



Advancing Gender Equality in Natural Resource Governance

CIRD'S STRATEGIC APPROACH



THE UNIVERSITY OF BRITISH COLUMBIA



CIRDI

Canadian International
Resources and
Development Institute

The Canadian International Resources and Development Institute (CIRDI) is a centre of expertise in natural resource governance at the University of British Columbia (UBC).

Our work catalyzes global leading practices for natural resource governance in alignment with principles of inclusion, accountability and transparency, and in ways that make a meaningful contribution the UN Global Sustainable Development Goals (SDGs).

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1 ABBREVIATIONS

AS(G)M	Artisanal and small-scale (gold) mining
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CIRDI	Canadian International Resources and Development Institute
FIAP	Feminist International Assistance Policy
GAC	Global Affairs Canada
GBA	Gender-based analysis
HRBA	Human rights-based approach
ILO	International Labour Organization
IPCC	Intergovernmental Panel on Climate Change
LGBTQI	Lesbian, Gay, Bisexual, Transgendered, Queer, Intersex
SDG	Sustainable Development Goals, also known as Agenda 2030
SGBV	Sexual and gender-based violence
UN	United Nations
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNGPR	United Nations Guiding Principles on Business and Human Rights

2 DEFINITIONS

Sex	The biological and physiological characteristics that define female and male. ¹
Gender	<p>The socially constructed characteristics of women and men such as norms, roles and relationships between groups of women and men. It varies from society to society and can be changed.²</p> <p>Recognizing that sex and gender are distinct and non-binary designations, CIRDI understands gender and gender identity as a spectrum.</p> <p>References in this document to “women” and “men” will implicitly include individuals of various gender identities who either self-identify or may be perceived of as women or men and therefore ascribed specific roles or status in accordance with cultural context.</p>
Gender-based analysis	An analytical tool used to assess the impacts that people experience, based on their gender, either directly or indirectly as a result of policies, programs, initiatives, services or particular systems that affect their lives.
Gender equality	<p>Gender equality is achieved when all people, regardless of gender, enjoy the same rights and opportunities across all sectors of society, including economic participation and decision-making, and when the different behaviours, aspirations and needs of all people are equally valued and favoured.</p> <p>It means accepting and valuing equally the differences between women, men, and other gender identities, and the diverse roles they play in society. Gender equality does not erase difference.</p>
Gender-sensitive	CIRDI adopts the UN REDD+ program definition of “gender sensitive” as a systematic integration of gender transformative interventions to reduce gender gaps and inequalities, and to advance gender equality and women’s empowerment. ³
Human rights-based approach	CIRDI adopts the UN definition of a human rights-based approach ⁴ – a conceptual framework for the process of human development that is normatively based on international human rights standards and operationally directed to promoting and protecting human rights. It seeks to analyze inequalities, which lie at the heart of development problems, and redress practices and unjust distributions of power that impede development progress.

Intersectionality

The complex, cumulative way in which the effects of multiple forms of discrimination (such as racism, sexism and classism) combine, overlap or intersect especially in the experiences of marginalized individuals or groups⁵.

In particular, CIRDl recognizes the impact that the intersection of women's different identities and roles may have on their experiences with natural resource development and its outcomes.

Natural resource governance

The norms, institutions and processes that determine how power and responsibilities over natural resources are exercised, how decisions are taken and how citizens – women, men, Indigenous peoples and local communities – participate in and benefit from the management of natural resources.

Securing rights and sharing power and responsibilities through strengthened natural resource governance is a necessary foundation for a just world that values and contributes to the achievement of global sustainable development goals.⁶

Natural resource management

The management of the way in which people and natural landscapes interact. It relates to control over the use, preservation and protection of natural resources with a particular focus on how this affects the quality of life for individuals and communities today and in the future. It brings together land use planning, water management, biodiversity conservation and the future sustainability of industries like agriculture, mining, tourism, fisheries and forestry. It recognizes that people and their livelihoods rely on the health and productivity of our landscapes, and their actions as stewards of the land play a critical role in maintaining this health and productivity.⁷

Sustainable development

Aligned with the Brundtland Report (1987), CIRDl understands sustainable development as development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

Women's empowerment

CIRDl adopts the UN definition of women's empowerment as:⁸

1. Women's sense of self-worth;
2. Their right to have and to determine choices;
3. Their right to have access to opportunities and resources;
4. Their right to have the power to control their own lives, both within and outside the home; and
5. Their ability to influence the direction of social change to create a more just social and economic order, nationally and internationally.



3 EXECUTIVE SUMMARY

Probing the link between resource development, poverty and prosperity reveals that in resource-dependent communities, women are more likely to confront risks generated as a result of resource extraction and development⁹, and much less likely to access related benefits and remedial measures¹⁰. Therefore, urgent and targeted action is required to address the gendered nature of inequalities that impede natural resource sectors from acting as effective catalysts for poverty alleviation and sustainable development.

