



## TOOL SUITE 3

**UNLOCKING OPPORTUNITIES FOR WOMEN AND BUSINESS**  
A Toolkit of Actions and Strategies for Oil, Gas, and Mining Companies

# WOMEN AND COMMUNITY ENGAGEMENT



UMBRELLA FACILITY  
FOR GENDER EQUALITY



ADMINISTERED BY  
WORLD BANK GROUP



**IFC**

**International  
Finance Corporation**  
WORLD BANK GROUP

*Creating Markets, Creating Opportunities*



**CommDev**  
Enhancing benefits to communities

**IFC**  
2121 Pennsylvania Avenue, N.W.  
Washington, D.C. 20433 U.S.A.

ifc.org

*IFC—a sister organization of the World Bank and member of the World Bank Group—is the largest global development institution focused on the private sector in emerging markets. We work with more than 2,000 businesses worldwide, using our capital, expertise, and influence to create markets and opportunities in the toughest areas of the world. In FY17, we delivered a record \$19.3 billion in long-term financing for developing countries, leveraging the power of the private sector to help end poverty and boost shared prosperity. For more information, visit [www.ifc.org](http://www.ifc.org).*

*All rights reserved*

*The Umbrella Facility for Gender Equality (UFGE) is a World Bank Group multi-donor trust fund expanding evidence, knowledge and data needed to identify and address key gaps between men and women to deliver better development solutions that boost prosperity and increase opportunity for all. The UFGE has received generous contributions from Australia, Canada, Denmark, Finland, Germany, Iceland, Netherlands, Norway, Spain, Sweden, Switzerland, United Kingdom, and the United States.*

First printing, May 2018

The findings, interpretations, views, and conclusions expressed herein are those of the authors and do not necessarily reflect the views of the Executive Directors of the International Finance Corporation or of the International Bank for Reconstruction and Development (the World Bank) or the governments they represent.

#### **Rights and Permissions**

The material in this publication is copyrighted. IFC encourages use and distribution of its publications. Content from this document may be used freely and copied into other formats without prior permission provided that clear attribution is given to the original source and that content is not used for commercial purposes.

---

# UNLOCKING OPPORTUNITIES FOR WOMEN AND BUSINESS

A Toolkit of Actions and Strategies for Oil, Gas, and Mining Companies

# WOMEN AND COMMUNITY ENGAGEMENT

Tools to help companies improve their community engagement strategies and their social license to operate by attending to the different needs of male and female community members



*Creating Markets, Creating Opportunities*



---

# TABLE OF CONTENTS

<b>OVERVIEW:</b> Women and Community Engagement in Local OGM Operations	<b>7</b>
Gender Dimensions of OGM Project Impacts	8
The Business Case for Gender-Equitable Community Consultations	10
<b>TOOL SUITE 3:</b> Tools to Address Gender Equality in Community Engagement	<b>16</b>
<b>TOOLS 3.1-3.4:</b> ASSESS AND PREPARE	<b>18</b>
<b>Tool 3.1:</b> Community Engagement Stocktaking Questionnaire	21
<b>Tool 3.2:</b> Terms of Reference for Independent Gender Expert	23
<b>Tool 3.3:</b> Integrate Gender Concerns into Baseline Community Assessments	25
<b>Tool 3.4:</b> Integrate Gender Concerns into Social Impact Assessments	37
<b>TOOLS 3.5-3.9:</b> ADDRESS	<b>42</b>
<b>Tool 3.5:</b> Facilitate Gender-Equitable Participation In Consultations on OGM Operations	44
<b>Tool 3.6:</b> Ensure Gender Sensitivity in Participatory Monitoring and Evaluation and Grievance Mechanisms	47
<b>Tool 3.7:</b> Design a Gender-Sensitive Resettlement Process	52
<b>Tool 3.8:</b> Create Community Development Initiatives that Benefit Both Men And Women	63
<b>Tool 3.9:</b> Create Local Economic Development and Empowerment Opportunities for Women	67
<b>TOOL 3.10:</b> MONITOR AND SUSTAIN	<b>70</b>
<b>Tool 3.10:</b> Sample Indicators For Monitoring and Evaluating the Gender Mainstreaming of OGM Companies' Community Engagement and Community Initiatives	72

**TABLES, BOXES, AND FIGURES**

<b>TABLE 3-A</b> Overview of Tool Suite 3	17
<b>TABLE 3-B</b> Stocktaking Questionnaire for Gender in Community Engagement	21
<b>TABLE 3-C</b> Preparing for Community Assessments: A Checklist	26
<b>TABLE 3-D</b> Stocktaking Questionnaire for Gender in Community Engagement	27
<b>TABLE 3-E</b> Sample Baseline Assessment Questions That Probe Gender Differences	31
<b>TABLE 3-F</b> Activity Profile	35
<b>TABLE 3-G</b> Access and Control Profile	35
<b>TABLE 3-H</b> Questions to Include in a Gender-Sensitive Social Impact Assessment	40
<b>TABLE 3-I</b> Women’s Empowerment Framework Form	69
<b>TABLE 3-J</b> Sample Indicators to Measure Gender Impacts of OGM Community Engagement Initiatives	72
<b>BOX 3-A</b> Panguna Mine: Failure to Engage Community’s Women Leads to Turmoil	10
<b>BOX 3-B</b> Women’s Groups in Thailand Protest Lack of Consultation on Open-Pit Gold Mine	12
<b>BOX 3-C</b> In Peru, Lack of Knowledge About Status of Women Renters Leads to Public Protest Over Mining Project	34
<b>BOX 3-D</b> Commonly Experienced Negative Gender Impacts from OGM Projects	38
<b>BOX 3-E</b> With Support, PNG Women Broaden their Economic Horizons	64
<b>BOX 3-F</b> Examples of Community Initiatives with Specific Benefit for Women	66
<b>BOX 3-G</b> Programs to Encourage Women’s Economic Independence and Empowerment	69
<b>BOX 3-H</b> The Business Costs of Project-Related Gender-Based Violence in the Community: Lessons from The World Bank’s Experience in Uganda	75
<b>FIGURE 3-A</b> How Gender Affects Resettlement Impacts	53

---

## ABBREVIATIONS AND ACRONYMS

**ARPEL** Regional Association of Oil, Gas, and Biofuels Sector Companies in Latin America and the Caribbean

**ASM** Artisanal and Small-Scale Mining

**(PNG) BCFW** Papua New Guinea Business Coalition for Women

**BIAC** Business and Industry Advisory Committee to the OECD

**CEO** Chief Executive Officer

**EI** Extractive Industries

**FIFO** Fly-In, Fly-Out

**FSV** Family and Sexual Violence

**GBV** Gender-Based Violence

**GDP** Gross Domestic Product

**GRM** Grievance Redress Mechanism

**HIV** Human Immunodeficiency Virus

**HR** Human Resources

**HREOC** Australian Human Rights and Equal Opportunity Commission

**HQ** Headquarters

**IFC** International Finance Corporation

**IPV** Intimate Partner Violence

**KDP** Kecamatan Development Project

**KPIs** Key Performance Indicators

**MOB** Men-Owned Business

**NGOs** Non-Governmental Organizations

**OECD** Organization for Economic Cooperation and Development

**OGM** Oil, Gas, and Mining

**PNG** Papua New Guinea

**RFX** Summary acronym that includes Request for Information (RFI), Request for Proposal (RFP), Request for Quote (RFQ), and Request for Bid (RFB)

**ROI** Return on Investment

**RTMP** Rio Tinto Management Peru

**SEC** US Securities and Exchange Commission

**SH** Sexual Harassment

**STEM** Science Technology Engineering and Mathematics

**TOR** Terms of Reference

**UNGC** United Nations Global Compact

**WGEA** Australia's Workplace Gender Equality Agency

**WEP** Women's Empowerment Principles

**WOB** Women-Owned Business

## APPLICABLE IFC PERFORMANCE STANDARDS

### **Performance Standard 1. Assessment and Management of Environmental and Social Risks and Impact**

This standard establishes the importance of (i) integrated assessment to identify the environmental and social impacts, risks, and opportunities of projects; (ii) effective community engagement through disclosure of project-related information and consultation with local communities on matters that directly affect them; and (iii) the client's management of environmental and social performance throughout the life of the project. It outlines the importance of stakeholder engagement, consultations, and grievance mechanisms for affected communities. PS1 also underscores the importance of a gender-responsive approach throughout the project lifecycle when analyzing project risks, impacts and opportunities, including steps such as diagnostic, management of environmental and social risks, participatory processes and stakeholder analysis.

### **Performance Standard 4. Community Health, Safety, and Security**

This standard recognizes that business activities and infrastructure projects may expose local communities to increased risks and adverse impacts related to worksite accidents, hazardous materials, spread of diseases, or interactions with private security personnel. PS4 helps companies adopt responsible practices to reduce such risks including through emergency preparedness and response, security force management, and design safety measures. Women, as a sub-set of the affected community, can face differential risk—arising, for instance, from health issues or gender-based violence. The risks to affected communities as outlined in PS4 (emergency preparedness and response, hazardous materials, security personnel, etc.) should be assessed and mitigated for gender differentiated impacts during project design and implementation.

### **Performance Standard 5. Land Acquisition and Involuntary Resettlement**

This standard recognizes that when companies seek to acquire land for their business activities, it can lead to relocation and loss of shelter or livelihoods for communities or individual households.<sup>1</sup> Involuntary resettlement occurs when affected people do not have the right to refuse land acquisition<sup>2</sup> and are displaced, which may result in long-term hardship and impoverishment as well as social stress. PS5 advises companies to avoid involuntary resettlement wherever possible and to minimize its impact on those displaced through mitigation measures such as fair compensation, and improvements to living conditions. Active community engagement throughout the process is essential. PS5 discusses how targeted measures are generally required to ensure that women's perspectives are obtained, and that their interests are factored into all aspects of resettlement planning and implementation, particularly with respect to compensation and benefits.

### **Performance Standard 7. Indigenous Peoples**

This standard seeks to ensure that business activities minimize negative impacts, foster respect for human rights, dignity, and the culture of indigenous populations, and promote development benefits in culturally appropriate ways. Informed consultation and participation with indigenous peoples throughout the project process is a core requirement and may include Free, Prior and Informed Consent under certain circumstances. It also mandates that the assessment of land and natural resource use should be gender-inclusive and specifically consider women's role in the management and use of these resources.

---

<sup>1</sup> The term "livelihood" refers to the full range of means that individuals, families, and communities utilize to make a living, such as wage-based income, agriculture, fishing, foraging, other natural resource-based livelihoods, petty trade, and bartering. (IFC Performance Standard 5)

<sup>2</sup> Land acquisition includes both outright purchases of property and acquisition of access rights, such as easements or rights of way. (IFC Performance Standard 5)

---

## OVERVIEW: Women and Community Engagement in Local OGM Operations

Because oil, gas, and mining operations can cause major changes—both positive and negative—to affected communities (local communities directly affected by a project), both company and community are best served by a constructive working relationship. This *social license to operate*—“a community’s perceptions of the acceptability of a company and its local operations”<sup>3</sup>—is essential to smooth operations.<sup>4</sup> In 2016, EY named social license to operate as the seventh biggest business risk in mining and metals industries.<sup>5</sup>

When a company fails to obtain a social license, community opposition can ensue. This could lead to protests and other interruptions, such as popular consultation processes, that may increase project timelines and costs and affect company reputation and stock price. Conversely, the consultation and collaboration required to obtain and maintain social license can create opportunities for companies and communities to work together, which can boost the potential for positive benefits for both companies and communities. Effective community engagement and development programs are key building blocks for developing this social license. Increasingly, companies are investing considerable resources in in-depth community assessments as well as in community development strategies and activities.

Social license implies the acceptance of the community as a whole. However, men and women often have different experiences and perceptions with regard to oil, gas, and mining projects. Often, the benefits and risks from these projects are unequally distributed between men and women in affected communities. Women frequently suffer greater negative environmental, economic, and social impacts than men do, with reduced access to benefits, consultations, and compensation.

Women play important roles in every community. Their buy-in and support is critical to sustained social license to operate. Working constructively with women throughout the community engagement process is important to ensure that community benefits are equitably distributed. It also contributes to sustained social license to operate, helps catalyze broader community benefits, and ultimately yields positive impacts on company bottom lines.

---

<sup>3</sup> Thomas Boutilier and Ian Thomson, “Modelling and Measuring the Social License to Operate: Fruits of a Dialogue between Theory and Practice,” *Social License*, 2011. 2.

<sup>4</sup> Rory Pike, *Social License to Operate: The Relevance of Social License to Operate for Mining Companies*, New York: Schroders, 2012.

<sup>5</sup> EY, “Business Risks Facing Mining and Metals 2017-2018: Top 10 business risks,” accessed December 13, 2017, <http://www.ey.com/gl/en/industries/mining---metals/business-risks-in-mining-and-metals>.

Social license can be fleeting, though. Risks, perceptions, and trust must be managed and maintained over time. Continued communication and engagement with women and men in affected communities is key, and companies should pay attention to potential changes in attitudes and perceptions toward a project over time.

Tool Suite 3 identifies the ways in which men and women can be impacted differently by OGM projects. It shows how efforts to understand and address the needs of both men and women can help stretch community investment dollars farther for greater impact, while enabling longer lasting and more robust social license.

Ensuring that both men and women are equitably involved in community consultations, negotiations, and benefit sharing is of such critical importance that it is a key tenant of IFC's Environmental and Social Performance Standards. These standards define IFC clients' responsibilities for managing their environmental and social risks. They help ensure that all IFC-supported projects assess and minimize risk to communities and develop effective social license. The Equator Principles, designed around the IFC Performance Standards and used by many global financial institutions, apply these principles to project finance. The importance of gender-equitable community engagement strategies and grievance mechanisms is highlighted specifically in Performance Standard 1, as well throughout all of IFC's Performance Standards and the Equator Principles.

## **GENDER DIMENSIONS OF OGM PROJECT IMPACTS**

In many communities, men and women have distinct roles and responsibilities, which can mean that men and women may be affected differently by OGM projects. Here are some examples of the local impacts of these projects:

- **Changes in the local economy:** OGM projects can lead to the creation of new formal and informal jobs in a host community, which may mean an economic shift from a subsistence- to cash-based economy and/or an influx of male job-seekers. Traditionally, the OGM sectors have primarily employed men in formal labor. Along with the land use changes brought about by an OGM project, this economic shift can reduce the prevalence and importance of women's subsistence roles and increase the importance of men's cash incomes, in turn prolonging women's economic dependence on men. This change to a cash economy has been known to change spending patterns among male earners; for example, by increasing the proportion of household income spent on alcohol and sex workers.
- **Changes in the economy of the "sending communities" (external or distant communities that are the source of male workers on the project):** As men leave to pursue employment elsewhere, women may suffer economic hardship because of issues such as legal barriers to land ownership.

- **Unequal employment opportunities:** Due to discrimination, systemic lack of access to education and training, or cultural barriers that inhibit their engagement, women often do not have the same training and employment opportunities through OGM projects that men find. In addition, workplaces may not accommodate the needs of women, who often bear the primary responsibility for raising children. For example, the company might not offer on-site child care, flexible schedules, or family leave policies.<sup>6</sup>
- **Social and health problems, including domestic and gender-based violence:** The influx of a predominantly male workforce and increased access to cash income in OGM communities can lead to higher rates of alcohol abuse, gender-based violence, prostitution, teen pregnancy (and the drop-out of girls from school), and sexually transmitted infections. In cases where women are able to obtain cash employment from OGM projects, they may be subject to increased gender-based violence at home, because of shifts in gender roles and domestic power structures, or in the workplace, if some male employees are not sensitized to working with female colleagues.<sup>7</sup>
- **Environmental degradation:** In many communities, women often have the primary responsibility for collecting water and food for the family. Negative environmental impacts from OGM projects could decrease the availability of clean water, wood, fuel, forest products, and agricultural land, which means women must walk longer distances to access these resources, deepening their time poverty<sup>8</sup> and increasing the risk of gender-based violence.

The list above outlines the increased risks and vulnerabilities from OGM operations faced by women. In addition, women are often left out of key mechanisms for mitigating risks and creating benefits. This exclusion can occur in several ways:

- **Omission or limited access to consultation processes:** In many cultures, women are left out of formal community consultations, which can diminish their ability to actively participate in discussion and debate. This can be due to cultural factors (such as men assuming leadership roles or women not being comfortable or permitted to speak up in front of men), scheduling constraints (community meetings and consultations occurring when women are occupied with subsistence and household responsibilities), or other factors. In addition, consultations are often held with heads of households or property owners and women tend to be underrepresented in these groups. Women may lack access to information shared in such consultations, so they may not have opportunities to voice their opinions and concerns.

<sup>6</sup> Christina Hill and Kelly Newell, *Women, Communities and Mining: The Gender Impacts of Mining and the Role of Gender Impact Assessment*, Carlton: Oxfam Australia, 2009, 7.

<sup>7</sup> For more details on how to identify and mitigate this risk, please see: IFC's handbook on managing influx: *Projects and People: A Handbook for Addressing Project-Induced In-Migration*, Washington, DC: IFC, September, 2009, [www.ifc.org/wps/wcm/connect/topics\\_ext\\_content/ifc\\_external\\_corporate\\_site/sustainability-at-ifc/publications/publications\\_handbook\\_inmigration\\_wci\\_\\_1319576839994](http://www.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/sustainability-at-ifc/publications/publications_handbook_inmigration_wci__1319576839994), and the World Bank's "Uganda - Transport Sector Development Project: additional financing - lessons learned and agenda for action," November 11, 2016, <http://documents.worldbank.org/curated/en/948341479845064519/Uganda-Transport-Sector-Development-Project-additional-financing-lessons-learned-and-agenda-for-action>.

<sup>8</sup> Defined as working long hours with no other options while remaining cash-poor. For more, please see the glossary of terms.

- **Unfair distribution of royalties and livelihood restoration opportunities:** Men or male heads of households might receive compensation on behalf of their families, but these funds might not reach the female family members, perpetuating their economic dependence on men. Since women often are not the legal owners of land they use and typically have different economic roles than men, livelihood restoration and resettlement programs risk overlooking women's roles and needs. The result is that women could wind up more vulnerable than they were before the project.

### **BOX 3-A Panguna Mine: Failure to Engage Community's Women Leads to Turmoil**

Rio Tinto's Panguna mine in Papua New Guinea was once the world's largest copper mine. The island of Bougainville, where the mine was located, is a matrilineal society; however, the company didn't adapt its community engagement strategies to adequately engage women, particularly over land ownership.<sup>9</sup>

Locals subsequently complained about environmental damage, poor wages, and inadequate distribution of benefits.<sup>10</sup> These grievances significantly contributed to the subsequent decade-long civil war.

Later on, however, women played an important role in the peace process that ended the war,<sup>11</sup> showcasing the significance of women's roles in Bougainville. Engaging women's feedback from the outset would have helped to ensure the community's voices were adequately heard throughout the entire process.

## **THE BUSINESS CASE FOR GENDER-EQUITABLE COMMUNITY CONSULTATIONS**

Including women in community assessments, consultations, benefit sharing, and activities can help build social license and ensure that community investments are constructive and sustainable. For IFC clients, engaging with women and vulnerable groups as part of community consultations is a requirement of obtaining financing from IFC.<sup>12</sup>

<sup>9</sup> S. Douglas, V. Farr, F. Hill and W. Kasuma, "Case study: Bougainville — Papua New Guinea," in S. Douglas and F. Hill (eds), *Getting It Right, Doing It Right: Gender and Disarmament, Demobilization and Reintegration*, New York: United Nations Development Fund for Women, 2004, 23.

