

# Strategies for Mainstreaming Gender in the Extractives Industries

## Essential engagement strategies for all stakeholders

The extractives industry can produce social development and economic opportunities for many people in developed and developing nations. While the mismanagement of resources and the exclusion of social groups, particularly women, can lead to social disharmony and exacerbate inequalities, the industry likewise has the opportunity to empower women and promote gender equality, contributing to social development and improving business.

The World Bank Gender and Extractive Industries program focuses on ways to better understand and address the gender dimensions of the extractive industries, and an increasing number of companies and governments have begun to engage more seriously with gender issues throughout the life cycle of extractives operations. As a result, there are an increasing number of pilot projects, analyses, and lessons learned highlighting ways for extractives companies, government and civil society to further empower women and build capacity to influence community development.

## Gender sensitive approaches to the Extractives Industry

Gender sensitive approaches recognise that gender issues exist and need to be addressed in all aspects of an extractives operation. Governments, companies, lenders and civil society organisations (CSOs) can implement gender sensitive approaches and policies across their organizational structures to address internal and external issues.

‘Gender mainstreaming’ is a useful tool and represents an organizational change strategy. In this instance, the responsibility and implementation of gender sensitive policies is in the hands of female and male executives as well as with the entire staff. When gender mainstreaming is combined with community outreach, companies and governments can implement change in both their internal and external activities.

Importantly, gender-mainstreaming in the extractives industry should begin at the exploration stage and continue throughout the operations life cycle. For example, during project preparation, gender considerations should be included in any social impact assessment. A specific focuses on the

opportunities and constraints, outcomes, impacts, and risks associated of a particular project on both men and women is necessary to understand the impacts on the entire community.

## Important strategies for all stakeholders

The majority of tools used for mainstreaming gender awareness into an organisation include providing gender trainings, introducing incentive structures (ie. target systems) and the development of gender-specific operational tools, analytical methodologies, guidelines for community engagement, monitoring and evaluation tools, and checklists. Below provides an overview of some issues and strategies governments, extractive companies and civil society groups should consider prior to designing and implementing their own gender sensitive strategies.

### Government

- Identify and analyze men’s and women’s different roles and responsibilities in extractives communities, including access to and control of resources and capitals.
- Ensure that policies and regulatory framework support men and women to have equal access to all consultation, negotiation, and benefit sharing.
- Ensure legislation supports equal employment opportunities, anti-discrimination and harassment laws to protect women and men in the workplace.
- Develop diversity programs to break down social and cultural stereotypes



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that discourage women from pursuing professions within the industry (this can be fostered by providing educational scholarships, mentoring and apprenticeship opportunities).

- Proactively support women and girls to study engineering, geology, and other topics to support their engagement in the oil, gas, and mining industries.
- Endorse the use of targets or quotas to ensure women are promoted to decision-making and leadership roles within all levels of government. Reward companies that implement similar career advancements for women.
- Create a regulatory environment to include Gender Impact Assessments to complement Social and Environmental Impact Assessment, and Social Impact Management Plans to identify vulnerable groups in the community and engage with gender issues.
- Remove financial and legal barriers that prevent women from opening/managing small-medium enterprises (SME's) and promote women's led micro-credit schemes .
- Support networks and associations for women in mining, oil, and gas.
- Support small-grants programs for women in extractives communities.
- Develop national interdepartmental coordination around gender issues in mining, such as a national Women in Mining Technical Committee, to address education, health, labor, and environmental issues affecting women in mining communities.

### Extractive Companies

- To overcome gender-specific constraints, companies must first understand the roles and responsibilities of women in the areas they operate.
- Include both women and men when negotiating the terms of an operation in the community. This may include negotiating community agreements, land access, cultural heritage management and royalty distributions.
- Mainstream gender issues into internal and external policies and services to address current inequalities.
- Proactively encourage women in recruitment and hiring.

- Set targets and/or quota systems to promote women into decision-making and leadership roles within organizations. These should be accompanied by flexible working conditions, mentoring programs and creating safe working environments.
- Ensuring the protection of women in the workplace, and in the community, by creating a 'Zero Tolerance' approach to sexual harassment and discrimination. Partner with local community organizations to increase awareness of sexual and gender based violence in the company and community.
- Create social programs to challenge social and cultural biases that exclude women from pursuing and leading business opportunities related to the extractives.
- Provide a more flexible and supportive procurement processes to engage women in SMEs.
- Foster women's involvement in a strong and diverse SME sector by encouraging or incentivising greater participation, building capacity and financing women's businesses.

### Civil Society Organizations

- Maximise stakeholder collaboration between companies, governments and civil society to promote women's voice and participation within, and economic empowerment from, the extractive industries. Civil society is particularly well placed to build understanding and inform strategies focused on women's development to government and the private sector.
- Manage programs to improve access and ability of women to lead SMEs, including assisting women to access finance, education and knowledge and to help bridge the gap between women business owners and large-scale companies.
- Promote gender equality in the ASM sector to maximize social and economic development and help reduce poverty.
- Support the development of women's networks and associations around mining, oil, and gas.



Female opal dealer in Ethiopia. (Pact 2015)

### Resources:

- “Mining for Equity: The Gender Dimensions of the Extractive Industries.” The World Bank, 2009.
- “Mainstreaming Gender into Extractive Industries Projects: Guidance Note for Task Team Leaders.” The World Bank, 2009
- “Extracting Lessons on Gender in the Oil and Gas Sector.” The World Bank, 2013
- “Gender Dimensions of Artisanal and Small-Scale Mining: A Rapid Assessment Toolkit.” The World Bank, 2012.
- “Negotiating with the PNG Mining Industry For Women's Access to Resources and Voice: The Ok Tedi Mine Life Extension Negotiations for Mine Benefit Package” The World Bank, 2014.
- “Women in Mining: A Guide to Integrating Women in the Workforce.” The World Bank (IFC), 2009.
- “Investing in Women's Employment: Good for Business, Good for Development.” The World Bank (IFC), 2013
- “Resources and Resourcefulness: Gender, Human Rights, and Resilience in Select Artisanal Mining Towns of Eastern Congo.” The World Bank, 2014.
- “Gender Sensitive Approaches for the Extractive Industry in Peru: Improving the Impact on Women in Poverty and their Families.” The World Bank, 2011.