CIRDI's theory of change for advancing gender equality in natural resource governance is underpinned by context-specific gender analysis related to resource-dependent communities. This analysis recognizes the diversity of roles that women play (as workers, decision-makers, environmental stewards, child-rearers etc.) and assesses how these roles interact with prevailing norms and institutions to produce systemic gender inequalities.

CIRDI's strategy for advancing gender equality in natural resource governance (hereafter 'The Strategy') takes an integrated approach to simultaneously deploy tactics across three priority intervention spaces across our institutional focus areas - public sector capacity and governance, the environment and climate change, and inclusive growth and community engagement.

The goal of this strategy is to lay out our vision of how gender-transformative policies, tools and approaches for sustainable natural resource governance can generate lasting and inclusive benefits for all in the context of CIRDI's programming, research and partnerships.

PRIORITY INTERVENTION SPACES

1. Enhancing women's leadership and agency by promoting women's meaningful participation in decision-making related to natural resource governance.
2. Advancing economic and social empowerment by facilitating inclusive access to transformative technical and vocational training related to natural resource development.
3. Strengthening equitable institutional systems and structures by building gender competence in public institutions related to natural resource governance.

SECTION OVERVIEW

Introduction describes the practical and structural challenges to achieving gender equality within the natural resource development context and the strong correlation between gender equality and poverty alleviation. We explore women's marginalization and exclusion in natural resource management and governance, the strong gender bias that exists in the distribution of socio-cultural, health, economic and environmental impacts and benefits, and gender-specific issues exacerbated by natural resource development, including sexual and gender-based violence. We also outline the key international norms and standards that inform the Strategy, with specific reference to the UN Sustainable Development Goals and Canada's Feminist International Assistance Policy.

Strategy Overview outlines the goal, guiding principles and strategic objectives of the Strategy, with focus on our three priority intervention spaces. Our conceptual framework recognizes the reciprocal and symbiotic relationship between gender equality and natural resource governance, where gender equality is both a driver and an outcome. Finally, we demonstrate the relationship between the Strategy and our three institutional focus areas:

- Public Sector Capacity and Governance;
- Environment and Climate Change; and
- Inclusive Growth and Community Engagement.

Embedding Gender Equality in Natural Resource Governance provides context to the gendered dimensions of the CIRDI's three institutional focus areas, honing in on the approaches to integrating gender equality into natural resource governance and management. We highlight some leading practice case examples - including the Supporting the Ministry of Mines project in Ethiopia that is helping to establish a 'new norm' in the minerals sector - in which gender equality opportunities are systematically identified and addressed as common practice; and how CIRDI is supporting transformation of artisanal and small-scale gold mining in Ecuador through increased participation of women in training and decision-making.

Operationalizing the Strategy describes how CIRDI intends to implement the Strategy. This section provides an overview of how we will aim to align with a human rights-based approach, how we may assess gender impacts and gender responsiveness through gender-based analysis, ensure participation of women and vulnerable groups throughout the project cycle, and leverage on-going consultation for continuous improvement. We also outline the principles that will guide the Strategy's monitoring and evaluation and implementation plans to ensure the success of this Strategy.

Appendices provide further references to key resources and the consultation process used to develop this Strategy.



4 INTRODUCTION

4.1 PURPOSE AND RATIONALE FOR THE STRATEGY

Empowering women and girls through sustainable natural resource governance is a foundational value at CIRD. We believe that ensuring the impacts of our programs match our institutional aspirations for advancing gender equality requires a thoughtful, systematic and pragmatic approach. Urgent and targeted action is required to address the gendered nature of inequalities that impede natural resource sectors from acting as effective catalysts for poverty alleviation and sustainable development. Addressing this challenge depends on valuing diversity, inclusion, participatory approaches and the unique roles of women in the communities, governments, and businesses that address natural resource governance.

As such, CIRD's strategic action agenda to address gender inequality in natural resource governance is:

- **Integrated** – we aim to understand how the multiple social roles that women occupy in resource dependent communities intersect with prevailing norms and institutions to perpetuate systemic inequality and marginalization.
- **Inclusive** – we strive to ensure that men, boys, women and girls, as well as those that occupy non-binary gender identities are welcome and included in efforts to achieve gender equality in natural resource governance.
- **Intersectional** – we acknowledge that overlapping identities shape social relations both historically and at present, and recognize that these identities can inform a more holistic understanding of the incentives and power structures through which progress on gender equality is negotiated.

The Strategy lays out how sustainable natural resource governance can generate lasting and inclusive benefits for women, men and children when gender equality is fully integrated. It will guide the implementation of gender-based analysis across CIRDI's programs and projects from 2019 to 2022 in alignment with CIRDI's institutional strategic plan, Canada's Feminist International Assistance Policy (FIAP) and globally recognized policy frameworks for advancing gender equality. It is meant to serve as an internal document that guides the work of CIRDI's staff, management team and advisors. Its successful integration across our programming will be driven by an adaptive implementation plan that will enable our team to effectively balance institutional values with sensitivity to the contextual nuances associated with advancing gender equality in natural resource governance in diverse settings.