<sup>10</sup> Business and Human Rights Law Centre, "Rio Tinto Lawsuit (re Papua New Guinea)," February 3, 2012, <https://business-humanrights.org/en/rio-tinto-lawsuit-re-papua-new-guinea?page=2>.

<sup>11</sup> Lorraine Garasu "The role of women in promoting peace and reconciliation," in A. Carl and L. Garasu (eds), *Weaving Consensus: The Papua New Guinea — Bougainville Peace Process*, London: Conciliation Resources in collaboration with BICWF, 2002, 28.

<sup>12</sup> For more see IFC Performance Standard 1: Assessment and Management of Environmental and Social Risks and Impacts.

## Strengthening Community Support for Operations

As noted above, the experiences of men and women as they relate to OGM projects are often not the same. As a result, male and female community members may not offer the same level of support for or opposition to a project. Women who are satisfied with a company's development impact have been known to play a constructive role in reducing conflicts.

Conversely, women who are dissatisfied with the development impact of OGM companies have been known to oppose OGM developments or refuse to sign agreements with companies. There have been several instances in which local women's non-governmental organizations (NGOs) have partnered with domestic and multinational coalitions to organize resistance against OGM projects.

It is also important to note that some communities are home to matriarchal or matrilineal societies, meaning that companies with projects in such locations must pay special attention to the unique roles of women. In local communities, women often have a powerful voice in decision making. So, failure to acknowledge this voice or to include women in formal settings can prove costly for companies. For examples of such consequences, see Boxes 3-A and 3-B.

## Women's Participation in Consultations Enhances Efficiency

Ensuring women's full participation can make the consultation process more efficient. In a World Bank study on gender-sensitive approaches in Peru's extractives industry, authors Bernie Ward and John Strongman note the observations of a representative from an international organization: "It is true that in most cases women [are not directly involved in decision-making], but it is also true that men, after 'reaching an agreement' with the mining company, take back what they said because 'they thought better of it.'" He added that "'thinking better of it' actually meant that they had talked to their wives about it. If women's opinions were taken into account from the beginning, perhaps both time and money could be saved in these projects."<sup>13</sup>

Even in communities where men have more OGM jobs and may be more visibly engaged with the OGM operators, women often play an important behind-the-scenes role in making or moderating community decisions about strikes or other collective action. The Peru study also cites a government representative on the important role played by women in deliberative decision making on collective action: "At one mine, the men were considering going on strike, but the women explained to them the impact of losing the income from the mine for the strike period, and as a result the men decided not to go on strike."<sup>14</sup>

---

<sup>13</sup> Observatory for the Protection of Human Rights Defenders, "In Harm's Way: Women Human Rights Defenders in Thailand," Geneva: UN Committee on the Elimination of All Forms of Discrimination against Women, 2017.

<sup>14</sup> Protection International, "Thailand Khon Rak Ban Koed Group Demands Participation to Protect Their Communities from the Harmful Effects of Mining in Loei Province," News Release, July 7, 2016, <https://protectioninternational.org/2014/07/07/thailand-khon-rak-ban-koed-group-demands-participation-to-protect-their-communities-from-the-harmful-effects-of-mining-in-loei-province/>.

### **BOX 3-B Women’s Groups in Thailand Protest Lack of Consultation on Open-Pit Gold Mine**

In July 2014 Members of Khon Rak Ban Kerd Group (KRBKG)—a group of women from the six villages affected by TungKam Limited Corporation’s open-pit gold mine in the Loei province of Thailand—demonstrated at an environmental health impact assessment public hearing on the gold mining operations. During the protest, they demanded meaningful consultation.<sup>15</sup>



Formed in 2007 in response to concerns about environmental contamination from the mining operation, the group pushed for years to make their voices heard, but were denied access. The 2014 march followed an incident in 2013, in which more than 600 police officers prevented the villagers from participating in the public scoping process for the environmental assessment, which would be used to inform the government’s decisions about existing and new concessions.<sup>16</sup>

In November 2016, the situation escalated further, as 200 KRBKG members and villagers marched to the Khoa Lunag Administrative Council Office and staged a sit-in in front of the council meeting room to demand community participation in decision-making processes regarding the granting of forest land to the company.<sup>17</sup> Ultimately, the group decided to oppose the mining project altogether, due to the lack of clarity and opportunity for participation in these decision-making processes.<sup>18</sup> Meanwhile, the group’s efforts have been celebrated publicly. In 2016, the National Human Rights Commission of Thailand honored the women of KRBKG with a “Women’s Human Rights Defenders Honorary Certificate” for their work.<sup>19</sup>

## **Improving Sustainability through Inclusive Community Engagement**

Research shows that consulting with women and men about community needs and investment priorities can lead to better outcomes. For instance, a study by Elizabeth King and Andrew Mason found that men and women often have different priorities for community investment: when women are consulted about their community’s needs, they most often request vital programs or infrastructure related to health, education, and safety, whereas men are more inclined to ask for large infrastructure projects that may not meet the immediate and basic needs of the population.

<sup>15</sup> Human Rights in ASEAN, “Thailand: Ongoing Judicial Harassment against Members of the Khon Rak Ban Kerd Group (KRBKG),” July 13, 2017, <https://humanrightsinasean.info/article/thailand-ongoing-judicial-harassment-against-members-khon-rak-ban-kerd-group-krbkg.html>.

<sup>16</sup> Protection International, “Thailand Khon Rak Ban Koed Group Demands Participation to Protect Their Communities from the Harmful Effects of Mining in Loei Province.”

<sup>17</sup> Protection International, “Thailand: Women Rights Defenders Honoured by the National Human Rights Commission,” News Release, March 10, 2016, <https://protectionline.org/2016/03/10/thailand-women-rights-defenders-honoured-national-human-rights-commission/>.

<sup>18</sup> Bernie Ward and John Strongman, *Gender-Sensitive Approaches for the Extractive Industry in Peru: Improving the Impact on Women in Poverty and Their Families*, Washington, D.C: World Bank, 2011, 70.

<sup>19</sup> Bernie Ward and John Strongman, *Gender-Sensitive Approaches for the Extractive Industry in Peru: Improving the Impact on Women in Poverty and Their Families: Guide for Improving Practice*, 70.

Including both perspectives can help ensure both upfront community satisfaction and investments that support longer term development. Where communities are invested in helping companies meet sustainable development objectives, gender-equitable consultations can help ensure that community investment budgets support these goals.

The global evidence also shows that investing in women contributes to better family and community outcomes, in addition to the fact that the inclusion of diverse perspectives expands the range of viable options for community development. “Societies with large, persistent gender inequalities pay the price of more poverty, more malnutrition, more illness, and more deprivations of other kinds,” King and Mason note.<sup>20</sup>

By contrast, studies also show that in developing countries, women invest a significantly higher percentage of their income into their families, relative to men. When societies have more gender equality, poverty is reduced and economies grow.<sup>21</sup> Companies that want to do measurable good in host communities—which can itself help foster social license—need to ensure that both men and women benefit from community initiatives. Working with both men and women can help support this goal. For companies interested in contributing to sustainable and inclusive development in addition to building social license, an inclusive community engagement strategy is key.

### **Responding to Investor Concerns**

Shareholders and investors are becoming increasingly aware of the importance of a positive relationship between OGM companies and host communities, including the significance of community women as key actors. Given the range of issues that many companies have faced relative to respecting women’s rights—including serious cases of widespread violence against women—shareholders are beginning to pay more attention to the extent of companies’ gender-related due diligence.

Companies that can demonstrate a constructive and collaborative relationship with men and women in affected communities can help mitigate risks of operational shutdowns linked to community relations and strengthen overall investor confidence.

Increasingly, minimizing gender impacts and improving gender equality are considered smart business. Some investors and financial institutions, such as IFC, have started to incorporate gender considerations in their decisions about projects that they decide to finance. Along with the growing recognition of the importance of gender in combatting poverty and achieving sustainable development, it is possible that this trend could gain momentum, and more investors could implement new gender requirements or strengthen existing gender requirements as conditions for future project finance.

---

<sup>20</sup> Elizabeth M. King and Andrew D. Mason, *Engendering Development Through Gender Equality in Rights, Resources, and Voice*, Washington and New York: World Bank and Oxford University Press, 2001, 73.

<sup>21</sup> World Bank, “Good Practice Note: Integrating Gender into Country Assistance Strategies,” June 2012, [http://siteresources.worldbank.org/INTGENDER/Resources/CAS\\_gpn.pdf](http://siteresources.worldbank.org/INTGENDER/Resources/CAS_gpn.pdf).

## **Compliance with International Human Rights Frameworks as Best Practice**

In recent years, the oil, gas, and mining industries have seen highly publicized allegations and cases of human rights abuses related to company operations. Some have been related directly to the interactions between the company or its contractors and women from affected communities. To demonstrate their commitment to upholding and protecting the rights of host communities, many companies have signed on to international human rights frameworks, creating a growing expectation that companies will also carry out related processes such as human rights impact assessments and grievance mechanisms.

## **CONCLUSION**

The evidence is clear that, given gender roles in many communities where OGM companies operate, the economic, environmental, and social changes that accompany OGM projects can impact men and women differently. OGM projects have the potential to exacerbate gender inequalities and negatively impact women. They also can enable equitable opportunities for men and women to plan, participate in, and benefit from potential growth opportunities. To pursue gender equality is not to favor women; rather, it is an attempt to achieve equity and equal opportunity for all members of a community. Ignoring differences in gender roles—and therefore the ways in which they are impacted by and participate in OGM operations and decision-making—might actually worsen gender inequalities and development challenges within a community, as it did at Rio Tinto’s Panguna mine in Papua New Guinea (See Box 3-A).

Community engagement programs that acknowledge and incorporate the critical role played by women have increased potential to strengthen community development and enhance social license, bottom line, and investment attraction. Integrating gender into a company’s community engagement policies and strategies is an important component to a gender-sensitive project.



---

## TOOL SUITE 3: Tools to Address Gender Equality in Community Engagement

What steps can your company take to ensure that you engage women and men in all aspects of the project cycle and community development initiatives?

Tool Suite 3 offers support as you consider the differing needs of men and women in OGM project host communities and as you seek to create equitable opportunities to access resources and opportunities related to OGM projects. Most OGM companies have access to guidance on overall community consultation and community development. So, this tool suite provides practical suggestions and examples of strategies to specifically address gender equality in community engagement. It also offers guidance on mechanisms to ensure accountability. The 10 tools are divided into three sections:

- **Assess and Prepare:** Tools 3.1–3.4 offer guidance on conducting an initial gender stocktaking, integrating gender concerns into baseline and social impact assessments, and hiring an independent gender expert. These actions will help you determine the extent of your support to women and the impacts of projects on women. The tools also provide guidance on gathering the gender-disaggregated socioeconomic data that will serve as critical inputs to the other community engagement tools featured in this tool suite, as well as approaches to ensure that social impact assessments measure the disproportionate impacts the project may have on women.
- **Address:** Tools 3.5–3.9 are designed to help increase women’s equality and engagement in consultations, decision-making, and community engagement. They also provide direction on ways to minimize negative impacts by integrating the gender dimension into company community engagement activities and guidance on activities that will empower and benefit women and bring the potential for strong returns on investment.
- **Monitor and Sustain:** Tool 3.10 offers guidance on setting benchmarks, measuring impact, and improving practice. This includes ways to ensure that women participate in transparency and accountability mechanisms, which can address potential concerns and help avoid problems altogether.

**TABLE 3-A** Overview of Tool Suite 3

TOOL	TARGET UNIT	GOAL
<b>ASSESS and PREPARE</b>		
<b>TOOL 3.1:</b> Community Engagement Stocktaking Questionnaire	Community Engagement Team	Understand extent to which the company-community engagement activities currently assess and address gender dynamics
<b>TOOL 3.2:</b> Terms of Reference for Independent Gender Expert	Community Engagement, Human Resources	Ensure that community engagement teams have required gender expertise
<b>TOOL 3.3:</b> Integrate Gender Concerns into Baseline Community Assessments	Community Engagement, and/or Independent Gender Expert	Develop a gender-sensitive understanding of community dynamics
<b>TOOL 3.4:</b> Integrate Gender Concerns into Social Impact Assessments	Community Engagement and/or Independent Gender Expert	Understand gender-dimensions of project impacts on impacted communities
<b>ADDRESS</b>		
<b>TOOL 3.5:</b> Facilitate Gender-Equitable Participation in Consultations on OGM Operations	Community Engagement	Ensure women's equal participation in consultations for design of OGM project and community initiatives
<b>TOOL 3.6:</b> Ensure Gender Sensitivity in Participatory Monitoring and Evaluation and Grievance Mechanisms	Community Engagement and/or Independent Gender Expert	Ensure women's participation in participatory monitoring and evaluation and in grievance mechanisms for project-affected communities
<b>TOOL 3.7:</b> Design a Gender-Sensitive Resettlement Process	Community Engagement, Resettlement Specialist, and/or Independent Gender Expert	Ensure the resettlement process facilitates equal opportunities and minimizes disproportionate harm to women
<b>TOOL 3.8:</b> Create Community Development Initiatives that Benefit Both Men and Women	Community Engagement in partnership with Independent Gender Expert	Ensure community initiatives are designed to reflect priorities of men and women in the community
<b>TOOL 3.9:</b> Create Local Economic Development and Empowerment Opportunities for Women	Community Engagement in partnership with Independent Gender Expert	Develop activities that promote women's economic empowerment
<b>MONITOR and SUSTAIN</b>		
<b>TOOL 3.10:</b> Sample Indicators for Monitoring and Evaluating the Gender Mainstreaming of OGM Companies' Community Engagement and Community Initiatives	Community Engagement in partnership with Independent Gender Expert	Develop indicators to adequately measure and evaluate gender aspects of OGM projects and community initiatives

---

## TOOLS 3.1-3.4: Assess and Prepare

Developing an understanding of how certain key issues impact affected communities is the first step in implementing effective and appropriate gender-sensitive community engagement strategies. This includes gaining insights into:

- **Gender dynamics:** For instance, how do the differences in men’s and women’s roles within the community impact their ability to engage in or benefit from OGM project design and community development initiatives?
- **The company’s influence on community gender dynamics:** In what ways might the potential or presence of the OGM project change gender roles and relationships in the community? In what ways might the company work to strengthen the role of women? In addition, what are the potential negative impacts on gender relations caused by interventions, for example on women’s economic or social status? Among the negative consequences could be issues such as increased incidence of gender-based violence. How can such impacts be avoided?<sup>22</sup>

While OGM projects offer opportunities to strengthen the role of women in the community, the project (or potential project) also could have a negative impact on gender relationships or norms. Gaining this understanding early and continuing to monitor gender impacts will help you design and implement activities to promote an enduring social license, yielding positive impacts for women, men and the community as a whole. Given the dynamic nature of communities and community relations, continuous assessment, monitoring, and evaluation of company progress on gender and the project’s impacts on gender norms in the community is absolutely essential. This applies to new projects and projects already underway.

“Although gender is ideally mainstreamed at the earliest phases of [project] conception, it is never too late to improve policy or project outcomes through increased gender responsiveness.”

*Source: Gender Dimensions of Artisanal and Small-Scale Mining: A Rapid Assessment Toolkit*

It is important to note that men and women are not homogenous groups. When collecting data and/or performing consultations, be sure to include women and men from varying socioeconomic

---

<sup>22</sup> Adriana Eftimie et al., *Gender Dimensions of Artisanal and Small-Scale Mining: A Rapid Assessment Toolkit*, Washington, DC: World Bank and Gender Action Plan, 2012, 14.

levels, castes, religions, ethnic groups, ages, literacy statuses, marital statuses (single, married, widowed, divorced), and disabilities. Among married women, also be sure to note whether a marriage is polygamous. Lack of awareness of varying types of marriage structures<sup>23</sup> may inadvertently result in the marginalization of some wives over others, such as, for example, if one wife is included in consultations or benefit sharing but additional wives in the marriage are not accounted for.

To ensure the most accurate and up-to-date picture of the community situation, attending to such distinctions—and disaggregating the data based on them—throughout the assessment phase will be critical.

This section offers tools to help community engagement teams and/or independent gender experts affiliated with OGM projects:

- Review the company’s community engagement activities to assess the extent to which gender is an explicit theme and data is gender-disaggregated, in community assessments and projects.
- Evaluate women’s participation in and benefit from the company’s consultations and community engagement activities by reviewing:
  - » To what extent women actively participate in negotiations related to project design, use of local labor force, and community involvement in monitoring and evaluation of the project’s impacts.
  - » The number of women who receive benefits from community development initiatives compared to men, and the extent to which these initiatives are designed to meet the needs of both women and men.
  - » Any gender differences in terms of negative project impacts.

The tools provided here can supplement the community assessment tools typically used by OGM companies, with additional steps that can help integrate gender into assessment strategies. If project assessments have already been completed, the community engagement team must determine whether the assessments have adequately addressed gender, or if they need to undertake separate gender assessments.

## THE ROLE OF ASSESSMENTS

Integrating gender into baseline community assessments—which offer insight into gender roles, relations, and influencing institutions within the community— and into social impact assessments—which help determine potential project impacts on gender roles, relations, and influencing institu-

---

<sup>23</sup> Projects, especially those in rural and remote areas, may be hosted by communities with strong existing traditions that present challenges to gender equality; for example, the marriage of girls at a young age, or polygamy. While cultural change is a long-term process beyond the scope of an OGM project, awareness of these contextual issues is important for OGM companies to avoid inadvertently making the situation worse.

tions—is essential. It ensures a more thorough understanding of the community that will be your neighbor and partner for perhaps decades to come, over the life of a project.

The assessments form the foundation for the design of community engagement activities. The assessments ensure that the benefits from community activities are shared equally throughout the community and that they support economic and social development—both as a direct result of the OGM project and indirectly, independent of OGM operations. Carefully constructed assessments can uncover key insights about community priorities and vulnerabilities, thus directing community engagement activities to the most important issues. In turn, this will help community engagement teams execute activities that are embedded in the OGM project cycle, beginning with planning, through implementation and into the closure stages of the project.

In short, the assessments create tremendous value for OGM community engagement teams and the company itself. The information gathered—and the relationships formed during the assessment process—can open the door to wider community engagement in processes such as:

- Project design and strategic planning
- Allocation of royalties, community development funds, and other opportunities for benefit sharing
- Design of community development initiatives such as education opportunities and health facilities

## TOOL 3.1: Community Engagement Stocktaking Questionnaire

- ▶ **GOAL:** Understand extent to which the company-community engagement activities currently assess and address gender dynamics.
- ▶ **TARGET UNIT:** Community Engagement

Before making use of the formal assessment tools that follow later in the tool suite, consider using this questionnaire to take stock of the current situation. It can give you a quick understanding of your company’s current state when it comes to integrating gender dynamics and women’s and men’s needs and concerns into your engagement projects.<sup>24</sup> The number of “Yes” answers (out of a possible total of 18) will give you a better feel for the extent to which your community engagement activities are gender-sensitized.

Analyzing your answers to the questions will help identify gaps in gender-sensitizing your project and community programs. It also will help determine which of the tools and actions that follow will be most useful for your company as you work to fully integrating gender into community engagement strategies.

