none"> • Limited access to finances to start business • High interest rates 	<ul style="list-style-type: none"> • Challenges regarding ownership of property and land. Women do not generally own property due to the tradition of male members of the family inheriting property. Due to a lack of collateral, banks either do not issue loans to women or only issue smaller loans with higher interest rates to women who can prove their monthly income. 	<ul style="list-style-type: none"> • Programs allowing women to start businesses, including hotel businesses, with favorable interest rates • Banks to provide women-specific credit programs with favorable or concessional interest rates • Women-specific support programs in the tourism industry • Awareness-raising on inheritance issues
<ul style="list-style-type: none"> • Limited knowledge and skills • Low level of education • Lack of qualified cadre • More intuitive than knowledge-based development of sectors 	<ul style="list-style-type: none"> • Lack of access to information about available training and educational programs • Lack of financial resources to attend fee-based trainings • Lack of large-scale systematic training programs in hotel management specifically for women • Lack of holistic approach in terms of identification of existing gaps and provision of strategic vision on areas for intervention 	<ul style="list-style-type: none"> • Establishment of improved information dissemination mechanisms using different media outlets • Strengthening of vocational education centers to provide demand-driven courses at the local level • Encouragement and support for administering training programs in regions • Creation of programs to reach out to vulnerable and disadvantaged groups • Large-scale gender-specific assessment and analysis of hotel business development prospects in Georgia

Constraints	Factors Contributing to Constraints	Opportunities/Possible Solutions
<ul style="list-style-type: none"> • Lack of recognition of existence of gender-related problems and stereotypes in the society • Low self-esteem and confidence among women in regions • Lack of women’s representation at different levels of government • Ignorance of business about gender-related challenges 	<ul style="list-style-type: none"> • Traditional views and perceptions • Lack of gender-related education and awareness in different groups of the society 	<ul style="list-style-type: none"> • Elaboration of gender awareness-raising campaign with holistic and systematic approach implemented at the national and grassroots levels • Introduction of gender-sensitive education at schools and other educational establishments • Making gender issues a part of the political agenda at the national level • Introduction of inducing measures to encourage women’s participation in decision-making processes at the national as well as regional and community levels

Table 3. Macro, meso and micro level analysis

	Gender Roles	Gendered Access to Resources	Gendered Control over Benefits	Gendered Influence on Enabling Factors
Macro level	Women are involved in a wide variety of roles including management, marketing and sales, cleaning, and cooking. Men perform activities in overall management, catering, maintenance, and driving. Overall, the hotel industry is a female-dominated industry.	Inequality observed among women within this sector. Women in different segments of the value chain experience different constraints and opportunities.	Both male and female respondents acknowledge the leading role and strong capacity of women in managing hotels and guesthouses. However, this is not a widely held perception across the industry/country and there remains some discriminatory treatment of women as a result.	The representation of women in state structures and institutions remains quite low but is increasing.

	Gender Roles	Gendered Access to Resources	Gendered Control over Benefits	Gendered Influence on Enabling Factors
Meso level	There are some organizations operating in the tourism sector focusing on the hotel industry and alternative tourism business development. The founders and/or managers of such organizations are mainly women.	Access to land and assets as well as to finances is limited for women, largely due to the tradition of males rather than females inheriting property. Therefore, women generally cannot get loans and credit from financial institutions to start their business or to expand an existing one. There are only a few institutions and companies that provide capacity-building measures for women in the hotel industry.	Both women and men have equal access to any social or other benefits in the organizations working on hotel business development. The representatives of these organizations do not see any need for measures encouraging female involvement because they believe women are not disadvantaged and are treated equally according to the rules and regulations within these organizations.	This sector is characterized by a lack of organizations working on sector development as well as gender issues. Currently, there are no reputable organizations in the field following global trends in the sector's development and working on identification, learning, and mitigation of gender-related problems and challenges.
Micro level	Despite drastic changes in gender roles since the collapse of the Soviet Union, household chores and raising children are seen as responsibilities of women.	—	In the majority of cases, women do not benefit economically from the income received from the hotel business, because all resources are utilized for family needs. Men generally are more likely to use family income for personal use. There is some equality when it comes to making financial decisions, but women generally take care of smaller, daily decisions, while decisions about the purchase of property would be shared.	Gender roles are changing. This trend is especially vivid in Tbilisi. Men are starting to take more responsibility in some aspects of housekeeping, for instance, shopping, cooking, and taking care of children while women are at work.