**TABLE 3-B** Stocktaking Questionnaire for Gender in Community Engagement

**BASELINE COMMUNITY ASSESSMENTS**

*Do baseline community assessments:*

▼ CHECK IF YES

	Use gender-disaggregated data?
	Extensively consult with women and men in the community to conduct the assessments? (See Tool 3.2 for guidance on how to effectively engage both women and men)
	Assess differences in women’s/men’s and boys’/girls’ roles and responsibilities in aspects of daily life at home, in school, and in the workforce?
	Assess gender differences in land ownership, and access to and control of resources, including access to finance and bank accounts?
	Assess ways in which the project will impact women and men differently at all stages of the project, including construction and closure?
	Assess ways in which the project impacts women’s health, safety, and security?
	Assess ways in which men’s and women’s roles and responsibilities affect their access to employment or other project benefits?
	Assess ways in which men’s and women’s roles and responsibilities affect their ability to participate in community consultations?
	Represent a cross-section of women from different socioeconomic levels, castes, religions, ethnic groups, ages, literacy statuses, marital statuses (single, widowed, divorced), and disabilities?

*continued on next page*

<sup>24</sup> This list was adapted in part from Deanna Kemp and Julia Keenan, *Why Gender Matters: A Resource Guide for Integrating Gender Considerations into Communities Work at Rio Tinto*, Melbourne: Rio Tinto, 2010, 32.

continued from previous page

### COMMUNITY DEVELOPMENT INITIATIVES

Do community programs:

▼ CHECK IF YES

Employ a participatory process that engages both men and women in their design?
Include a participatory monitoring mechanism that incorporates both men and women?
Include assessment of whether activities will impact men and women differently?
Include measures to ensure that women and men benefit equally from activities and/or include specific activities to benefit women?
Ensure easy access to and participation of the most vulnerable groups/individuals?

### COMMUNITY CONSULTATIONS

▼ CHECK IF YES

Are all social and ethnic groups from all project-affected communities represented in community consultations?
Are men and women equally represented in community consultations?
Do women participate equitably (i.e. not merely being present, but able to speak, ask questions, and fully participate)?
If women do not fully participate in mixed-gender community consultations, do you hold separate consultations with women?
Does the company take into account women's needs, concerns, and preferences in the planning and operations of the project and of community development initiatives?
Do women themselves participate in the design and selection processes?

### COMPENSATION AND BENEFIT SHARING

▼ CHECK IF YES

Are compensation and benefits shared with heads of household/property owners, or are mechanisms in place to ensure men and women have equitable access to financial resources (for instance, joint signatories on accounts)?
Are consultation mechanisms in place to ensure that financial benefits reach the whole family, and/or to determine the most equitable means of allocating benefits?

### GRIEVANCE MECHANISMS

(See Tool 3.6 for detailed guidance on designing gender-sensitive grievance mechanisms)

▼ CHECK IF YES

Were women consulted in the development of grievance mechanisms to ensure access?
Are grievance mechanisms available in safe and private ways, to ensure safe and secure access and encourage use of the mechanisms by anyone with a grievance?
Do women make use grievance mechanisms that are already be in place?
If they do make use of the mechanisms, how satisfied are women with the outcome of grievance submissions?

## TOOL 3.2:

### Terms of Reference for Independent Gender Expert

- ▶ **GOAL:** Ensure that community engagement teams have required gender expertise
- ▶ **TARGET UNITS:** Community Engagement, Human Resources

If you want to incorporate gender into community engagement activities, but lack specific gender expertise, consider recruiting an independent gender expert. Tool 3.2 outlines a sample terms of reference, including key tasks and required competencies, for such an expert. These specifics can be customized depending on the skills already available and the needs of the company, community, project, and project development staff.

This framework ToR assumes that the expert will be needed for a full range of activities—including integrating gender into the community baseline assessment, impact assessment, and related activities—but it can be modified as needed.

Note that Tool Suite 1 provides details on hiring a company-wide gender champion. In addition to this role, it is advisable to engage a separate gender expert for the community engagement team. The reason for this is that integrating gender into community engagement activities is a substantially different task from ensuring equitable hiring and promotion of women in the company’s workforce, as covered in Tool Suite 1. It also requires a separate effort from ensuring that women-owned businesses have opportunities within the company supply chain, as outlined in Tool Suite 2.

Depending on the size of the project, the role of gender expert within the community affairs team could be a standalone position. Or, one or more of the company’s community engagement experts might have specific gender expertise. For larger projects, companies might want to include both regional and national-level gender expertise.

## KEY COMPONENTS OF A GENDER EXPERT TOR

### Introduction

*[Describe project, including the current status of the project, and extent of community engagement activities that have been undertaken or are currently being planned.]*

*Discuss project relationship with the community, including extent to which women have been consulted, role of women in the community as currently understood, and extent to which women have/are able to be engaged in project consultation, planning, and activities.*

*Discuss extent to which activities have included women to date and any insights or conclusions about the need for a dedicated gender specialist—for example, what brought the realization that the company needs a gender specialist or gender-focused activities at this point?]*

## Scope of work

Outline specific activities the expert will be expected to undertake. Depending on the structure of the team, and the specific activities, the expert might lead these activities or support a larger team.

Activities include:

- Community baseline and social impact assessments: For example, ensuring that data collection is gender-disaggregated, gender-specific data sources are included (such as women's groups and gender-based violence service providers), participatory research methodologies are reviewed and modified to include women's perspectives, and data is analyzed through a gender lens.
- Design and training on participatory monitoring and grievance redress mechanisms: Review proposed methodologies to ensure that consideration has been given to promoting women's participation.
- Design and training on gender-based violence, if needed.
- Design and implementation of gender-sensitive resettlement program, if needed.
- Design and implementation of community engagement activities: Ensure that women can access community-wide activities and/or that specific activities are developed to promote women's economic and social empowerment.

## Outline key skills and experience

- Key skills: This might include ability to critically analyze community and interpersonal gender dynamics, balances of power, and variances in individual and group access in and around the project-affected communities. Knowledge of local language is an asset.
- Experience: This might include experience working within the host community, in other OGM communities on gender and development, and/or addressing gender-based violence in OGM projects with OGM companies and their host communities.

## Outline reporting and team structure

Clarify for potential candidates whether the expert will be leading the activities above or whether they will be providing gender guidance to a wider team.

## TOOL 3.3: Integrate Gender Concerns into Baseline Community Assessments

- ▶ **GOAL:** Develop a gender-sensitive understanding of community dynamics
- ▶ **TARGET UNITS:** Community Engagement and/or Independent Gender Expert

Most natural resources projects will include early-stage social and environmental baseline assessments to help the company understand the project-affected community. While guidance for best practices in baseline community assessments and community mapping is well documented in the natural resource industries, Tool 3.3 will help ensure that these processes are gender sensitive. Including an investigation into the differing experiences of men and women in the community in these assessments is critical. It requires the collection of gender-disaggregated data about the varying roles, responsibilities, and resource access in the community, as outlined in here.

If assessments have already been performed, and/or if a site is already in operation, review previous baseline assessments to determine whether they included a gender dimension. If they do not include this, consider conducting a supplementary assessment to gather baseline data on women. This thorough data collection and analysis will allow community teams to understand the social and gender dynamics within a community, the potential risks and opportunities the project will intro-

duce, and possible challenges to the acquisition of social license and pursuit of shared benefits.<sup>25</sup> The findings from this assessment can help you adjust community assessment and engagement programs to ensure that they are contributing to effective development programs and strong social license to operate. The results of these assessments also can serve as a benchmark for environmental, social, or human rights impact assessments.

### PRE-ASSESSMENT PREPARATION

Before starting an assessment, use the guidelines detailed in Table 3-C to ensure that your approach will lead to the design of a gender-sensitive baseline community assessment.



<sup>25</sup> Deanna Kemp and Julia Keenan, *Why Gender Matters: A Resource Guide for Integrating Gender Considerations into Communities Work at Rio Tinto*, 32.

**TABLE 3-C** Preparing for Community Assessments: A Checklist

<b>▼ DETAIL ASSESSMENT GOALS TO IDENTIFY</b>	
	Gender roles and responsibilities in the community
	Access to and control of resources based on gender
	Practical gender needs: What women and men need to help them with their survival and respective daily activities, based on their roles and responsibilities
	Strategic gender needs: What women need to improve their quality of life as well as their societal status and equality in relation to that of men
	Potential positive or negative project impacts on any of the above factors
<b>▼ DESIGNATE RESPONSIBILITY FOR CONDUCTING THE ASSESSMENT</b> <i>(See Tool 3.2: Terms of Reference for Independent Gender Expert)</i>	
	Hire an independent gender expert or experts to conduct the data collection and analysis
	If a team is hired, make sure it is appropriately gender balanced
	Hire the expert(s) early on in the assessment process, to enable thorough understanding of the local context, culture, and customs and to enhance their ability to provide knowledgeable advice and guidance
	The expert(s) should be familiar with survey, interview, and research techniques for communities, and between and within social groups
<b>▼ FOCUS ON DETAILS IN ASSESSMENT DESIGN</b> <i>(See Tables 3-D and 3-E for more on compiling, comparing, and assessing data on activities, access and control)</i>	
	When gathering data, examine the different roles men and women play within the community, in terms of the activities that they perform as well as men’s and women’s differing access to and control of key resources. For example, women may take on significant responsibility for farming, buying and/or preparing food but they may not be formal landowners, or have formal access to bank accounts.
	Consider the ways in which the project might impact men’s and women’s routines and daily lives: <ul style="list-style-type: none"> <li>• For instance, environmental pollution may require women to spend more hours of the day collecting fresh water</li> </ul>
	Explore access and control issues: <ul style="list-style-type: none"> <li>• There could be security concerns in collecting water</li> <li>• An increased time burden because of distance to water could make it more difficult for women to meet other responsibilities</li> <li>• Women may not have control over transport to the water</li> </ul>
<b>▼ UPDATE THE PROCESS FOR A GENDER-INFORMED BASELINE ASSESSMENT</b>	
	Ensure the data is gender-disaggregated
	Ensure the process is transparent
	Ensure women’s participation and consultation
<b>▼ MAXIMIZE USE OF RESULTS</b>	
	Share and validate the assessment results with members of the community
	Ensure community understanding of indicators—specifically as they relate to women

## GATHER DATA FOR BASELINE ASSESSMENT

A baseline community assessment should draw from secondary sources (preexisting data) as well as primary sources (through community consultations). In all cases, it is imperative that the data is disaggregated by sex and other socioeconomic factors such as socioeconomic level, caste, religion, ethnic group, age, literacy status, marital status (single, widowed, divorced), and disability, as noted earlier. If it is not possible to disaggregate all data by sex, prioritize by highest relevance for the decisions that will be made about the project and community initiatives.

### Step 1. Identify data sources

Table 3-D features examples of secondary and primary data sources that can be used to inform baseline community assessments, followed by ways to ensure the gender sensitivity of this information.

**TABLE 3-D** Stocktaking Questionnaire for Gender in Community Engagement

<b>SECONDARY SOURCES (PREEXISTING DATA)<sup>26</sup></b> <i>Preexisting data sources usually provide quantitative data</i>	<b>HOW TO ENSURE GENDER SENSITIVITY OF DATA</b>
Local, regional or national government data	<ul style="list-style-type: none"> <li>Is the data gender-disaggregated, and is there an equal balance of information on women and men?</li> <li>Is information on women's independence or women's services included, such as percentage of women with land titles, or percentage of healthcare workers who are female?</li> </ul>
Census statistics	
Health surveys from NGOs or government entities	
Tax ledgers	
Ethnographic or university studies	
Local histories or historical societies	Are women's stories included?
Community, business, or trade associations	Does this include data from women's groups?
Previous environmental, social, and/or human rights impact assessments conducted by the company	Is the data gender-disaggregated?
<b>PRIMARY SOURCES (THROUGH COMMUNITY CONSULTATIONS)</b>	<b>HOW TO ENSURE GENDER-SENSITIVE DATA AND DATA COLLECTION</b>
Local census	<ul style="list-style-type: none"> <li>Is the data gender-disaggregated?</li> <li>To what extent does the census count women who are not heads of household?</li> </ul>
Focus groups	Is there equal balance in the interviews and consultations with men and women?
Household surveys	Is there equal balance in the interviews and consultations with men and women?
Livelihood surveys	Is there equal balance in the interviews and consultations with men and women?
Open dialogue	Are women equal participants?
Interviews with individuals	Are women equal participants?

*continued on next page*

<sup>26</sup> This list was adapted in part from: Minerals Council of Australia, *Voluntary Community Investment: A Strategic Approach That Incorporates Gender. A Toolkit for the Extractives Industry*, Canberra: Minerals Council of Australia, 2014.

continued from previous page

PRIMARY SOURCES (THROUGH COMMUNITY CONSULTATIONS)	HOW TO ENSURE GENDER-SENSITIVE DATA AND DATA COLLECTION
Consultations with groups such as: <ul style="list-style-type: none"><li>• Community organizations</li><li>• Women’s organizations</li><li>• Various ethnic groups and classes</li></ul>	<ul style="list-style-type: none"><li>• Are women equal participants?</li><li>• Do you hold separate interviews with women if their views are not heard in group interviews?</li></ul>
Transect walk	Walk through various parts of the community (with community permission), to see different spheres of community life, including those dominated by males and females.

## Step 2. Ensure gender-equitable data collection: include women’s voices in the data collection process

If community engagement professionals focus only on traditional structures for community consultation (for instance, local government, local leaders, church representatives), in many communities this means prioritizing the voices of traditional leaders, who are often men. Similarly, if the community engagement team asks to meet with community representatives, such as elected officials, and community elders, women may not hold any of these positions. As a result, women’s needs and concerns may not be raised during these meetings and women’s perspectives could wind up being left out.

Cultural, logistical, or other reasons related to gender roles and responsibilities within the community can also mean that, without a good understanding of gender roles and community structure, men and women may not be equitably included. For instance, while women may be present in negotiations or community meetings, they may not feel comfortable speaking in front of men. Or, they may not be allowed to speak while men are present. Their gender roles and responsibilities also could preclude their attendance meetings or consultations, if scheduling doesn’t take into account women’s availability and schedules.

### *Alternative approaches to ensure inclusivity*

In light of these barriers to participation, community engagement professionals will need to modify their techniques in order to encourage increased women’s participation in the assessment process. Such modifications might include:

- Ensuring that both women and men are involved in the analysis
- Using additional social assessment techniques to guarantee women’s voices are accounted for, such as:
  - » Conducting meetings and interviews with:
    - › Key informants
    - › Women-only focus groups
    - › Mothers focus groups

- › Women of varying ethnic and social classes, to avoid *elite capture* (a situation in which resources or benefits meant for the community are usurped by individuals or groups who are more well off)
  - › Health care centers and support providers for survivors of gender-based violence
- » Accommodating women to ensure their participation:
  - › Determine the most convenient meeting times and locations to encourage women’s attendance
  - › Investigate potential obstacles to women’s attendance and provide solutions (such as transportation, childcare, support for domestic work)
- Using tools to assess the differing practical and strategic needs of women and men:
  - » **Practical gender needs:** What women and men need to help them with their survival and respective daily activities, based on their socially accepted roles and responsibilities
  - » **Strategic gender needs:** What women need in order to advance their societal standing and equality in relation to that of men<sup>27</sup>

“This ‘elite capture’ of the discussions, by a select group of women, may not be evident to [OGM] company consultation organizers, and may therefore jeopardize the representativeness of the discussion and outcomes. Therefore, including women is a necessary but not sufficient condition for ensuring that the concerns of the communities’ women are included—rather, a cross section of women, representing a variety of opinions, is crucial.”

Source: *Gender Dimensions of the Extractive Industries: Mining for Equity*

### Step 3. Account for sensitive issues in data collection

Some of the issues to be researched during the baseline community assessment may be highly sensitive, such as violence, alcoholism, and prostitution. Some issues that may not seem sensitive—such as changing distribution of labor within the home or community, or where OGM-related inflation increases stresses within a household—could touch on sensitivities, for instance, around changing gender roles.

The research team needs to be aware of these sensitivities, as well as the local context and cultural norms, so they can conduct the assessment respectfully, while not compromising thoroughness. For instance, in situations in which men and women may have different perspectives or experiences, or where cultural conditions mean that men and women cannot speak freely in front of one another,

<sup>27</sup> Adriana Eftimie, Katherine Heller, and John Strongman, *Gender Dimensions of the Extractive Industries: Mining for Equity*, Washington, DC: World Bank, 2009, 22.

er, it may be important to hold gender-segregated or individual consultations, and to build trust over time with community members—especially with female community members. You also should take into consideration the individuals who will conduct the research. In fact, some companies hire contractors or local NGOs with preexisting relationships with the local communities to perform the baseline community assessment or the other recommended activities noted in the toolkit.

Capitalizing on local knowledge and relationships can provide a great deal of added value. Still, it is important to ensure the independence of local contractors or NGOs so that they can provide objective data about the community.



In addition, the research team must tread carefully when asking for sensitive information, such as trends in violence, alcoholism, HIV/AIDS and other diseases, since local residents may find it difficult to discuss these issues. Equipping researchers with information on local support and counseling services and proper referral pathways before they start probing with sensitive questions will help bridge the discomfort and enable the necessary data collection, while providing genuinely needed assistance.

Experience has shown that it can take some finesse—and trust-building—to get an accurate picture of such delicate and sensitive issues in many communities. In a report on gender-sensitive approaches for Peru’s extractives industries, the authors cite the experience of a Peruvian NGO:

*“In a meeting in Moquegua in one plenary session, we asked if there was any family violence and all agreed that there wasn’t any in the area. We then had separate talks with women in smaller, less formal groups, where it came out that there was unreported family violence linked to the consumption of alcohol (it was a wine-producing region). This smaller group proposed the idea of installing DEMUNA [a municipal ombudsman for the protection of women, children, and adolescents] in the area. They then took this idea back to the full assembly meeting, which agreed.”<sup>28</sup>*

<sup>28</sup> Bernie Ward and John Strongman, *Gender-Sensitive Approaches for the Extractive Industry in Peru: Improving the Impact on Women in Poverty and Their Families: Guide for Improving Practice*. For detailed guidance on appropriate and effective ways to go about collecting information on these sensitive issues, refer to the following section: “Guidance Note 2: Collecting Data and Information on Sensitive Issues,” 21–23.

### Step 4. Develop questions to integrate gender into existing baseline community assessments<sup>29</sup>

Table 3-E below includes sample questions that can be used to probe gender differences in common community baseline topics. While not an exhaustive list, it offers examples of ways to integrate gender into baseline assessments.

**TABLE 3-E** Sample Baseline Assessment Questions that Probe Gender Differences

<b>EDUCATION</b>	
Level of education achieved	▶ What is the level of education achieved by men and boys, and women and girls?
Access to school and frequency of attendance	<ul style="list-style-type: none"> <li>▶ What is the average school dropout rate for boys and girls? If there is a significant difference between the dropout rates of boys and girls, to what do you attribute that difference?</li> <li>▶ What is the rate of absenteeism for boys and girls during the school year? If there is a significant difference in the rate of absenteeism, to what do you attribute that difference?</li> <li>▶ Have there been any reports of sexual harassment or gender-based violence in school settings (student-on-student or teacher-on-student)?</li> </ul>
<b>EMPLOYMENT</b>	
Income and access to money	▶ What is the average income for men and women?
Employment	<ul style="list-style-type: none"> <li>▶ Do men and women have equal access to training opportunities for formal employment?</li> <li>▶ Do men and women have equal access to formal employment opportunities?</li> </ul>
Access to childcare services	▶ Can women in the community access childcare services? To what extent is income or social class the determining factor for access?
<b>POPULATION AND HEALTH</b>	
Life expectancy	▶ Average life expectancy for men and women?
Access to healthcare	<ul style="list-style-type: none"> <li>▶ Percentage of doctors who are female?</li> <li>▶ Percentage of nurses who are female?</li> <li>▶ Distance/time required to travel to receive healthcare, including during labor?</li> <li>▶ Are healthcare providers trained in how to respond to gender-based violence?</li> </ul>
Mortality rate	<ul style="list-style-type: none"> <li>▶ Is there a high prevalence of childbirth-related mortality compared to the rest of the country or the world? If so, what is the reason?</li> <li>▶ What is the time or distance women are required to wait or travel to see a healthcare provider during pregnancy or childbirth?</li> </ul>
Nutrition status	▶ What is the nutritional status of men and boys, and women and girls?
Birth rate	▶ What is the percentage of teen/adolescent pregnancy and birth?

*continued on next page*

<sup>29</sup> Much of this list was derived from Minerals Council of Australia, *Voluntary Community Investment: A Strategic Approach That Incorporates Gender*; World Bank, “Gender-Responsive Social Analysis: A Guidance Note Incorporating Social Dimensions into Bank-Supported Projects,” June 2005, 17-19, and *Why Gender Matters: A Resource Guide for Integrating Gender Considerations into Communities Work at Rio Tinto*.

continued from previous page

### POPULATION AND HEALTH (continued)

Health indicators	<ul style="list-style-type: none"> <li>▶ If there are differences in these indicators between men and women, what do such differences suggest?</li> </ul> <p><i>TIP: Place particular emphasis on indicators with strong gender implications, such as incidence of sexually transmitted infections</i></p>
Literacy rate	<ul style="list-style-type: none"> <li>▶ Is there a correlation between gender differences in literacy rates and gender differences in rates of school absenteeism or dropouts?</li> </ul>

### HOUSEHOLD DYNAMICS AND VULNERABILITY

#### ▶ Number and percentage of female-headed households

Control over financial resources	<ul style="list-style-type: none"> <li>▶ In households in which men are the income earners, do women have access to this money?</li> <li>▶ When women earn income, do they have control over this money?</li> <li>▶ Can women hold their own bank accounts?</li> <li>▶ Do women have their own bank accounts?</li> </ul> <p><i>TIP: See Table 3-G for guidance on understanding access to and control of resources</i></p>
Differences in socioeconomic status	<ul style="list-style-type: none"> <li>▶ Are female-headed households different than male-headed households, socioeconomically?</li> <li>▶ What are the reasons for these differences?</li> <li>▶ Do men and women attribute these differences to the same reasons?</li> </ul>
Participation in household and community development	<ul style="list-style-type: none"> <li>▶ Do both men and women participate in activities that contribute to household or community development?</li> <li>▶ Are these contributions based on gender, age, ethnicity, or other diversity factors?</li> <li>▶ What is the division of labor among household and domestic/family responsibilities?</li> </ul>
Prevalence of gender-based violence	<ul style="list-style-type: none"> <li>▶ Is gender-based violence more prevalent in certain subpopulations of the community, such as particular social classes, economic classes, or ethnic groups?</li> </ul>

### COMMUNITY

Number and percentage of women in leadership roles	<ul style="list-style-type: none"> <li>▶ What types of leadership roles do women occupy?</li> <li>▶ Are women leaders in municipal government in addition to community organizations?</li> </ul>
Community decision making	<ul style="list-style-type: none"> <li>▶ To what extent are women involved in consultations and community decision making?</li> <li>▶ How is community information conveyed?</li> <li>▶ Does participation in consultations and community decisions require literacy—for example, are materials written on paper or on a bulletin board or are alternative media like radio and loudspeakers used?</li> </ul>

#### ▶ Number/percent of people belonging to indigenous/ethnic minority groups

Existence of and access to transport and mobility	<ul style="list-style-type: none"> <li>▶ What are the common types of transport used by community members?</li> <li>▶ Do men and women have equal access and ability to use them?</li> <li>▶ If there are any barriers to the use of these transport methods, what are these barriers?</li> <li>▶ What are the implications of these barriers—for instance, do men or women have difficulty getting goods to market?</li> </ul>
Crime rates	<ul style="list-style-type: none"> <li>▶ What is the rate of gender-based violence?</li> <li>▶ What is the rate of crimes reported that are related to gender-based violence?</li> </ul> <p><i>TIP: Note that the rate of reporting on crimes related to gender-based violence is likely much lower than incidences of those crimes.<sup>30</sup></i></p>

<sup>30</sup> Note that in many countries, gender-based violence is not considered a crime.

**RESOURCES**

Levels of access to and control over resources	<ul style="list-style-type: none"> <li>▶ Do men and women have different levels of access to and control over:               <ul style="list-style-type: none"> <li>• Land for subsistence agriculture?</li> <li>• Land for cash crops?</li> <li>• Labor?</li> <li>• Equipment?</li> <li>• Cash?</li> <li>• Education/training?</li> </ul> </li> <li>▶ If so, what are the reasons for these differences?</li> <li>▶ Do men and women attribute these differences to the same factors?</li> </ul> <p><i>TIP: See Table 3-G for guidance on understanding access to and control of resources</i></p>
--	---

**ROLES AND RESPONSIBILITIES**

*TIP: Use the activity profile in Table 3-F to document and analyze gender differences in roles, responsibilities, and time usage*

Time usage	<ul style="list-style-type: none"> <li>▶ Do men and women work for equal amounts of time per day ( paid or unpaid work)?</li> <li>▶ Have women expressed interest in pursuing other activities, such as entrepreneurship, if they had more time?</li> </ul> <p><i>TIP: Women typically have a much higher burden of unpaid work (such as household chores and family care responsibilities) than men do. This limits their availability and ability to choose whether to spend their time pursuing more productive, marketable, or participatory activities, or even personal interests. This constraint, and the fact that this often reinforces their monetary poverty, exacerbates their “time poverty.”</i></p>
Community roles	<ul style="list-style-type: none"> <li>▶ Are there differences in the ways in which men and women participate in community consultations or decision-making?</li> <li>▶ Are there differences in gender roles, responsibilities, and relations among subgroups (religious, ethnic/indigenous, socioeconomic classes, age)</li> </ul> <p><i>TIP: This type of information might be obtained through secondary data</i></p> <ul style="list-style-type: none"> <li>▶ Do women equitably participate in formal and informal institutions (including local government), and the decision-making processes within them?</li> <li>▶ If not, are the barriers to this participation gender-specific—for example, are women intimidated or threatened if they attempt to participate and/or hold office?</li> </ul> <p><i>TIP: Collecting insights about these dynamics can help companies flag risks associated with increasing women’s participation in decision making and leadership roles within a particular cultural context, and inform plans for risk mitigation.</i></p>

**VIEWS**

- ▶ What are men’s and women’s goals and aspirations for themselves and their community?
- ▶ Where do men and women stand on their views of the OGM project—do they approve or disapprove?

**INFLUENCING INSTITUTIONS**

- ▶ What are the formal and informal institutions—companies, civil society organizations, labor unions, national, regional, and local governments—and organizational structures that could either help or hinder gender equality efforts?
- ▶ Are there institutions that offer opportunities for women and men to voice their needs and concerns?

**LEGAL CLIMATE<sup>31</sup>**

Do the local, regional, and national laws and constitution protect/guarantee:	<ul style="list-style-type: none"> <li>▶ Physical well-being and safety, including from gender-based violence?</li> <li>▶ Non-discrimination in the workplace and prevention of sexual harassment?</li> <li>▶ Individual and group formal and informal rights to land and property?</li> <li>▶ Equal access for women and men to employment, education, and healthcare?</li> <li>▶ Equal access for women and men to public authorities and the justice system?</li> </ul>
---	--

<sup>31</sup> For more detailed suggestions on legal and institutional indicators for women’s equality, visit the World Bank’s Women, Business and the Law project: <http://wbl.worldbank.org/data/exploretopics/all-indicators>

### **BOX 3-C In Peru, Lack of Knowledge About Status of Women Renters Leads to Public Protest Over Mining Project**

During a geographical expansion of its mining operations in Peru, one company faced some significant issues.

A group of people—mostly single women—marched on the mine. They were later identified as residents who were about to lose the land on which the houses they rented were built. Even though the company had arranged for compensation for the house owners, the renters, who would soon become homeless, were not considered.

If the company had undertaken a gender-inclusive baseline study at the outset, it would have had a better understanding of the risks for this group of women and would have been in a better position to avoid the issue along with potential reputational risks. Instead, they were in reactive mode, with an immediate need to address and resolve the issue quickly.

This experience highlights the importance of understanding men's and women's different access to and control of resources.<sup>32</sup>

### **SAMPLE METHOD OF DATA COLLECTION AND FORMULATION: ACTIVITY AND ACCESS AND CONTROL PROFILES<sup>33</sup>**

To collect the information suggested above, researchers may choose to create an activity profile of the community. This will be particularly useful in collecting and analyzing data on the roles and division of labor between men and women.

Table 3-F features an example of an activity profile, with an additional row added to capture community activities and commitments. The understanding of the gender dynamics that underlie community roles and responsibilities will prove especially valuable when integrating gender into your social impact assessment (Tool 3.4).

Compare the information gathered in the activity profile with the data from the access and control profile, shown in Table 3-G. Use of the access and control profile can guide the collection and analysis of data to help differentiate between men's and women's access to and control over resources. Examining men's and women's responsibilities compared to their level of access and control can help you understand the extent to which men and women may be differently impacted by a project, as well as their ability to respond to changes and stresses that a project may introduce. These sample profiles are based on the Harvard Analytical Framework for Gender Analysis, developed by the Harvard Institute for International Development in collaboration with USAID.

<sup>32</sup> Bernie Ward and John Strongman, *Gender-Sensitive Approaches for the Extractive Industry in Peru: Improving the Impact on Women in Poverty and Their Families: Guide for Improving Practice*, 15.

<sup>33</sup> ILO, "Unit 1: A Conceptual Framework for Gender Analysis and Planning," International Labour Organization and the Southeast Asia Multidisciplinary Advisory Team Online Gender Learning and Information Module, <http://www.ilo.org/public/english/region/asro/mdtmanila/training/unit1/harvrdfw.htm>.

**TABLE 3-F** Activity Profile

ACTIVITIES	WOMEN	MEN	GIRLS	BOYS	WHERE /WHEN / AMOUNT OF TIME REQUIRED
<b>PRODUCTIVE</b> ▶ Agricultural ▶ Selling products ▶ Formal Employment ▶ Other					
<b>REPRODUCTIVE</b> ▶ Childcare ▶ Food preparation ▶ Collecting water ▶ Collecting fuel ▶ Food production ▶ Healthcare ▶ Other					
<b>COMMUNITY INVOLVEMENT</b> ▶ Community meetings ▶ Religious activities ▶ Recreation ▶ Other					

**TABLE 3-G** Access and Control Profile

	ACCESS		CONTROL	
	WOMEN	MEN	WOMEN	MEN
<b>RESOURCES</b> ▶ Land for subsistence agriculture ▶ Land for cash crops ▶ Labor ▶ Equipment ▶ Cash ▶ Education/training ▶ Other				
<b>BENEFITS FROM USE OF RESOURCES</b> ▶ Cash income ▶ Assets ownership ▶ Basic needs (food, clothing, shelter) ▶ Education ▶ Political power/influence ▶ Other				

## ANALYZE THE DATA

Once the data collection for the baseline community assessment is complete, the information needs to be compiled, organized, and analyzed. Ideally, the independent gender expert who gathered the data should handle the analysis stage as well.

Full community participation—including men and women—in the analysis is key. To ensure equal women’s participation, conduct the analysis at times and places that will make it easier for them to attend. Publicize the meetings broadly and extensively so that all community members are aware of their schedule. You can make use of multiple approaches to communicate this information, including word of mouth, radio, and posters. Your goals for the analysis are to identify in general terms:

- Gender differences along social, cultural, economic, or political lines
- Differing views and wishes of men and women

Be sure to share the results widely throughout the entire community. Request feedback so that you can validate the results with male and female community members alike.

Use the findings from the baseline community assessment and the entire assessment phase to guide your company’s planning and implementation for both the project and company-led community initiatives. Tools 3.5 and 3.6 focus on planning and implementation—the “Address” phase—of gender-sensitive community engagement initiatives.

## TOOL 3.4: Integrate Gender Concerns into Social Impact Assessments

- ▶ **GOAL:** Understand gender dimensions of project impacts on impacted communities
- ▶ **TARGET UNITS:** Community Engagement team and/or Independent Gender Expert

### ABOUT THE SOCIAL IMPACT ASSESSMENT

While a gender-sensitive baseline community assessment helps companies understand the local community and how gender roles and relations function within it, a gender-sensitive social impact assessment is essential to identify impacts that the oil, gas, or mining project might have on the community and its gender roles, relations, and influencing institutions. Social impact assessments are becoming increasingly common as standalone efforts. In addition, they often are part of the environmental impact assessment process required by governments and investors for project approval. IFC Performance Standard 1 establishes the importance of integrated assessment to identify the environmental and social impacts, risks, and opportunities of projects.

“The introduction of any type of large-scale industry creates positive and negative changes within a community. Rapid industrial expansion changes the gendered norms of a society either resulting in new opportunities, or emerging tensions from changing routines and expectations. Whether it is a large manufacturing factory, an army base, or a mining development, the community goes through a process of social and cultural change created by a sudden inflow of economic revenue and opportunity, coupled with population influx and ‘development.’”

*Source: Mapping Gender-Based Violence and Mining Infrastructure in Mongolian Mining Communities*

A key aspect of the social impact assessment is its usefulness in understanding what community members themselves believe to be potential positive and negative project impacts. To gain such insight and to avoid a company-led, top-down approach, consider conducting a community-based impact assessment. Alternatively, a third party, such as an NGO, could carry out the assessment.<sup>34</sup> Keep in mind that including potential positive impacts in the assessment will allow you to identify the resources and processes that will be required to realize them. This also will help ensure that women will be able to maximize their benefit from the opportunities created.

In this tool suite the baseline and social impact assessments are treated separately, to facilitate integrating gender into existing

<sup>34</sup> For more, see Oxfam America’s “Community Voice in Human Rights Impact Assessments” guidance: <https://www.oxfamamerica.org/explore/research-publications/community-voice-in-human-rights-impact-assessments/>, and the Additional Resources section.

processes. But combining the two by adding the social impact into the baseline is also an option, particularly for companies that are in the midst of designing their community engagement programs or that want to redesign their methodologies, thus avoiding the need for multiple assessments. Yet another option is a gender impact assessment that incorporates both. See the Additional Resources section of this tool suite for more information on gender impact assessments.

### **BOX 3-D Commonly Experienced Negative Gender Impacts from OGM Projects**

- Increase in social and health problems in host community introduced by the influx of a transient male workforce
- Increase in social issues related to land access and land titling in sending-communities
- Environmental degradation
- Unfair distribution of royalties
- Unequal employment opportunities
- Rebalancing of domestic and subsistence responsibilities, with women taking on more work because men are working more hours in the OGM sector
- Loss of livelihoods
- Changing community dynamics, with influx of labor and related industries
- Inflation, related to OGM activities
- Increased social pressures associated with increased availability of cash, influx of people, and changing social dynamics including alcoholism, prostitution, and increased risk of sexually transmitted infections
- Increased safety risks due to changing community dynamics

### **DIFFERENTIATING PROJECT IMPACTS**

Gender-sensitive social impact assessments examine the ways in which men’s and women’s roles—as identified through the baseline assessment—influence how they experience project impacts, as well as their resilience to these impacts. This examination can include:

- Direct and indirect socioeconomic impacts introduced by the construction, operation, and closure of the project
- Ways in which men and women differ in how they are affected by the above impacts based on their gender roles, including diversity considerations to account for additional vulnerabilities
- Ways in which men’s and women’s different access to and control of resources—including natural resources, cash, and project benefits—affects resilience and ability to cope with the changes listed above

- Distribution of power relationships, influence, and decision-making power inside households and in the community: How do these power relationships affect the impacts on men and women, including those from vulnerable groups?
- Influence of gender roles on subsistence and livelihoods, in light of project impacts
- Ways in which differing access to education and employment influence men’s and women’s ability to cope with the above changes
- Ways in which men and women are affected differently by health and safety changes resulting from the project

### IDENTIFYING WAYS TO MITIGATE RISKS AND INCREASE BENEFITS

A gender-sensitive social impact assessment is a useful tool in uncovering ways to mitigate risks or increase community benefits from projects. To do so, however, your assessment should take into consideration gender-related differences. Here are some ways to account for these differences:

- Identify and address disproportionately negative impacts on women
- Enhance positive impacts for women
- Avoid perpetuating or exacerbating existing gender inequalities
- Find opportunities to improve gender relations and gender equality
- Involve women in participation in and design of consultation processes and negotiations
- Enhance benefit sharing among the women and men in the community
- Evenly distribute benefits among female and male members of the community and include vulnerable groups

Use the results of the gender-sensitive social impact assessment to inform the subsequent design of project phases, community consultations, and community programs. This will help to ensure that gender-sensitive community approaches are embedded at all stages of the project.

“It is the effective response to strategic gender needs that can change the status quo in terms of a women’s often subordinate position in society relative to that of men. Gender relations are determined by social rules and norms that determine how assets, labor, and authority and status are assigned, so any policy or program seeking to change these norms must address strategic gender needs.”<sup>35</sup>

Source: *Gender Dimensions of Artisanal and Small-Scale Mining: A Rapid Assessment Toolkit*

<sup>35</sup> Adriana Eftimie et al., *Gender Dimensions of Artisanal and Small-Scale Mining: A Rapid Assessment Toolkit*, 17.

## GENDER-EQUITABLE DATA COLLECTION

Gender-equitable data collection is absolutely key to an assessment that appropriately reflects the gender-related differences in the social impacts from an OGM project. Standard data collection methods may inadvertently leave out women’s voices. For example, cultural factors may prevent women from speaking up in front of men, or women’s household or childcare responsibilities may leave them unavailable to attend community consultations. See Tool 3.3 for more guidance on including women’s voices in the data collection process.

**TABLE 3-H** Questions to Include in a Gender-Sensitive Social Impact Assessment

### GENERAL QUESTIONS

- ▶ What are the current or predicted positive impacts (economic, social, and environmental) of the different project stages on men and women, including on their activities and access to and control of resources?
- ▶ What are the current or predicted negative impacts (economic, social, and environmental) of the different project stages on men and women, including on their activities, and access to and control of resources?
- ▶ Does the project provide opportunities to promote gender equality through specific institutions in the area?
- ▶ Which institutions?
- ▶ Will social cohesion be diminished or damaged, such as women’s time conversing while collecting water?
- ▶ Will any cultural heritage practices or culturally significant or sacred sites, be diminished or damaged?