CONCLUSIONS AND RECOMMENDATIONS

- Gender-related challenges exist at all levels of society but they often go unappreciated at the household or societal level. Gender-related challenges are more common in the regions where women have less access to a variety of resources and fewer opportunities compared to women in Tbilisi. Changing attitudes and behavior is a long and sometimes painful process, requiring a holistic and complex approach addressing different facets of the same issue from the national level to the grassroots level. The first stage entails large-scale studies of different sectors of business and government, awareness-raising campaigns, and capacity-building measures.
- The government should elaborate a strategy addressing gender-related challenges in the country that would prompt specific actions being taken at different levels of the society by different stakeholders. This would consolidate all efforts and actions undertaken by international and local organizations with regard to gender issues. Currently, as observed, certain actions are being implemented but they are scattered across different areas and geographical locations, and there is a lack of consistency, rendering the measures relatively weak.
- Women lack access to different types of resources including education, property, and finance. Improving access to these types of resources is a precondition for women's economic empowerment. It is observed that economic factors have a large bearing on transformations and development processes in general, and this is no different in the case of attitudes toward gender. Therefore, the economic empowerment of women should become a priority area for intervention both for government and civil society actors.
- Tourism is one of the fastest growing sectors in the Georgian economy. Throughout the study, it is observed that women's role in one of the major pillars of tourism, namely the hotel industry, is significant. Consequently, the tourism sector, which is becoming increasingly important for Georgia, would benefit from support and empowering measures being provided to women working in the hotel industry. Therefore, the issue of gender roles should become an integral part of the tourism development strategy, with specific assistance tailored toward women working in this sector. Such assistance should include grants, low-interest loans, trainings, and capacity-building measures, as well as study tours.
- The study provided evidence that the tourism business does not confront social issues and gender-related challenges persistent in the society. Dealing with these issues and challenges would have a positive effect on business development as well as women's empowerment. Therefore, the establishment of associations or forums where women in this

industry could meet to discuss business issues as well as gender issues could boost the hotel business in Georgia.

ANNEXES

ANNEX 1. CHECKLISTS FOR VALUE CHAIN ANALYSIS

Table 1.1. Checklist: Macro Level

Gender roles	<p>What is the gender breakdown of people working in this value chain in each activity (supply, production, processing, transportation, and trade)?</p> <p>Are they part of the formal or the informal economy?</p> <p>How are tasks and roles divided functionally and in terms of gender within the different segments of the value chain (production, processing, trading and marketing, consumers, and so on)?</p> <p>Are there any segments where the presence of women is more important? Are women involved in stages where value added is generated? Where is actual income earned?</p> <p>What is the visibility and value granted to women's roles? What are the perceptions of women themselves, men, and the community? What is the nature of women's work? Is it a temporary or casual type of work? Are women used only as unpaid labor?</p>
Gendered access to resources	<p>What are men's and women's entitlements? What are the characteristics and factors that determine men's and women's access to, and control over, different types of resources (natural, productive, and services)?</p> <p>What access do women have to information about production, organizations, and services available? How is such information communicated? Are these adapted to the possibilities of women?</p> <p>How capable are women of using these resources?</p> <p>Who owns the land, trees, harvest, and so on?</p> <p>Is information more difficult to obtain for women producers in female or in mixed value chains? How accessible is information for women in other segments of the value chain (for example, processors or traders)?</p> <p>What are the main constraints faced by women in different segments of the value chain?</p> <p>Is there any other specific information about market segments relevant to gender issues?</p> <p>How can vulnerable groups and other stakeholders obtain information about services in the sector or market information?</p>

<p>Gendered control over benefits</p>	<p>Are there any uneven power relationships? Is there any gender-related discrimination or exclusion?</p> <p>How is power distributed within production and exchange relationships across the value chain?</p> <p>Are benefits distributed evenly or concentrated in one segment of the chain?</p> <p>Who decides? Who controls benefits?</p> <p>What are the disempowering dynamics?</p> <p>What are the entitlement capabilities of men and women throughout the value chain? Is there any uneven distribution of these capabilities?</p> <p>What alternatives (choices) do women have regarding value chain activities and value chain management?</p> <p>To what extent can producers (male/female) influence prices? What opportunities are there for negotiation (voice, participation, inclusiveness, indebtedness, and suboptimal contracting)? Who signs the contract for sale of the product?</p> <p>Do women in different segments of the value chain earn more income following the intervention (if any)?</p> <p>Are women's roles changing? Do they take on leadership positions? Do they sign contracts?</p> <p>What is women's own perception of changes being made? Have they gained more self-confidence and credibility?</p> <p>Can these changes be interpreted as empowerment?</p>
<p>Gendered influence on enabling factors</p>	<p>To what extent can women influence decisions, policies, or programs at all levels?</p> <p>Do they have access to specific positions of power and places of power (municipal council, parliament, and so on)? Do they have the opportunity to speak? Are women's voices heard? Are they listened to? Which women's voices are heard and/or listened to?</p> <p>Are women in specific segments of this value chain organized?</p> <p>Do they build strategic alliances with institutions working on gender issues such as women's rights organizations and platforms?</p> <p>Are institutions working on women's and gender issues in this sector? Are women producers or farmers' associations involved in decision making at the national policy and planning levels?</p>