### INTERESTS AND PERCEPTIONS

- ▶ What are the differences in women’s and men’s perceptions of the project and how it will impact them?
- ▶ Do women and men have different hopes and concerns about the project?

### CHANGING HOUSEHOLD DYNAMICS

- ▶ Are there opportunities for the project to improve gender equality within the home?
- ▶ What are the potential implications of the changed access to resources inside and outside of the home for men and women?
- ▶ For instance, how are changes outside the home—such as in employment, livelihoods, increased availability of cash—leading to changes inside households?
- ▶ Will the project pose any threats to existing livelihoods, subsistence, or property ownership rules or customs, and how would men and women be differently impacted by this?
- ▶ Could any of the above changes lead to increased domestic or gender-based violence?
- ▶ What steps can be taken to prevent or minimize potential subsequent risks of domestic or gender-based violence?

### INFLUENCING INSTITUTIONS

- ▶ What influencing institutions or other stakeholders, such as civil society or community groups—especially those that work with women—and labor unions—particularly all-male unions—could either help or hinder your gender equality efforts?
- ▶ How can you work with them to partner on gender equality efforts or ensure that company gender equality efforts won’t be obstructed?
- ▶ How can the project work within or strengthen existing social structures and processes to further gender equality efforts?

### **SOCIAL SUBGROUPS AND VULNERABLE POPULATIONS**

---

- ▶ Do any social subgroups or vulnerable populations (such as those of lower social classes, higher poverty levels, ethnic minority groups, disabilities, or anyone else with less voice and agency) have additional gender issues or particular sensitivity to community gender issues?

### **SAFETY AND HEALTH**

---

- ▶ Will the project increase the risk of violence for women or men (domestic, gender-based, or other), sexually transmitted infections, or other threats to their personal safety or health?
- ▶ What steps can be taken to prevent or minimize these risks?
- ▶ Are there any injured, ill, or disabled members of the community who are usually taken care of by their female relatives?
- ▶ Will the health and wellbeing of these individuals be affected by the changes in power dynamics or increased gender equality?

### **PARTICIPATION AND BENEFIT SHARING**

---

- ▶ Will both men and women have opportunities to participate in the project through employment, local supplier development, community initiatives, and benefit sharing?
- ▶ How can the company ensure that both women and men voice their opinions in community consultations?
- ▶ How can the company ensure communication and connection with the community's female and male leaders?
- ▶ What is the likelihood of elite capture (benefits going to members of the community who are more well off, such as men or women who have higher socioeconomic status)?
- ▶ How can the concerns and participation of all members of society be taken into consideration?
- ▶ How can the project be designed to provide leadership and professional development opportunities to both men and women, for example, through leadership or project management roles in the company, community, or government?
- ▶ Will women or men face different hurdles or bear disproportionate costs to participate in the project?  
*TIP: This can include sacrificing paid work or juggling increased pressures of time and labor due to preexisting commitments to subsistence activities or domestic and childcare duties.*

---

## TOOLS 3.5-3.9: Address

### INCORPORATE INFORMATION FROM ASSESSMENTS INTO COMMUNITY ENGAGEMENT ACTIVITIES

The information culled from your gender-sensitive assessments can inform the design, development, and refining of your community engagement activities. The assessments will highlight areas of focus as these activities are put together. Key information will be uncovered, such as:

- Ways in which the OGM project is directly and indirectly affecting men’s and women’s traditional roles in the community
- Ways in which the project is changing men’s and women’s access to and control of resources
- Gender-based differences in perceptions of the project and potential benefits
- Gender-based differences in concerns and aspirations related to local economic and social development
- Training and capacity-building opportunities and needs for male and female community members<sup>36</sup>

Input from the gender-sensitive assessment phase can help inform decisions about the project, shape community outreach activities, and contribute to the design of benefit sharing and grievance mechanisms.

#### Why Include Women’s Voices in Activity Design?

For companies concerned with their bottom line, listening to men and women in the community has multiple benefits. Not only can it promote social license to operate, as noted ear-

“The men came presenting projects about road construction but the women wanted to tackle their health and nutritional priorities. Five years later, after pouring money into the area of infrastructure we are seeing the same levels of unhappiness in the home. Perhaps the women were right.”

— Mining company official in Peru

Source: *Gender-Sensitive Approaches for the Extractive Industry in Peru*

---

<sup>36</sup> Bernie Ward and John Strongman, *Gender-Sensitive Approaches for the Extractive Industry in Peru: Improving the Impact on Women in Poverty and Their Families*, 1.

lier, but activities designed with input from both men and women are also likely to be more effective in their use of funds.

Experience shows that men and women often have different investment priorities. Anecdotal evidence from a World Bank project in Peru indicated that women were more likely to choose investments that benefited long-term community sustainability. Men, on the other hand, were more likely to suggest spending revenue on infrastructure projects that might have lower tangible development impacts. Other studies note similar outcomes.

*When women are included, programs tend to be more focused on the community's immediate development needs, including health, education, capacity building and nutrition, and focused more on medium-long term infrastructure projects. Where only men's voices are heeded, evidence shows that community funds tend to be used for projects with lower development impacts, or less wide-spread interest, such that these investments do less to improve key development indicators on health, education, and sanitation.<sup>37</sup>*



Clearly, companies must make the effort to engage communities in an inclusive manner at all stages—from consultation on the operation itself, to selecting, designing, and managing community outreach projects.

This section features five tools to help integrate gender sensitivity into project design, grievance redress mechanisms, and community initiatives. Note that the tools work equally well for companies that already have in place well-developed community engagement protocols. If this is the case, use the tools as supplemental guidance to incorporate additional measures into your existing processes. This will help maximize the integration of the gender dimension into project design and implementation.

---

<sup>37</sup> Adriana Eftimie, Katherine Heller, and John Strongman, *Gender Dimensions of the Extractive Industries: Mining for Equity*, 20.

**TOOL 3.5:****Facilitate Gender-Equitable Participation in Consultations on OGM Operations**

- ▶ **GOAL:** Ensure women's equal participation in consultations for design of OGM operations and community initiatives
- ▶ **TARGET UNIT:** Community Engagement Team

Over the life of a project, community consultations can take place in a variety of circumstances. Consultations can be held ahead of project initiation, as part of exploration and community consultation; they may be held during the operational phase at various stages as part of different community engagement activities; they may be held to discuss issues related to operations or benefit distribution; or they may be held to discuss project closure. An ongoing, trusted, transparent, and accessible consultation process is essential to:

- Keeping open communication between company and community
- Maintaining up-to-date understanding of social license
- Continuing ability to address concerns
- Preserving smooth and undisrupted operations

To facilitate these goals and guarantee ongoing dialogue, conduct regular consultations that are accessible to all members of the community. Be aware that gender roles and responsibilities often mean that men, women, or other vulnerable groups in the community may not have equitable access to consultations. Adapt accordingly, so that consultative forums reflect all community viewpoints. Remember that investment in a robust consultative process can help you avoid more costly issues down the road.

**FOUR STEPS TO FACILITATING WOMEN'S PARTICIPATION IN CONSULTATIONS**

What follows is a four-step process that will help increase women's participation in consultations.<sup>38</sup>

**Step 1: Understand the community by conducting community and social mapping.**

This information might have been uncovered in the baseline or social impact assessment. But if your consultations occur later, changes could have happened in the meantime. So, use this step to ensure that your community mapping is up to date. Be sure to map variations in gender as well as social and ethnic classes, such as:

- Female-headed households

---

<sup>38</sup> The majority of this list was modified from Adriana Eftimie, Katherine Heller, and John Strongman, *Gender Dimensions of the Extractive Industries: Mining for Equity*, 22.

- Groups of differing religious, cultural, or ethnic affiliations
- Variations in social/economic classes

Ensure that mapping includes gender-disaggregated information such as:

- Gender roles
- Gender responsibilities
- Gender differences in time allocation, amount of free time, or lack thereof (time poverty)
- Gender differences in access to and control of land and resources
  - » Gender differences in land usage
  - » Gender differences in land titling and ownership
  - » Gender differences land renting

Note that the information gathered in the activity and access and control profiles as detailed in Tool 3.3 can be helpful here.

### **Step 2: Make sure that consultation logistics facilitate women's participation.**

Logistics to be considered include timing and location. If it will be difficult for women to attend, make alternative arrangements so that the consultation is as inclusive as possible. To support gender diversity in the consultation process, consider:

- Setting targets for a gender equitable consultation, including equal numbers of men and women. Where co-ed consultations are not feasible (for instance, where cultural norms make this difficult), consider single-sex consultations.
- Scheduling meetings at times and locations convenient to women, determined through discussion with key community women.
- Address obstacles to women's attendance by recognizing them and providing solutions, such as providing transportation, childcare, and other support for domestic work.
- Use participatory mechanisms such as opportunity rankings and community score cards to invite diverse and anonymous suggestions, opinions, and votes from men and women during consultations.

### **Step 3: Facilitate women's leadership.**

Make sure that there is gender diversity in leadership and the various representative positions in community management structures that related to the project. This includes chairs of any committees established to ensure communication between community and company. To help with this, several measures may be needed:

- **Leadership training:** If there are not enough qualified women for these positions, offer leadership training programs for women so they have the qualifications needed.
- **Gender awareness training:** If men in the community express resistance to women holding these leadership positions, conduct awareness training on women’s equality and the benefits of gender equality in community and project leadership

In addition, consultations with community leaders should occur at all stages of the project and community program and revenue management decisions. This group should always include formal and informal male and female community leaders.

Whenever possible, try to validate the credentials of the individuals—for example, by asking around from multiple sources—to ensure that they are, in fact, recognized community leaders and that they will reflect community views. It may be necessary to hold multiple consultations to capture varying viewpoints.

**Step 4: Create an environment open to women’s participation and leadership by sharing knowledge and building capacity.**

Gender training for community members and company staff—including supervisory and security staff—can help open minds and broaden perspectives. Use such programs to:

- Increase gender awareness and sensitivity
- Educate community members and staff about the benefits of gender equality in the project and in the community
- Inform community members and staff about the interventions that will take place and allow open discussion about the changes to local customs and traditions that might result
- Reduce harassment and resistance to gender equality initiatives (For detailed guidance on how to reduce harassment in the workplace, see Tool Suite 2)
- Encourage staff to collect information about gender aspects of project operations

“Empowering women is likely to ensure economic development of the community thanks to the multiplier effect. This will give the mining company a stronger social license to operate.”

— Meg Kauthen

Source: “*Outside the Mine Gate: Empowering Women Through Inclusive Business.*”

## TOOL 3.6:

### Ensure Gender Sensitivity in Participatory Monitoring and Evaluation and Grievance Mechanisms

- ▶ **GOAL:** Ensure women participate in participatory monitoring and evaluation as well as in grievance mechanisms for project-affected communities
- ▶ **TARGET UNITS:** Community Engagement Team and/or Independent Gender Expert

#### ABOUT SOCIAL ACCOUNTABILITY STRATEGIES: PARTICIPATORY MONITORING AND EVALUATION AND GRIEVANCE MECHANISMS

Community members—male and female alike—must have a way to express satisfaction, concerns, questions, or complaints about an OGM project and about specific community outreach activities. That is why participatory monitoring and evaluation processes and grievance redress mechanisms are key.

Such instruments are especially valuable if all voices were not heard and incorporated at the various stages of project development. They are efficient and effective methods to identify existing and potential problems as early as possible. Involving both men and women in the initial design of the processes and mechanisms—as well in their execution— will ensure optimal effectiveness and functionality for all members of the community. This will increase their potential for success, and, in turn, contribute to the smooth operation of the project and community initiatives.

Participatory monitoring and grievance mechanisms take a number of forms, each with its own values and specific implementation techniques. Rather than detailing every technique, Tool 3.6 provides guidance that can be incorporated into any of the approaches you might consider using.<sup>39</sup> Note that many financial institutions require such mechanisms. For example, IFC Performance Standard 1 requires the establishment of grievance mechanisms to hear grievances and facilitate resolution of affected communities’ concerns related to IFC clients’ environmental and social performance.

#### Designing Gender-Sensitive Participatory Monitoring and Evaluation Processes

Participatory monitoring and evaluation techniques (such as participatory rural appraisals, key informant interviews, outcome mapping, and community score cards) differ from traditional monitoring and evaluation methodologies because they allow the project-affected community to play a role in determining indicators, priorities, and how success of projects and community initiatives is measured, as well as to give communities ownership over outcomes. Development institutions are

<sup>39</sup> For more information on designing grievance mechanisms, see IFC’s “Good Practice Note: Addressing Grievances from Project-Affected Communities,” [https://www.ifc.org/wps/wcm/connect/topics\\_ext\\_content/ifc\\_external\\_corporate\\_site/sustainability-at-ifc/publications/publications\\_gpn\\_grievances](https://www.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/sustainability-at-ifc/publications/publications_gpn_grievances), and CAO’s “Grievance Mechanism Toolkit: A practical guide for implementing grievance mechanisms in different sectors,” <https://www.cao-grm.org/>.

increasingly utilizing participatory monitoring and evaluation because they ensure more accurate analysis of project success.

Men and women in the community should have the ability to play an equal part in all steps of the participatory monitoring and evaluation process, and they should be encouraged to do so. Here are some ways to facilitate inclusive participation:

- **Set indicators:** Any participatory monitoring technique starts with the definition of indicators of success—that is, a successfully implemented project, or delivered service. Allowing those impacted by a service to be involved in determining the metrics by which it is evaluated helps ensure that you are focusing on the key project attributes and services and demonstrating commitment to accountability for these services. It is essential that women in the community are involved in determining these indicators, so that they reflect the priorities of both men and women. Indicators can be determined at the project and program level as well as on a higher level, such as those that can measure increases in women’s equality in the community and/or the meeting of their strategic gender needs—such as the percentage of women who participate in community meetings or the percentage of women with access to cash income or land titles.
- **Disaggregate the data for gender:** As previously noted, disaggregating data by gender is one of the first steps in integrating gender sensitivity into project and community initiatives. The only way to assess whether a project or program is disproportionately harming women is to view its impacts on women separately from its impacts on men. Programs and policies that appear to be “gender neutral” stand the risk of benefiting men over women. For more, see Tool 3.4.
- **Share and analyze data with both men and women:** Results can be developed publicly, such as through community meetings, or confidentially and later disseminated. Take care to ensure equal participation by men and women and that they have equal access to results.



- **Adapt the project or program to reduce negative impacts on women and increase equal benefits:** Gender-disaggregated data should be analyzed against baseline data to determine ways in which the project or program may be inadvertently harming or benefiting men and women disproportionately. Changes and adaptations should be made in collaboration with men and women from the community, so they will have a role in ensuring equal benefit from the project.

### **Designing Grievance Redress Mechanisms for Women and Men**

Grievance mechanisms provide a formal and transparent process for community members to voice their concerns or questions about OGM projects. These mechanisms range from a simple approach, such as a box to deposit handwritten complaints, to more complex and formal processes.

Many institutional investors require that project-affected communities have access to a grievance mechanism process. It creates a credible way to learn of community concerns so you can take the necessary steps to address the issues, thus minimizing risk and safeguarding the company-community relationship.

#### *Obstacles to participation*

Men and women, including vulnerable groups within both communities, may face obstacles when it comes to voicing their grievances about an OGM project. These obstacles can range from logistical to cultural challenges, such as:

- **Cultural expectations for women or certain vulnerable groups:** This may lead them to remain silent about grievances.
- **Lower levels of literacy among some community groups:** This can make it difficult to express concerns.
- **Limited familiarity with formal processes:** This can occur if the company does not ensure equitable participation in consultations and community meetings.
- **Lack of gender-diverse grievance mechanism staff.**
- **Lack of understanding and knowledge about the community on the part of grievance mechanism staff:** They may not be familiar with the issues faced by men, women, and vulnerable community members. They also might lack training on the appropriate handling of gender-sensitive issues.
- **Culturally based gender dynamics:** In some communities, women are expected to rely on male family members instead of directly accessing grievance processes, law enforcement, or lawyers.
- **Reliance on informal grievance structures:** Some community groups may be more familiar with informal grievance structures, such as women's associations. Some might believe that it is not their place to participate in formal grievance mechanism procedures.

### Concrete steps to enable equal access to and use of grievance mechanisms

Here are specific measures your company can take to ensure that men and women alike can make use of the grievance mechanisms you have in place.<sup>40</sup>

- Involve women in the design of the mechanism from the very start.
- Publicize all relevant steps of the grievance process and make sure there is broad reach throughout the community: This includes information on points of contact for access to the mechanism, how to register a complaint, stages and timelines of the mechanism, when complainants can expect to receive communication on the progress of their complaint, and availability of advisory or expert support resources and how they are funded.<sup>41</sup>
- Keep up a steady stream of publicity about the mechanism: This will guarantee that members of the community—including new community members—will remain informed. Engage local community organizations, women’s groups, or NGOs to help ensure that the information continues to reach diverse members of the community.<sup>42</sup>
- Examine any potential barriers that might prevent women’s equitable access and participation (see list above).
- Ensure that the mechanism is rights-compatible in both process and outcomes: See next section for more on this.
- Base the design of the mechanism on the inclusion, participation, and empowerment of all individuals, paying particular attention to vulnerable people.
- Appoint a gender champion to ensure that men’s and women’s grievances are addressed equally:
  - » At a minimum, appoint one gender champion within the community engagement team.
  - » For best practice and to avoid elite capture, also bring on a democratically elected gender representative from within the community.

### Ways to Facilitate Equal Access to and Use of Grievance Mechanisms

Here are some examples of ways to encourage the use of established grievance mechanisms by all community members, male and female alike.

- Do not charge a fee for use.
- Provide simple, user-friendly forms, with clear directions.

<sup>40</sup> Christina Hill and Kelly Newell, *Women, Communities and Mining: The Gender Impacts of Mining and the Role of Gender Impact Assessment*, Carlton: Oxfam Australia, 2009, 6.

<sup>41</sup> Corporate Social Responsibility Initiative, *Rights-Compatible Grievance Mechanisms: A Guidance Tool for Companies and Their Stakeholders*, Cambridge: John F. Kennedy School of Government, Harvard University, 2008.

<sup>42</sup> CSRI, *Rights-Compatible Grievance Mechanisms: A Guidance Tool for Companies and Their Stakeholders*.

- Enable access to the process for people who only speak the local language or who are illiterate: Provide assistance and safeguards to ensure the successful filing of their grievance.
- Create an authorization process for third-party complaints: For complaints filed on behalf of someone else, provide a way to confirm that the person filing the complaint is authorized to do so.
- Clearly publicize more than one point of access to the grievance mechanism: Designate at least one independent access point, separate from the company, such as a community organization or representative, trade or worker’s union or representative, ombudsman, or hotline. Make sure that it is available to everyone, not just to the members of the organization or union they might represent.<sup>43</sup>
- Provide separate locations and consider any additional accommodations necessary to facilitate participation of women and men as needed.
- Ensure the safety and security of locations for both men and women: Access points should be well-lit, easily accessible, not secluded, and not too public.
- Ensure the anonymity of complainants.
- Take every complaint seriously and treat every complainant with respect.
- Consider training for local community groups: In some communities, there may be a preference for informal grievance structures. In such situations, local community groups, women’s associations, or women’s dialogue platforms can be provided with training, so they know how to handle grievances relayed to them. This also will help ensure that your formal grievance process incorporates any grievances gathered in this way.

---

<sup>43</sup> CSRI, *Rights-Compatible Grievance Mechanisms: A Guidance Tool for Companies and Their Stakeholders*.

**TOOL 3.7:****Design a Gender-Sensitive Resettlement Process<sup>44</sup>**

- ▶ **GOAL:** Ensure the resettlement process facilitates equal opportunities and minimizes disproportionate harm to women
- ▶ **TARGET UNITS:** Community Engagement Team, Resettlement Specialist, and/or Independent Gender Expert

Sometimes, natural resource projects require resettlement of local residents. In such situations, the most disadvantaged or vulnerable<sup>45</sup> members of the community are the most at risk of further marginalization. They might have the most difficulty reconstructing their lives following resettlement. And yet, they could receive the least amount of compensation and assistance from traditional resettlement programs.

To provide the greatest latitude for project-affected people so they can make their own decisions for their post-resettlement life, an inclusive resettlement process—one that is tailored to the specific needs and concerns of each subgroup and that involves full engagement with all community members—is critical.

“[T]he test of any successful resettlement is not whether the majority of resettlers have adapted or consider themselves better off, but how the most marginalized and vulnerable have fared, since this is where the risk of human rights violations is greatest.”

*Source: “Oxfam America: Mining, Resettlement, and Lost Livelihoods.”*

**COMPENSATION FOR BOTH LANDOWNERS AND LAND USERS**

When a company negotiates land purchase or resettlement with a project-affected community, resettlement is often designed to compensate landowners, so they can maintain or improve their quality of life and income-generating activity. The problem here is that many of the land users are not the landowners themselves. So, an arrangement that only calls for compensation of landowners means excluding an entire group of community members—land users. Often among the poorest and most vulnerable, land users may rely on the land as their main source of shelter, subsistence, and livelihood. They are at significant risk of losing it all if the resettlement process does not address the situation.

One way to ensure that all those affected by resettlement are considered is the approach taken by IFC. IFC Performance Standard 5 requires that “economically displaced persons who are without legally recognizable claims to land...will be compensated for lost assets other than land (such as crops, irrigation infrastructure and other improvements made to the land) at full replacement cost.”

<sup>44</sup> Much of this tool draws from Asian Development Bank, *Gender Checklist: Resettlement*, Manila: Asian Development Bank, 2003.

<sup>45</sup> “This disadvantaged or vulnerable status may stem from an individual’s or group’s race, color, sex, language, religion, political or other opinion, national or social origin, property, birth, or other status. The client should also consider factors such as gender, age, ethnicity, culture, literacy, sickness, physical or mental disability, poverty or economic disadvantage, and dependence on unique natural resources,” IFC Performance Standard 1, page 4.

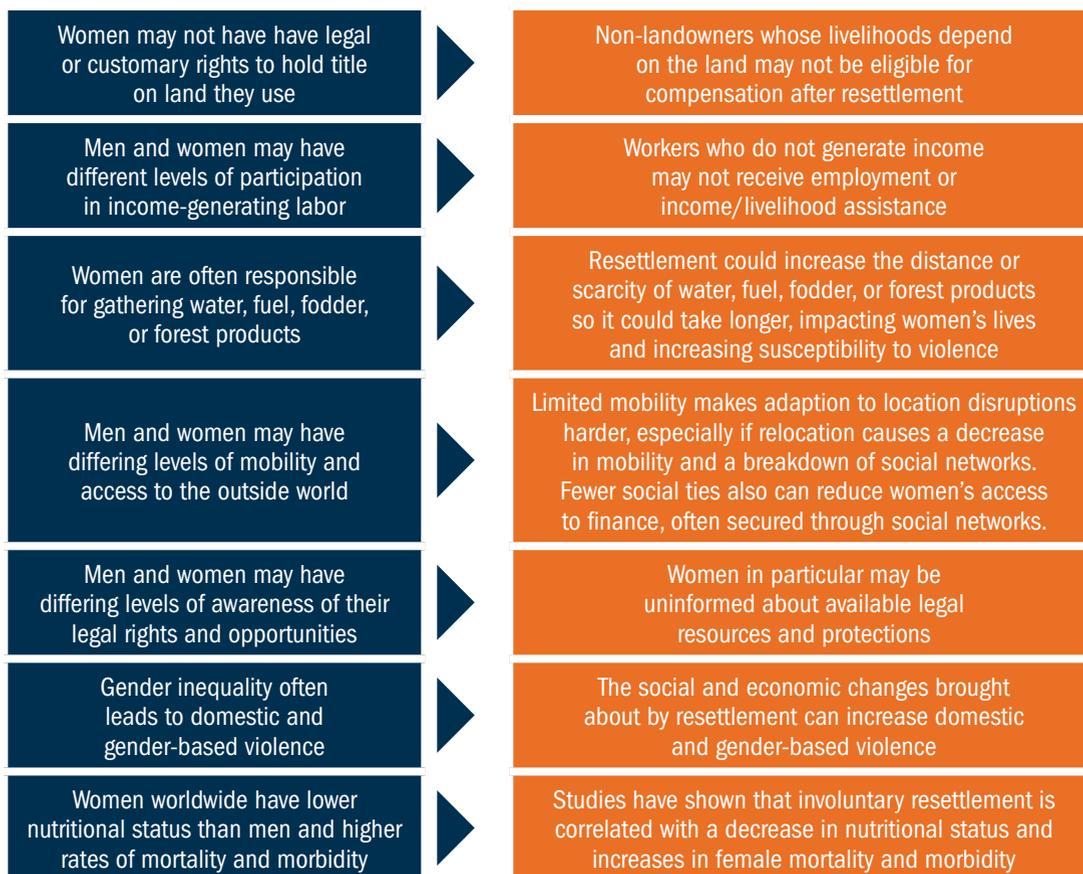
### WOMEN AT INCREASED RISK IN RESETTLEMENT PROCESS

Failure to customize the resettlement process to the needs of the people being resettled could increase the risk that the community—or those most vulnerable, who are often women—winds up worse off than before the project.

In many countries, women are prevented from owning land in their names, due to legal restrictions or local customs. A resettlement process that does not account for this could mean that women are more vulnerable to the loss of land or livelihoods—or to inadequate compensation for the loss of land that they, in fact, do own or use. For women whose domestic responsibilities depend on land access, such as subsistence farming, the lack of compensation for resettlement can increase pressure and exacerbate other inequalities within the home.

Resettlement processes that worsen gender disparities can have negative impacts not only for the community, but ultimately for the company as well. On the other hand, experience shows that gender-equitable and inclusive community engagement strategies, with a focus on poverty reduction, will help to secure stronger social license to operate—the cornerstone of a quality relationship with the community.

**FIGURE 3-A** How Gender Affects Resettlement Impacts



When both men and women feel that agreements are beneficial, it can reduce friction within the household and within the community. It also can help mitigate the risk of protest and other project opposition that could disrupt operations and alarm investors.

While this tool focuses on ensuring that men and women are included in developing resettlement plans, it is important to remind users of the tool suite that men and women are not homogenous groups, and that there are varying levels of vulnerability. When it comes to consultations, negotiations, compensation, and options for relocation and livelihoods, the resettlement process must reflect the needs of all members of the community, with an inclusive approach that extends to all women and men and every member of the household. Be sure to account for religious, cultural, and economic differences, such as socio-economic status, religion, ethnicity, disability, and civil status. Use of the assessment tools featured in this tool suite can help you develop a better understanding of the community’s cultural norms, gender dynamics, roles and responsibilities, and diverse subgroups, which will enable a more effective and equitable resettlement process.

Note that this tool is not intended as a comprehensive resettlement guide; rather, it is designed to supplement your preexisting resettlement strategy. The goal is to ensure that your strategy anticipates the needs of impacted male and female community members alike with responses that appropriately address these needs before, during, and after the transition.

## GUIDE TO A GENDER-SENSITIVE RESETTLEMENT PROCESS

Before starting the resettlement process, be sure to have in place a gender-balanced resettlement team. This balance can improve responsiveness to community issues and can lead to more nuanced, gender-sensitive resettlement planning. A gender-diverse team also helps facilitate communication with the various segments of the community, since all-male or all-female teams might have a hard time interfacing with certain groups.

### Phase 1: Understand and Prepare the Community

This first phase is critical to ensuring an equitable and gender-sensitive resettlement process. The steps are detailed below.

*Step 1. Collect relevant, gender-disaggregated data during the assessment stage.*

- a. Division of labor within the household

“The key to participation is full information. If the affected persons are to exercise their rights to rehabilitation, they must be fully informed.”

*Source: Gender Checklist: Resettlement, Asian Development Bank*

- b. Role of men and women in decision-making mechanisms within the community and the household
- c. Contribution to household income (formal and informal work, financial and in-kind contributions) and livelihood activities
- d. Access, control, and ownership of land, property, finances and other resources at the household level (see next section on land ownership and usage for specific land and property data to collect)
- e. Levels of awareness on legal rights and processes, extent to which rights are exercised, and degree of interaction with officials and institutions such as banks
- f. Existence of women's solidarity networks, such as cooperatives focused on production activities
- g. Health and nutrition indicators, especially services available to women and vulnerable people
- h. Education and literacy levels
- i. Languages spoken:
  - » Female community members in particular, as well as ethnic minorities, and/or the less educated may not speak the national language.
- j. Gender dimensions of legal and/or customary use and ownership of land:
  - » Are there gender dimensions to formal and customary laws regarding ownership, transfer, and inheritance of land, property, and natural resources?
  - » Is the national government a signatory to any international agreements governing resettlement?
- k. Formal owners/tenants of any land considered for resettlement
- l. Actual users of any land considered for resettlement, regardless of whether they are the formal tenants
- m. Returnship:
  - » What land is being returned after project decommissioning?
  - » To whom is land being returned?
- n. Potential impacts and risks from giving money or other benefits directly to men or women:
  - » Do funds given to men reach the family?
  - » When women receive money, do men assume control of it?
  - » Does giving money to women increase the risk of domestic or gender-based violence?

*Step 2. Ensure women's participation in consultation, negotiation, and planning.*

- a. Confirm that compensation and resettlement programs and safeguards are considered and designed for both owners and users of land.
- b. Ensure that men and women from all socioeconomic groups are fully informed about the project and resettlement process and allow them to review plans, through open and accountable processes:
  - » Schedule community forums and consultations, as opposed to solely one-way information flows, to facilitate dialogue and answer questions from community members.
  - » Ensure that meetings are conducted in local languages and that prepared information is translated into languages spoken by community members.
  - » Provide alternative methods of communication for illiterate residents.
  - » Take special care to include vulnerable women: those in poverty, single, widowed, disabled, or belonging to ethnic minority groups.
- c. Involve both men and women in decision making and in the design of the resettlement process at all stages.
- d. Include men and women in consultations and negotiations and factor them into all phases of the land and resettlement process, from planning to implementation: as opposed to limiting consultation to community leaders, who are often men.
- e. Use techniques and accommodations as suggested in this tool suite to secure the presence of both men and women from all socioeconomic groups:
  - » Schedule consultations at times and locations convenient for both men and women.
  - » Arrange childcare if necessary.
  - » Convene separate meetings with men and women and/or have corresponding gender facilitators for gender-specific groups: This can be especially useful in gathering differing views on sensitive issues such as water, sanitation, hygiene (including toilets), house plans, and domestic and gender-based violence.



- » Use participatory rural appraisal techniques<sup>46</sup> such as time use analysis, agricultural calendars, focus group discussions, and transect walks, to uncover data and encourage participation of men and women.

*Step 3. Determine budgeting and finance options conducive to the sustainability of resettlement services.*

- a. Adequately analyze the full cost of resettlement and have a contingency budget: This will reduce the risk of adding to the community's financial burden and contributing to poverty.
- b. Identify services in need of community funding: Communities may need financial contributions in support of long-term operations and maintenance of services.
- c. Consider partnering with government or NGOs for long-term financing of services.
- d. Include specific line items in the budget for gender activities and communicate this information to women so they are aware that the funds exist.
- e. Establish a monitoring process: This will ensure that the funds are used for their intended purposes.

## **Phase 2: Work Collaboratively and Equitably with Community for Resettlement and Compensation Programs that Meet All Needs**

Involving male and female community members on resettlement location and structure, assistance programs, and support services is the only way to ensure that the process meets needs and enables equal access and benefit. In addition, participation of men and women in decisions related to resettlement design and process increases the likelihood that it will benefit the community as a whole.

Here are the steps to follow in designing a tailored, inclusive and gender-equitable resettlement and compensation program.

*Step 1. Use innovative approaches to enable women's access to benefits.*

- a. Ensure that both spouses are aware of, have a say over, and agree on the compensation packages.
- b. Consider alternative strategies to determine compensation, based on real impacts of resettlement, in situations where men and women have unequal ability to own land:
  - » This effort might include exploring local custom for hidden bias: For example, in situations where a divorced, widowed, or single woman lives with her adult sons, be sure to account for her land use patterns when determining compensation.

---

<sup>46</sup> For more information on participatory rural appraisal (PRA) techniques, please see: Robert Chambers, "The Origins and Practice of Participatory Rural Appraisal," *World Development*, Vol. 22, no. 7, 1994: 953-969.

- c. Create a transparent compensation process:
  - » Make sure that the information is available to all men and women, and not just to the male and female heads of the household.
  - » Provide information in the languages spoken by community members as well as alternative methods of communication for the illiterate.
- d. Consider varied/alternative means of compensation—cash, check, or bank account—to give affected individuals options based on the best fit with their needs:
  - » Direct deposit into bank accounts could be the best option, since compensation received in cash is sometimes spent quickly and might not be available for family needs.
  - » Listen to potential differences in preferences between women and men: Men may prefer cash compensation while women may favor another option.
- e. Consider giving men and women their compensation directly or depositing it into joint bank accounts: This will ensure that both men and women have financial access and that funds withdrawal will require joint signatures:
  - » If national, regional, or local laws prohibit such direct monetary compensation for women, consider alternative forms of resettlement assistance packages or other options to ensure equitable compensation.
  - » Assess potential risks that could arise as a result of giving money or other benefits directly to men, rather than to women, such as increased risk of domestic or gender-based violence:
    - › Consult with both men and women as part of this process.
    - › If potential risks are determined, look at ways to mitigate them.
- f. Make sure that female-headed households receive the same benefits as male-headed households:
  - » Get to know the intricacies of the nontraditional households within the community.
  - » There could be households within households that are entitled to receive their own resettlement compensation and assistance in the name of the female head of household. For example:
    - › Female-led households headed by a divorced or widowed woman may reside within their parents' or larger families' households and may include multiple generations.
    - › In some countries and within some communities, polygamy is common and often results in the first wife receiving resettlement measures while the remaining wives may not be considered equal beneficiaries. In such situations, implement measures to ensure equal access for all spouses to resettlement consultations and benefits.

*Step 2. Support equitable access to formal land tenure and compensation.*

Women may have difficulty exercising their rights as title holders, or they may have less access to formal landownership. Efforts to document ownership status and ensure compensation that reflects actual ownership status are critical. Provide assistance to support equal access to:

- National identity documents, often needed to establish title.
- Bank and postal accounts in each individual's name: Alternatively, establish husbands and wives as joint signatories on bank accounts, as often only husbands' names are listed.
- Land titles: Divorcees and widows are in particular need of assistance here. They may face cultural, political, or legal difficulties in accessing their right to their land. Also note that in some contexts, women who hold the formal title to land may still face cultural, procedural, or customary law barriers to exercising this right.

*Step 3. Make sure that support for alternative livelihoods meets men's and women's needs. Provide opportunities or plans for women and men who were employed by the project or who had income-or subsistence-generating activities linked to the project, such as:*

- a. Skills training or employment opportunities:
  - » Men and women may have had different access to education and training opportunities. When an OGM company offers alternative options for employment after resettlement, keep in mind that there may be gender disparities in who is eligible for these new employment opportunities. Providing training opportunities for these new positions will allow for more equal access to alternative livelihood and employment opportunities.
  - » In situations where women's work is concentrated in smaller, less formal sectors, such as gathering forest products, working in fields, or selling produce, women may be particularly vulnerable to losing their source of income during resettlement, especially if they do not have the same land or access to markets. It is essential to include these informal economic activities in resettlement plans and offer comparable or better alternative livelihood options.
- b. Access to credit and microfinance schemes
- c. Compensation for loss of income (even for informal income) and loss of assets (including natural resources such as rivers or agricultural land): Note that such compensation should not be viewed as a substitute for sustainable, long-term livelihood opportunities.

*Step 4. Involve both men and women in resettlement site selection and housing design.*

Site selection and housing design may affect men and women differently. In some circumstances, women might not adapt as easily, given their gender roles, responsibilities, and levels of mobility. Involving men and women in the selection and design process ensures that all new infrastructure and resources meet the needs of the entire family.

- a. Site selection: Failing to involve both men and women in these important decisions could pose risks for decreased access to resources, employment, education, healthcare, or markets, as well as reduced safety and security.
  - » Make sure that the new location does not restrict access to markets, food, water, or other resources for whatever reason, including increased security risks and vulnerability.
  - » Check that the new location is not in an ecologically or geologically unsafe, polluted, or otherwise vulnerable area.
  - » Make certain that the soil quality at the new location is the same or better than the original location to facilitate equal or improved food security.
- b. Home construction and design:
  - » Discuss preferences on settlement, housing structure, and design with affected male and female community members alike.
  - » Consult with men and women equally on whether they prefer to receive funding and materials to build their houses themselves.
  - » Consult with both men and women on other forms of support they might need.
  - » Have a plan in place to ensure that basic needs are met during the transition phase between the original community/housing and the new housing. This is particularly important for women, children, the elderly, and vulnerable people.

*Step 5. Guarantee equal or improved access to civic infrastructure, including water, sanitation, and fuel resources.*

This effort includes making plans to maintain the infrastructure. It is possible that the government could assist with provision of water (wells), waste disposal, sewage, or other services, so be sure to check on the availability of public resources.

- a. Incorporate access to key infrastructure in the resettlement process, including:
  - » Roads and other transit/mobility options: This will ensure access to basic infrastructure, schools, healthcare and other essential places, as determined by the community. Note that consulting women to ensure that their transit needs have been met is essential in contexts where women have lower mobility than men. This also involves fur-

“Looking at our community programs from a gender perspective, we know that women’s participation in community programs facilitates more broad-based and lasting outcomes, compared to those designed solely by male community leaders.”

*Source: Rio Tinto, Why Gender Matters: A Resource Guide for Integrating Gender Considerations into Communities Work at Rio Tinto.*

ther questioning to determine the arrangements needed to accommodate women’s transit needs, during the transition period and in the new location. Make sure to include single, pregnant, elderly, female-headed households, and any other vulnerable groups in these consultations.

- » Sanitation facilities such as toilets and bathing facilities: If the plan is to build communal facilities, consider adding lighting to increase women’s safety.
  - » Water sources: In situations where women are responsible for water collection, be sure to involve them in decisions about the siting and design of water-related infrastructure, such as taps and wells. This will help guarantee equal access and increase the chances that they will maintain the facilities.
- b. Ensure that access to basic resources such as fuel and water is maintained or improved in the new location: Often, women and girls are responsible for gathering these basics. So, a resettlement that makes these resources harder to find or puts them at a further distance away can increase women’s time poverty, creating negative consequences such as girls dropping out of school to help their mothers at home.
  - c. Consider using resettlement as an opportunity to introduce new stove technologies: This effort should involve input from men and women alike, particularly in situations where men and women may have different responsibilities for purchasing stoves—as opposed to using them. New stoves can reduce fuel collection time. They also lower the risk of the indoor air pollution that can lead to respiratory problems in women and children, who are often in closest proximity to operating stoves.
  - d. Divide the responsibilities for waste disposal and sewage management between the government and the community: Women and men should be included in any applicable trainings.