Table 1.2. Checklist for Meso-level Value Chain Analysis

Gender roles	<p>What are women’s roles within these organizations?</p> <p>Do they face specific constraints regarding decision making?</p>
Gendered access to resources	<p>Access to land, water, and technology</p> <p>Access to information and education</p> <p>Access to, and responsiveness of, value chain development services</p> <p>What access do women have to business development services?</p> <p>Do female producer groups have the same access to business development services? If not, why?</p> <p>Are technological innovations and investments specifically addressed toward men or women? Are they adapted to suit women’s needs (physical strength and daily schedules)?</p> <p>Are women-specific business development services needed to support female producers?</p> <p>Are business development services adapted to female producers’ specific needs (daily schedules, lower educational levels, and so on)?</p> <p>Is childcare available?</p> <p>Do service providers know how to perform gender mainstreaming to better analyze, understand, and address these constraints? Are they attentive to delivering gender-sensitive services?</p> <p>Do they apply institutional or organizational gender mainstreaming?</p> <p>Employment in business development services: does it foster employment of women? Are employment opportunities equitable? How are the working conditions?</p> <p>Access to, and responsiveness of, financial services</p> <p>Do women who concentrate on specific segments of value chains face particular constraints in accessing financial services? If so, what are these constraints?</p> <p>What are their specific needs?</p> <p>Are financial services adapted to women’s needs? What are the most suitable financial products for women?</p> <p>Are there any institutions (private or public) that specialize in facilitating women’s access to financial services?</p>
Gendered control over benefits	<p>Are women members of producer groups?</p> <p>Do they take part in meetings? Do they have the right to voice their needs and to vote?</p> <p>Do they have the right to access social and financial benefits offered by the organization?</p> <p>Do they have the opportunity to be elected to governing bodies and, if so, are they elected and to what level?</p> <p>Are there any special measures in the organization’s constitution, such as quotas, to guarantee their participation in decision making?</p>
Gendered influence on enabling factors	<p>What capacity do female leaders have to influence collective decision making about sector services and value chain development?</p> <p>How can those who do not have access to resources and services claim to be included?</p>

Table 1.3. Checklist for Micro-level Value Chain Analysis

Gender roles	<p>Are household tasks divided according to gender and, if so, how?</p> <p>What are men's and women's roles within the family? What tasks are performed by men and women?</p> <p>How much time and energy are spent?</p> <p>How does it relate to women's and men's other roles (reproductive/community)?</p> <p>How does the work performed in the value chain add to their work burden?</p>
Gendered access to resources	<p>What access do men and women have to resources to perform tasks?</p> <p>Are there any specific constraints faced by women in particular?</p>
Gendered control over benefits	<p>Do women and men benefit equally at the household level? Who earns the income? Who decides how the income is used? Who decides on family budget allocation? What decision-making powers do women have in terms of spending the household budget?</p> <p>Are other types of benefits generated (financial, visibility, credibility, better access to information, and social networks)?</p>
Gendered influence on power dynamics within the household	<p>How are women's contributions perceived at the household level?</p> <p>Are gender roles changing? If so, is women's changing role and/or increased income valued within the household and the community? Does this change have an impact on her decision-making and negotiating power?</p> <p>Do women attend or participate in more meetings at the community level than before? Do they speak up?</p> <p>For what purpose(s) is additional income spent?</p> <p>What changes have been found in men's behavior and attitudes? Do men take on responsibilities within the household? Do they get involved in household chores and child-rearing to support their wives?</p>

Table 1.4. Results of the Gendered Value Chain Analysis

	Gender Roles	Gendered Access to Resources	Gendered Control over Benefits	Gendered Influence on Enabling Factors
Macro level				
Meso level				
Micro level				

ANNEX 2. LIST OF RESPONDENTS

Organization/Institution	Department/Position	Name
GNTA	Department of International Tourism Promotion	Maka Makatsaria
GNTA	Quality Development Department	Nato Meburishvili
Hotel - Villa Mestia	Director	Manana Kvitsiani
UN Women/Tbilisi State University	Program Specialist for the UN Women/Head of the Gender Studies Programme	Tamar Sabedashvili
Hotel - Villa Monte Bakuriani	Director	Nino Absandze
Hotel Alphabet	Director	Tiko Getiashvili
Professor - Director - D. Uznadze Institute of Psychology; Deputy Dean - School of Arts and Sciences - Ilia State University	Gender Expert	Nino Javakhishvili
HORECA	Hotels and Restaurants Management	Tamar Khutiashvili
Produce in Georgia	Head of Agency	Mariana Morgoshia
Women's Information Center	NGO	Elene Rusetskaia
Taso Foundation	NGO	Marina Tabukashvili
Office of the Public Defender	Head of Gender Equality Department	Ana Iluridze
UNDP	Gender Program Manager	Maka Meshveliani
MDF	Gender Specialist	Nona Tchitchinadze
Association of Young Economists of Georgia	Economic Education Manager/Consultant	Ketevan Patsatsia
Guesthouse in Meidan	Director - Owner	Nino Absandze
Guesthouse in Anaklia	Manager	Maia Pipia
KG Hotel	Director - Owner	Keta Gabiani
Hotel - Villa Mestia	Director - Owner	Manana Kvitsiani
Family Hotel "Gallery" Georgia	Director - Owner	Temur Gugeshashvili