*Step 6. Guarantee equal or improved access to social infrastructure and social services.*

Consider using relocation as an opportunity to introduce services that the community needs but does not have. Assess whether government or NGO involvement can be secured for some of these services, such as connecting schools or healthcare centers to the national or regional systems. Make sure the effort includes plans for longer-term maintenance of these services. Consult with local women about the community’s needs for:

- a. Schools and educational infrastructure
- b. Hospitals and healthcare centers
- c. Childcare centers/services
- d. Places of worship
- e. Other social services and infrastructure that could meet their needs or aspirations

*Step 7. Put in place a gender-sensitive grievance mechanism process.*

For more on setting up a gender-sensitive grievance mechanism, see Tool 3.6.

*Step 8. Set up a gender-sensitive monitoring and evaluation process to evaluate the resettlement process.*

The monitoring and evaluation should enable the identification of shortcomings and gaps to be addressed in order to secure the wellbeing of the community, including women and other vulnerable groups. For more on this, see Tools 3.6 and 3.10.



## TOOL 3.8:

### Create Community Development Initiatives that Benefit Both Men and Women

- ▶ **GOAL:** Ensure that community initiatives are designed to reflect priorities of men and women in the community
- ▶ **TARGET UNITS:** Community Engagement Team, in partnership with Independent Gender Expert

In addition to assessing community status, impacts, and development objectives, many companies plan activities to promote community development. Such efforts include support for local economies, supply chains, and infrastructure. For rural communities that are under-served by government services, company activities and public-private partnerships can be important means of service delivery. These programs benefit both the community and the company. They facilitate positive relations, helping to achieve and maintain social license and smooth, uninterrupted project operations.

Including men and women in decisions about the type and structure of the company's community initiatives is critical to achieving real and sustained development and progress.

Tool 3.8 provides suggestions on incorporating men's and women's perspectives and needs in equal measure as the type and design of community development initiatives are determined. This includes ensuring gender-equitable access to and benefit from activities as well as initiatives specifically geared to promote the economic and social empowerment of women.

#### DESIGNING GENDER-EQUITABLE COMMUNITY INITIATIVES

The following recommendations for designing gender-equitable community initiatives will help you optimize impact and sustainability:

- Make sure that gender is integrated as a strategic priority in the design of multi-year community development plans.
- Use the information gleaned from your gender-sensitive baseline community and social impact assessments as key inputs in the design of your strategic community plan and specific community initiatives.
- Include men and women at all stages of consultation for planning and implementation of community development activities:
  - » Make sure to involve diverse participants from all social and economic strata, to avoid elite capture.
  - » If necessary, conduct separate meetings with men and men, at times, in places, and in languages that will support their active participation.

- Keep community regularly informed of progress towards delivery of initiatives and other commitments. This management of expectations could prevent unrest in the case of implementation delays.
- Engage women and men in monitoring and implementation of the initiatives.
- Provide constructive guidance, based on the baseline and social impact assessments, to encourage input from women who have not previously been engaged in consultations or community program design. Initially, it might seem as if the women lack ideas. But this could be due to limited exposure, since past programs may have only served to reinforce traditional roles and opportunities.
- Look for opportunities to link economic and social empowerment activities with the company's local supply chain needs:
  - » Collaborate with local procurement/sourcing colleagues to identify needs that could be filled through local sourcing.
  - » Use this information as a basis for community consultation on designing community training or support that could enable the expansion of local sourcing.
  - » Collaborate across departments to share activity costs.
- Gain consensus on community priorities and make sure that initiatives align with these priorities: Sometimes, communities agree to activities proposed by development professionals, even if they do not fit priorities, climate, or needs. Ensuring that activities genuinely align with community priorities will lead to higher success rates and, ideally, more positive impact for women.

### **BOX 3-E With Support, PNG Women Broaden Their Economic Horizons**

As part of a World Bank-supported Women in Mining project in Papua New Guinea, the local women requested sewing and baking training.

For the second round of this project, women again requested the same trainings, despite the fact that there were now limited market opportunities for sewing and baked goods.

Meanwhile, the project team conducted a market analysis of the community and the OGM company's supply chain needs.

The analysis uncovered additional economic opportunities focused on other sectors that offered more potential for sustainability and growth.

After learning about such opportunities, the women indicated strong interest in building new skills in these areas, so they could take advantage of the market demand.

## IMPLEMENTING GENDER-EQUITABLE COMMUNITY INITIATIVES

Here are some recommendations to guide you on gender-equitable community initiatives:

- Ensure that both men and women have equal opportunity to play a variety of roles in community programming: For instance, take steps so that women can assume leadership or management positions in community management of outreach activities.
- Stay informed about the community and gender initiatives of other companies, donor agencies, and NGOs in the area: This will avoid overlap and uncover opportunities for collaboration. Partnering with others also could help ensure sustainability after the project cycle ends and the company leaves the area.



### **BOX 3-F** Examples of Community Initiatives with Specific Benefit for Women

This list highlights activities that have been implemented in communities to offset potential negative project impacts that disproportionately affect women and to promote women's economic and social empowerment.

- Infrastructure projects to reduce women's time poverty
- HIV/AIDS awareness programs: This includes counseling, screening, public service announcements, and free condom distribution, which benefit both men and women. Note that in many contexts, women may have less autonomy over sexual behavior, so community-wide public health programs can have particularly strong impacts on women's ability to exercise healthy behaviors.
- Counseling, support, and shelter for victims of domestic and gender-based violence and alcohol and drug abuse: Such programs should be provided by trained experts and could be conducted in partnership with governments or civil society.
- Gender-based violence education and awareness: Programs should target both men and women to increase understanding of the consequences, legal implications, and broader impacts on the family.
- Gender-based violence education, awareness, and capacity building for local municipalities and authorities: In order to ensure that they are better prepared to respond.
- Programs to encourage girls' primary and secondary education: Such efforts might involve partnering with governments and include initiatives such as subsidy programs to encourage families to keep children in school, rather than sending them to work in artisanal or small-scale mining or helping with household chores.
- Programs to support women and children working in artisanal and small-scale mining:
  - » Increased enforcement of health, safety, and child labor regulations
  - » Public service announcements and/or training to educate miners about health risks and precautions to reduce exposure to toxins
  - » Subsidies or incentives for use of proper protective equipment
  - » Subsidies for families to send their children to school instead of to the mines
  - » Strategies to improve relationships or create partnerships with artisanal and small-scale miners, such as legal land concessions to artisanal miners as a community initiative
- Health programs or improved infrastructure to facilitate increased access to healthcare
- Education programs or improved infrastructure to facilitate increased access to education
- Capacity-building for female subsistence farmers: Examples include training on how to boost agricultural productivity and output.
- Capacity building and financial support for local and regional women's organizations: Such efforts also contribute to community self-sufficiency and reduce the risk of over-dependence on the company.

**TOOL 3.9:****Create Local Economic Development and Empowerment Opportunities for Women**

- ▶ **GOAL:** Develop activities that promote women's economic empowerment
- ▶ **TARGET UNITS:** Community Engagement Team, in partnership with Independent Gender Expert

Creating economic opportunity—in the form of employment and use of local suppliers—is one of the most clear-cut ways in which natural resource industries can contribute to the communities surrounding their operations (For detailed guidance on creating gender-equitable employment, and local supplier opportunities, see Tool Suites 1 and 2).

For women not engaged in formal employment or the supply chain, however, economic activities developed through community engagement activities can often support broader social and economic development by helping them build capital and control of resources. With this comes access to information, influence, and status. Building local businesses that are independent of the natural resource company makes these enterprises more sustainable throughout the various phases of the project, as well as after the project ends.

Tool 3.8 addresses the establishment of vital community and social support services. By contrast, this tool provides guidance on creating programs that directly target women's economic development and women's empowerment, giving women a path to increased economic and social independence. In turn, they will be able to make positive, long-term contributions to their families, communities, and themselves.

Use this tool in tandem with Tool 2.5, found in the Supply Chain tool suite, which offers strategies for supporting the development of local women-owned businesses. Note that economic development and empowerment activities can overlap in scope. As with Tool 3.8, women and men alike can benefit from many of the initiatives suggested here. Still the focus is squarely on ensuring women's access to such programs, which will eliminate barriers and facilitate the broader goal of progress toward gender equality.

**DESIGNING PROGRAMS FOR WOMEN'S ECONOMIC DEVELOPMENT AND EMPOWERMENT**

Here is some guidance on designing programs aimed at boosting women's economic opportunities and empowerment.

- Involve both women and men in programs whenever possible: This approach ensures benefit for all members of the community. It also contributes to men's acceptance of the programs, reducing any potential resistance if men believe that women have been unfairly favored.
- Mitigate potential gender role-related consequences: Women's participation in economic em-

powerment programs could detract from their traditional gender roles. For example, they may not have as much time for their domestic work. Mitigation strategies could include:

- » Childcare for working families
- » Support groups for working women and families
- » Improving technology and infrastructure to reduce domestic burdens and strengthen market access
  - › Wells to speed up water collection
  - › Mills to speed up processing of grain
  - › Lighting to allow women and children to work and/or study after dark
  - › Electricity to enable operation of such infrastructure, as needed

### WOMEN'S EMPOWERMENT FRAMEWORK

For more guidance when considering which community initiatives might have the highest success rate in terms of empowering women in the specific community in which you are operating, the Women's Empowerment Framework developed by Sara Hlupekile Longwe, a Zambian gender expert, can help.<sup>47</sup> This framework enables assessment of a project's contributions to gender equality and women's empowerment. It helps you determine whether the project will address women's needs and interests and whether it will encourage women's participation and control during the decision-making process. The framework defines five progressive levels of equality, in order from highest to lowest level of empowerment:

- **Control:** The ability to exercise agency and maintain balance of control between women and men over the factors of production.
- **Participation:** The ability to participate in consultation and decision-making processes. In a project context, this means active involvement in needs assessment, planning and design, implementation, and monitoring and evaluation.
- **Conscientization:** The awareness of gender roles and relations, and the understanding that gender division of labor and of benefit streams should be fair and equitable to both women and men.
- **Access:** The ability to access key factors of production (land, labor, credit, training), and project benefits.
- **Welfare:** The ability to access nutrition, health, medical care and other key determinants of material wellbeing.

The framework also distinguishes between women's issues and women's concerns and helps identify how well the project design reflects women's issues.

---

<sup>47</sup> For more, see: "A Conceptual Framework for Gender Analysis and Planning," an online learning module of the International Labour Organization and the Southeast Asia Multidisciplinary Advisory Team: <http://www.ilo.org/public/english/region/asro/mdtmanila/training/unit1/empowfw.htm>

By customizing charts such as the one shown in Table 3-I based on a specific project or initiative, the information can assess the degree to which a project or initiative addresses women’s empowerment. Work in tandem with the women who will participate in the programs to complete the chart, which also can be used for input as part of the larger participatory monitoring and evaluation process.

**TABLE 3-I** Women’s Empowerment Framework Form

LEVEL OF EQUALITY	LEVEL OF RECOGNITION OF WOMEN’S ISSUES		
	NEGATIVE	NEUTRAL	POSITIVE
▶ Control			
▶ Participation			
▶ Conscientization			
▶ Access			

**BOX 3-G** Programs to Encourage Women’s Economic Independence and Empowerment

- Adult literacy programs
- Employment counseling, vocational training, and business skills development: Programs can either prepare women for employment or business opportunities that currently exist in the local area:
  - » Direct employment with the OGM company, local supplier development, jobs at other firms, or for aspirational roles to fill a new local business or market need.
- Promotion of women’s entrepreneurship through:
  - » Start-up grants or access to microfinance and microcredit schemes: Before deploying such tools, be sure to find out about any financing gaps that would make entrepreneurship training futile. (See Chapter 1, section III of UN Women’s The power of procurement: How to source from women-owned businesses to learn about the unique challenges women face in accessing financial, social, and human capital.) Work in tandem with financial institutions to offer start-up grants or access to microfinance and microcredit schemes.
  - » Opportunities for women’s entrepreneurship that tie into local markets and/or local supplier development in the natural resource supply chain.
  - » Tourism or handicraft opportunities, depending on local context: Do not rely solely on such options, since there is often little market access for them.
  - » Support for women’s land ownership and land titling.
- Affordable social housing programs for female-headed households or other vulnerable members of the community
- Training and other programs to build women’s confidence: This includes instilling the belief that they have the power to bring about change.
- Scholarships and apprenticeship programs for women and girls to increase their access to education and skills training: Such programs can be general in nature or specific to the OGM sector.

---

## TOOL 3.10: Monitor and Sustain

Monitoring and evaluation are both essential in measuring baseline information and the positive and negative impacts of your project and community initiatives. Gender-specific indicators about economic, environmental, and social aspects of the project and community initiatives will allow you to assess what is working, what is not working, and where changes need to be made. These indicators give you a way to measure the extent to which attitudes toward your company's OGM project are changing and the reasons for the change. A careful and thorough monitoring and evaluation process is the only way to determine the effectiveness of your community engagement projects and programs in narrowing gender gaps in project-affected communities.

“The more accurate and reliable the data upon which an indicator is based, the better it will be as a measure of change—positive or negative. The accuracy of data is dependent on good engagement and consultation, a core principle of a gendered approach.”<sup>48</sup>

*Source: Why Gender Matters: A Resource Guide for Integrating Gender Considerations into Communities Work at Rio Tinto*

### DESIGN OF MONITORING AND EVALUATION PROCESSES FOR COMMUNITY ENGAGEMENT INITIATIVES

If possible, the monitoring and evaluation should include participatory processes that involve women and men from the community, such as participatory rural appraisals, key informant interviews, outcome mapping, and community score cards (See Tool 3.6 for more on this.) Other useful instruments include supplement quantitative surveys and evaluations with both mixed and same-sex focus groups. Key elements of a careful and comprehensive monitoring and evaluation process include the following:

- Evaluation of activities' positive and negative gender impacts
- Monitoring that is well organized, carefully planned, and frequently recurring: Build this into your multi-year project and community engagement plans and budgets.
- Activity-specific customization

---

<sup>48</sup> Deanna Kemp and Julia Keenan, *Why Gender Matters: A Resource Guide for Integrating Gender Considerations into Communities Work at Rio Tinto*, 70.

- Partnership with the community to ensure diversity of gender, race, and socioeconomic status: Community members should be involved at all stages, from the designing of indicators, to ongoing data collection and monitoring, to the evaluation phase.
- Adaptation and improvement of project and community initiatives as determined by results of monitoring and evaluation
- Repeat assessments at regular intervals during the project cycle, such as during significant changes like expansions: This allows for measurement of social, environmental, or economic changes and the extent to which they can be attributed to the project.<sup>49</sup>

### Well-designed indicators are key

When creating your monitoring and evaluation Framework, be sure to include indicators that are:

- Gender sensitive
- Linked to both local level and strategic gender targets
- Reflective of changes in the social status and roles of women and men
- Determined by the company and the community
- Inclusive of both qualitative and quantitative factors
- Reinforced by reliable data from the assessment phase, along with regular updates



<sup>49</sup> Deanna Kemp and Julia Keenan, *Why Gender Matters: A Resource Guide for Integrating Gender Considerations into Communities Work at Rio Tinto*, 70.

**TOOL 3.10:****Sample Indicators for Monitoring and Evaluating the Gender Mainstreaming of OGM Companies' Community Engagement and Community Initiatives**

- ▶ **GOAL:** Develop indicators to adequately measure and evaluate gender aspects of OGM projects and community initiatives
- ▶ **TARGET UNITS:** Community Engagement Team, in partnership with Independent Gender Expert

Table 3-J provides examples of indicators to measure the gender sensitization of your community engagement activities and community initiatives.<sup>50</sup> The indicators vary in scope, from micro-level changes easily attributed to your company's interventions to measures that assess larger, community-wide poverty metrics.

In designing your measuring instrument, try to keep your focus on indicators that measure changes directly attributable to your interventions. Otherwise, there is a risk of going too broad, which might yield a generalized assessment of the local poverty situation, but it will not yield insights on the effectiveness of your specific engagement initiatives.

Note that the table references “participants” rather than “community members,” as a way to define individuals in the community who participate in your company's initiatives.

**TABLE 3-J** Sample Indicators to Measure Gender Impacts of OGM Community Engagement Initiatives

THEME	INDICATORS <i>(Track data for men and women separately)</i>
Women's Economic Development	<ul style="list-style-type: none"> <li>▶ Percent of participants with bank accounts in their names</li> <li>▶ Percent of participants with access to loans, credit, and microcredit</li> <li>▶ Percent of participants who received loans in their name in the past six months by accredited banks or microcredit institutions</li> <li>▶ Ratio of female- to male-owned businesses</li> <li>▶ Percent of female participants who own businesses</li> <li>▶ Number of new community initiatives focused on women's economic development as a result of company activities</li> <li>▶ Number of sex workers (where applicable) who are newly registered as a result of company activities</li> </ul>

<sup>50</sup> This list was adapted from: “Annex 1: Potential Indicators for Monitoring and Measuring the Impact of a Gender Sensitive Approach to EI projects,” in Adriana Eftimie, Katherine Heller, and John Strongman, *Gender Dimensions of the Extractive Industries: Mining for Equity*, 36–49 and “Examples of gender sensitive indicators for measuring risks and benefits in mining communities,” in Deanna Kemp and Julia Keenan, *Why Gender Matters: A Resource Guide for Integrating Gender Considerations into Communities Work at Rio Tinto*, 69.

THEME	INDICATORS <i>(Track data for men and women separately)</i>
<p>Women's Social Empowerment and Community/Political Participation</p>	<ul style="list-style-type: none"> <li>▶ Level of satisfaction among women or women's groups with company approach to gender impacts</li> <li>▶ Number of participants involved in participatory monitoring</li> <li>▶ Percent of female participants in community leadership positions</li> <li>▶ Percent of female participants who participate in committees or working groups:               <ul style="list-style-type: none"> <li>• Percent who report being actively involved in decision making and management after two years, as changed from baseline percentile</li> <li>• Level of satisfaction after one year</li> </ul> </li> <li>▶ Percent of female participants who participate in community- and household-level decision making</li> <li>▶ Number of female participants who speak during community meetings and consultations compared to male participants who speak— especially at meetings and consultations focused on decision making</li> <li>▶ Number of new community initiatives focused on women's social empowerment as a result of company activities</li> <li>▶ Change in percentage of community funds spent on services (as opposed to buildings or infrastructure) as a result of company activities</li> <li>▶ Change in percentage of community funds spent on projects proposed by women, compared to those proposed by men, or change in amount spent on women's services and needs as a result of company activities</li> <li>▶ Number of funding proposals for community projects suggested by female participants compared to those suggested by male participants</li> </ul>
<p>Land, Labor, and Assets</p>	<ul style="list-style-type: none"> <li>▶ Rates of unemployment and economic activity among participants</li> <li>▶ Prevalence of child labor in participants' families</li> <li>▶ Percent of participants with land titles in their name</li> <li>▶ Percent of local land owned by female participants compared to percentage owned by male participants</li> <li>▶ Percent of participants who use/rent land</li> <li>▶ Percent of male and female participants who report reduced access to land used for agriculture or subsistence activities due to OGM project</li> <li>▶ Percent of male and female participants who report decreased revenue from agriculture or subsistence activities due to OGM project</li> </ul>
<p>Education</p>	<ul style="list-style-type: none"> <li>▶ Percent of participants with access to formal education</li> <li>▶ Rates of enrollment, attendance, and completion of schooling at primary, secondary, and tertiary levels among participants</li> <li>▶ Adult participant literacy rates               <ul style="list-style-type: none"> <li>• If literacy training is offered, percent of participants who attend and percent who complete</li> </ul> </li> <li>▶ Percent of participants with employment skills</li> <li>▶ Number of teachers funded as a result of company activities</li> <li>▶ Number of schools funded or built as a result of company activities</li> <li>▶ Percent of participants who work in artisanal and small scale mining who do not attend school</li> </ul>

*continued on next page*

continued from previous page

THEME	INDICATORS (Track data for men and women separately)
Health	<ul style="list-style-type: none"> <li>▶ Life expectancy at birth for participants</li> <li>▶ Infant mortality rate among participants</li> <li>▶ Maternal mortality rate among participants</li> <li>▶ Percent of participants with access to healthcare and medical facilities</li> <li>▶ Time needed to travel for participants' maternal healthcare and labor</li> <li>▶ Incidence of infectious diseases and other health conditions among participants</li> <li>▶ Incidence of sexually transmitted infections among participants               <ul style="list-style-type: none"> <li>• Percent of participants receiving treatment</li> <li>• Percent of infected participants who are sex workers</li> <li>• Percent of mother-to-child HIV transmission among participants</li> <li>• Mortality rates of participants with HIV</li> </ul> </li> <li>▶ Number of reported cases of participant' sickness or respiratory illness caused by exposure to hazardous materials or pollution from large-scale OGM activities</li> <li>▶ Number of reported cases of participant injury and death due to traffic accidents; percent related to OGM company vehicles</li> <li>▶ Number of reported cases of participant illness due to hazardous materials exposure from small-scale mining activities</li> <li>▶ Number of reported cases of participant injury from small-scale mining activities; ratio of male-to-female injuries</li> </ul>
Environment and Sanitation	<ul style="list-style-type: none"> <li>▶ Average distance to sanitation facilities</li> <li>▶ Number of reported participant sanitation-related illnesses</li> <li>▶ Number of reported participant water-related illnesses</li> <li>▶ Ratio of girls to girls' toilets at each school</li> <li>▶ Ratio of boys to boys' toilets at each school</li> <li>▶ Average distance and time required for participants to access clean water</li> <li>▶ Percent of participant homes with a water tap</li> <li>▶ Percent of female participants who report a reduction in access to clean water</li> <li>▶ Percent of participants with access to safe drinking water</li> <li>▶ Percent of participants with access to safe fuel</li> <li>▶ Time required for participants to gather fuel</li> </ul>
Infrastructure and Electricity	<ul style="list-style-type: none"> <li>▶ Percent of participants with access to safe transport and paved roads</li> <li>▶ Number of participant homes with electricity</li> <li>▶ Percent of female participants who report an increase in access to electricity</li> <li>▶ Amount of participant time spent each week transporting goods to market</li> </ul>
Safety and Violence	<ul style="list-style-type: none"> <li>▶ Percent of female participants who report being victims of domestic or gender-based violence               <ul style="list-style-type: none"> <li>• Percent of cases in police records</li> <li>• Percent of cases in hospital/medical facility records</li> </ul> </li> <li>▶ Number of female participants seeking safe haven</li> <li>▶ Number of female and child participants in safe haven</li> <li>▶ Percent of participants who are drug and/or alcohol users</li> <li>▶ Number of clinics, counseling centers, or other services to help victims of violence as a result of company activities</li> <li>▶ Number of clinics, counseling centers, or other services to help alcohol or drug users as a result of company activities</li> <li>▶ Percent of police or local law enforcement trained in proper ways to respond to cases of domestic or gender-based violence as a result of company activities</li> <li>▶ Percent of OGM security personnel trained, to deal with safety/violence incidents in a gender sensitive manner as a result of company activities</li> </ul>

THEME	INDICATORS <i>(Track data for men and women separately)</i>
Poverty and Vulnerability	<ul style="list-style-type: none"> <li>▶ Participant poverty rate</li> <li>▶ Percent of participating households that are headed by a single woman</li> <li>▶ Poverty rate among female participant-headed households</li> <li>▶ Unemployment rate among female participant- headed households</li> <li>▶ Rate of child marriage among participants</li> <li>▶ Percent of child participants under 5 years of age in childcare programs</li> <li>▶ Number of participants (individuals and/or families) voluntarily leaving the community because of loss of land or dwellings, or rising costs of food or transport</li> </ul>

### ON GENDER RISKS IN COMMUNITY ENGAGEMENT FOR OGM COMPANIES

As has been well established in the OGM industries, a company's relationship with project-affected communities can directly impact its bottom line. Achieving and maintaining a social license to operate is essential to smooth project operations, and engaging women as part of maintaining this social license is crucial to ensure that it truly reflects the endorsement of the entire community. The potential negative impacts of oil, gas, and mining projects that are listed throughout this tool suite chapter should be viewed as social risks. If they materialize, these social issues will pose a threat to project success and could become credit risks. Box 3-H features an example of the business implications when gender-related social risks are left unmitigated.

#### **BOX 3-H** The Business Costs of Project-Related Gender-Based Violence in the Community: Lessons from The World Bank's Experience in Uganda

In 2015, a \$265 million World Bank-funded project to improve the national road network in Uganda was cancelled following allegations of sexual abuse of minors by government contractors, among other problems. Two other projects were also suspended as a result, pending further investigation.

As this example shows, allegations of sexual misconduct and gender-based violence can have serious implications for projects funded by World Bank Group organizations. These behaviors violate World Bank Group Environmental and Social Safeguards and Performance Standards, and can be grounds for project suspension or cancellation, even when subcontractors are responsible for the misconduct.<sup>51</sup>

<sup>51</sup> World Bank, "World Bank Statement on Cancellation of the Uganda Transport Sector Development Project (TSDP)," News Release, December 21, 2015, <http://www.worldbank.org/en/news/press-release/2015/12/21/wb-statement-cancellation-uganda-transport-sector-development-project>.

---

# Selected Resources for Further Reading

## Terms of Reference for Independent Gender Expert

- Regional Association of Oil and Natural Gas Companies in Latin America and the Caribbean (ARPEL), “Terms of References for a Gender Sensitive Rapid Rural Appraisal in The Oil and Gas Industry” in *Guidelines for the Implementation of Gender Policies and Strategies*, Montevideo: ARPEL, 2004.
- World Bank, “Sample Terms of Reference (ToR) For Conducting Gender-Responsive Social Assessment” in *Gender-Responsive Social Analysis: A Guidance Note: Incorporating Social Dimensions into Bank-Supported Projects*, Washington: DC, World Bank, 2005.
- World Bank, “Element 3: Translate Commitment into Action” in *Gender-Sensitive Approaches for the EI in Peru: Improving the Impact of Women in Poverty and their Families: Guide for Improving Practice*, Washington, DC: World Bank, 2011. (This guidance provides recommendations for hiring a gender champion and gender team, including ideal roles, tasks, and skills required.)

## Baseline Community Assessments

- World Bank, *Gender Dimensions of Artisanal and Small-Scale Mining: A Rapid Assessment Toolkit*, Washington, DC: World Bank, 2012. (NOTE: Although this resource is specific to gender in artisanal and small scale mining, it provides detailed guidance on methods of data collection that would be highly useful in the context of this toolkit as well.)
- World Bank, Guidance Notes 1-6 in *Gender-Sensitive Approaches for the EI in Peru: Improving the Impact of Women in Poverty and their Families: Guide for Improving Practice*, Washington, DC: World Bank, 2011.

## Gender Impact Assessments

- International Council on Mining and Metals, “Tool 12: Social Impact and Opportunities Assessment” in *Community Development Toolkit*, London: ICMM, 2012.
- O’Faircheallaigh, Ciaran, “Shaping projects, shaping impacts: community-controlled impact assessments and negotiated agreements,” *Third World Quarterly*, 38:5, 1181-1197, 2017, <http://www.tandfonline.com/doi/abs/10.1080/01436597.2017.1279539>.

- Oxfam America, “Community-Based Human Rights Impact Assessment: The Getting it Right Tool,” <https://policy-practice.oxfamamerica.org/work/private-sector-engagement/community-based-human-rights-impact-assessment-initiative/>
- Hill, Christina; Madden, Chris; and Collins, Nina, “A Guide to Gender Impact Assessment for the Extractive Industries,” Oxfam: Melbourne, 2017.

## Grievance Mechanisms

- *Community Grievance Mechanisms Toolbox*, <http://accessfacility.org/community-grievance-mechanisms-toolbox>.
- Corporate Social Responsibility Initiative, “Rights-Compatible Grievance Mechanisms: A Guidance Tool for Companies and Their Stakeholders,” Cambridge: Harvard University: 2008.
- IFC, “Good Practice Note: Addressing Grievances from Project-Affected Communities: Guidance for Projects and Companies on Designing Grievance Mechanisms,” Washington, DC: IFC, 2009.
- International Council on Mining and Metals, “Human Rights in the Mining & Metals Sector—Handling and Resolving Local Level Concerns & Grievances,” London: ICMM, 2009.
- Fair Labor Association, “Nestlé Gender Dialogue Project: Establishing Women’s Dialogue Forums and Training on Grievance Mechanisms,” Fair Labor Association, 2016.
- World Bank, *Extracting Lessons on Gender in the Oil and Gas Sector*, Washington, DC: World Bank, 2013.
- Compliance Ombudsman Advisor (CAO), *Grievance Mechanism Toolkit: A Practical Guide for Implementing Grievance Mechanisms in Different Sectors*, World Bank Group, 2016.
- UN Global Compact, *Human Rights and Business Learning Tool*, Geneva: Office of the United Nations High Commissioner for Human Rights, 2018.

## Gender-Sensitive Indicators

- Canadian International Development Agency, *A Project Level Handbook: The Why and How of Gender-Sensitive Indicators*, Gatineau: CIDA, 1997.
- Golla, Anne Marie; Malhotra, Anju; Nanda, Priya; Mehra, Rekha, *Understanding and Measuring Women’s Economic Empowerment Definition, Framework and Indicators*, Washington, DC: ICRW, 2011.
- Kemp, Deanna and Keenan, Julie, *Why Gender Matters: A Resource Guide for Integrating Gender Considerations into Communities Work at Rio Tinto*, Melbourne: Rio Tinto, 2010.
- Montaña Sonia, “Gender Indicators and Statistics in Latin America and the Caribbean,” Santiago: United Nations Economic Commission for Latin America and the Caribbean, 2005.

- World Bank, *Integrating a Gender Dimension into Monitoring & Evaluation of Rural Development Projects*, Washington, DC: World Bank.
- Minerals Council of Australia, *Voluntary community investment: A strategic approach that incorporates gender: A toolkit for the extractives industry*, Sydney: MCA.

### More Resources

- IFC, *A Strategic Approach to Early Stakeholder Engagement*, Washington DC: IFC, 2015.
- Eftimie, Adriana; Heller Katherine; and Strongman, John, *Gender Dimensions of the Extractive Industries: Mining for Equity*, Washington, DC: World Bank, 2009.
- IFC, *Projects and People: A Handbook for Addressing Project-Induced In-Migration*, Washington, DC: IFC, 2009.
- IFC, *Strategic Community Investment: A Good Practice Handbook for Companies Doing Business in Emerging Markets*, Washington DC: IFC, 2015.
- Macdonald, Catherine, “Working Paper: The Role of Gender in the Extractives Industries,” Helsinki: UNU-WIDER, 2017.
- World Bank, *Uganda—Transport Sector Development Project: Additional Financing, Lessons Learned and Agenda for Action*, Washington, DC: World Bank, 2016.

### BIBLIOGRAPHY

- Asian Development Bank, *Gender Checklist: Resettlement*, Manila: Asian Development Bank, 2003.
- Boutilier, Thomas, and Thomson, Ian, “Modelling and Measuring the Social License to Operate: Fruits of a Dialogue between Theory and Practice,” *Social License*, 2011.
- Business and Human Rights Law Centre, “Rio Tinto Lawsuit (re Papua New Guinea),” February 3, 2012, <https://business-humanrights.org/en/rio-tinto-lawsuit-re-papua-new-guinea?page=2>.
- CAO’s “Grievance Mechanism Toolkit: A Practical Guide for Implementing Grievance Mechanisms in Different Sectors,” Washington, DC: World Bank Group, 2018.
- Chambers, Robert, “The Origins and Practice of Participatory Rural Appraisal,” *World Development*, Vol. 22, no. 7, 1994: 953-969.
- Corporate Social Responsibility Initiative, *Rights-Compatible Grievance Mechanisms: A Guidance Tool for Companies and Their Stakeholders*, Cambridge: John F. Kennedy School of Government, Harvard University, 2008.

- Douglas, S., Farr, V., Hill, F.I and Kasuma, W., “Case study: Bougainville — Papua New Guinea,” in S. Douglas and F. Hill (eds), *Getting It Right, Doing It Right: Gender and Disarmament, Demobilization and Reintegration*, New York: United Nations Development Fund for Women, 2004.
- Eftimie, Adriana et al., *Gender Dimensions of Artisanal and Small-Scale Mining: A Rapid Assessment Toolkit*, Washington, DC: World Bank, 2012.
- Eftimie, Adriana; Heller, Katherine and Strongman, John, *Gender Dimensions of the Extractive Industries: Mining for Equity*, Washington, DC: World Bank, 2009.
- EY, “Business Risks Facing Mining and Metals 2017-2018: Top 10 business risks,” accessed December 13, 2017, <http://www.ey.com/gl/en/industries/mining---metals/business-risks-in-mining-and-metals>.
- Garasu, Lorraine, “The role of women in promoting peace and reconciliation,” in A. Carl and L. Garasu (eds), *Weaving Consensus: The Papua New Guinea — Bougainville Peace Process*, London: Conciliation Resources in collaboration with BICWF, 2002.
- Hill, Christina, and Newell, Kelly, *Women, Communities and Mining: The Gender Impacts of Mining and the Role of Gender Impact Assessment*, Carlton: Oxfam Australia, 2009.
- Human Rights in ASEAN, “Thailand: Ongoing Judicial Harassment against Members of the Khon Rak Ban Kerd Group (KRBKG),” July 13, 2017, <https://humanrightsinasean.info/article/thailand-ongoing-judicial-harassment-against-members-khon-rak-ban-kerd-group-krbkg.html>.
- IFC’s “Good Practice Note: Addressing Grievances from Project-Affected Communities,” Washington, DC: IFC, 2009.
- IFC, “Performance Standard 1: Assessment and Management of Environmental and Social Risks and Impacts,” Washington, DC: IFC, 2012.
- ILO, “A Conceptual Framework for Gender Analysis and Planning,” International Labour Organization and the Southeast Asia Multidisciplinary Advisory Team Online Gender Learning and Information Module, <http://www.ilo.org/public/english/region/asro/mdtmanila/training/unit1/harvrdfw.htm>.
- Kauthen, Meg, “Outside the Mine Gate: Empowering Women Through Inclusive Business,” Business for Development, 2017, <http://businessfordevelopment.org/outside-the-mine-gate-empowering-women-through-inclusive-agribusiness/>.
- Kemp, Deanna, and Keenan, Julia, *Why Gender Matters: A Resource Guide for Integrating Gender Considerations into Communities Work at Rio Tinto*, Melbourne: Rio Tinto, 2010.
- King, Elizabeth and Mason, Andrew D., *Engendering Development Through Gender Equality in Rights, Resources, and Voice*, Washington and New York: World Bank and Oxford University Press, 2001.

- Lillywhite, S., Kemp, D. and Sturman, K., “Mining, resettlement and lost livelihoods: Listening to the Voices of Resettled Communities in Mualadzi, Mozambique.” Oxfam: Melbourne, 2015.
- Minerals Council of Australia, *Voluntary Community Investment: A Strategic Approach That Incorporates Gender. A Toolkit for the Extractives Industry*, Canberra: Minerals Council of Australia, 2014.
- Observatory for the Protection of Human Rights Defenders, “In Harm’s Way: Women Human Rights Defenders in Thailand,” Geneva: UN Committee on the Elimination of All Forms of Discrimination against Women, 2017.
- Oxfam America, “Community Voice in Human Rights Impact Assessments,” Washington, DC: Oxfam, 2015.
- *Papua New Guinea — Bougainville Peace Process*, London: Conciliation Resources in collaboration with BICWF, 2002.
- Pike, Rory, *Social License to Operate: The Relevance of Social License to Operate for Mining Companies*, New York: Schrodgers, 2012.
- Protection International, “Thailand Khon Rak Ban Koed Group Demands Participation to Protect Their Communities from the Harmful Effects of Mining in Loei Province,” News Release, July 7, 2016, <https://protectioninternational.org/2014/07/07/thailand-khon-rak-ban-koed-group-demands-participation-to-protect-their-communities-from-the-harmful-effects-of-mining-in-loei-province/>.
- Protection International, “Thailand: Women Rights Defenders Honoured by the National Human Rights Commission,” News Release, March 10, 2016, <https://protectionline.org/2016/03/10/thailand-women-rights-defenders-honoured-national-human-rights-commission/>.
- Ward, Bernie and Strongman, John, *Gender-Sensitive Approaches for the Extractive Industry in Peru: Improving the Impact on Women in Poverty and Their Families*, Washington, D.C: World Bank, 2011.
- World Bank, “Gender-Responsive Social Analysis: A Guidance Note Incorporating Social Dimensions into Bank-Supported Projects,” Washington, DC: World Bank, 2005.
- World Bank, “Good Practice Note: Integrating Gender into Country Assistance Strategies,” Washington, DC: World Bank, 2012.
- World Bank, “World Bank Statement on Cancellation of the Uganda Transport Sector Development Project (TSDP),” News Release, December 21, 2015, <http://www.worldbank.org/en/news/press-release/2015/12/21/wb-statement-cancellation-uganda-transport-sector-development-project>.

## PHOTO CREDITS

Cover: Nugroho Nurdikiawan Sunjoyo / World Bank; Page 2: Stephanie Sines / IFC; Page 15: Flore de Preneuf / World Bank; Page 25: Arne Hoel / World Bank; Page 30: Sherry Goldberg / IFC; Page 43: Ted Pollett / IFC; Page 48: Ted Pollett / IFC; Page 56: Sherry Goldberg / IFC; Page 62: Simone D McCourtie / World Bank; Page 65: Stephanie Sines / IFC; Page 71: Dominic Chavez / World Bank;

IFC  
2121 Pennsylvania Avenue, N.W.  
Washington, D.C. 20433 U.S.A.

[ifc.org](http://ifc.org)  
[commdev.org](http://commdev.org)

#### **Contacts**

ADRIANA EFTIMIE | [aeftimie@ifc.org](mailto:aeftimie@ifc.org)  
Senior Operations Officer, Gender Lead

KATHERINE HELLER | [kheller@ifc.org](mailto:kheller@ifc.org)  
Senior Gender Advisor



*Creating Markets, Creating Opportunities*