WHY IS GENDER EQUALITY A PRIORITY FOR CIRDI?

Two core drivers make gender equality a strategic priority for CIRDI: (1) macro trends on unsustainable levels of resource consumption and; (2) production and evidence of the continued structural and practical barriers women face in terms of accessing, using, owning and governing natural resources.

MACRO-LEVEL NATURAL RESOURCE CONSUMPTION AND PRODUCTION TRENDS

Natural resources are essential to sustain the human population, from meeting our most basic needs for food and water to generating energy and providing materials for the manufacturing of everything from medicine to electronic goods. As emerging economies seek to leverage their natural resources through development, they must address various challenges in establishing effective and equitable governance systems.

According to the Global Resources Outlook 2019 produced by the International Resources Panel, a number of macro-level trends provide some context to the urgency of action to mainstream gender equality in natural resource governance:

- The use of natural resources has more than tripled since 1970, and continues to grow.
- The extraction and processing of natural resources accounts for more than 90 per cent of our biodiversity loss and water stress, and approximately half of our climate change impacts.
- Over these last 50 years we have not once experienced a prolonged period of stabilization or a decline in global material demand.
- Resource-use and generation is not distributed evenly. High-income countries continue to outsource resource-intensive production. The average person in these countries relied on close to 10 tons of primary materials sourced from elsewhere in the world in 2017. This reliance has been increasing at 1.6 per cent per year since the year 2000.
- Environmental impacts of material consumption are 3 to 6 times greater in high-income countries than in low-income countries.
- Without action, resource use would more than double from current levels to 190 billion tonnes by 2060. Related impacts would exceed the planetary boundaries and endanger human well-being.

The decoupling of natural resource use and environmental impacts from economic activity and human well-being is an essential element in the transition to a sustainable future. In CIRDI's view, it is imperative that gender equality is embedded in the policy tools and governance frameworks that will be deployed to achieve this sustainable transition.

Ensuring that investments for a sustainable transition in natural resource use and governance include women will have significant implications for poverty alleviation as well. For instance, the World Bank acknowledges that, "economies are more likely to grow sustainably when men and women fully participate as employees, entrepreneurs, consumers, caregivers, community stakeholders and leaders," and evidence demonstrates that ultimately, "greater equality and diversity enhances productivity." Furthermore, there is a strong correlation globally between gender inequity and poverty: the greater the gender inequity, the greater the poverty. From an economic development perspective, "Income transfers to women have a larger positive effect on children than income transfers to men. Hence, maximizing women's income around the world not only helps women and their children, but entire households as well."¹¹

GENDER EQUALITY AND NATURAL RESOURCE GOVERNANCE

More than three-quarters of the world's extreme poor live in rural areas¹² and are the most dependent on natural resources for their livelihoods. Women are overrepresented in this population¹³ and therefore are more likely to face higher risks, experience more serious impacts, and have fewer opportunities to benefit from natural resource development.

On a practical level, women devote considerable time to domestic work and disproportionate burdens placed on women on this front can limit their capacity to engage in the formal economy or to participate in decision-making related to natural resource management, resulting in the notable absence of women's voices, experience and knowledge. Women have less access to and control over natural resources, including land ownership, and are more acutely impacted by contaminated or damaged natural resources such as water affected by extractive operations or impacts related to climate change.¹⁴ Resource governance decisions can have differential impacts on individual women. For example, increased resource extraction and development at the community level may increase household income levels, and yet related environmental degradation and impacts may disproportionately affect women because of higher frequency of exposure rates due to domestic duties.

On a structural level, women face numerous barriers including:

- institutional barriers to participating in natural resource management and governance; discriminatory legal systems of resource ownership;
- socio-cultural norms and practices that limit access to training, employment and leadership positions;
- disadvantages related to lower levels of education or literacy; and
- less representation, leadership and decision-making opportunities within governing bodies.

Natural resource policies are often ‘gender blind,’ leading to further exclusion and discrimination.¹⁵ Each of these structural barriers are especially pronounced for Indigenous, LGBTQI, disabled, and poor women and girls, and policies and development initiatives often do not consider how the intersectionality of identities can further marginalize these vulnerable groups. At the organizational level, there is notable absence of women’s voices, experience and knowledge in formalized resource sectors.¹⁶ The capacity of women to engage in the formal economy or to participate in decision-making related to natural resource governance can be restricted due to practical barriers that limit gender inclusive access to training, employment and leadership positions. This may be compounded by local realities that relegate women to informal and precarious roles in resource value chains, while managing additional burdens related to household and domestic labour.

In addition to the practical and structural marginalization and exclusion of women in natural resource management and governance, strong gender bias exists in the distribution of socio-cultural, health, economic and environmental impacts and benefits.

Some of the adverse impacts and risks that women experience includes: sexual and gender based violence (SGBV)¹⁷, prostitution, HIV/AIDS, adverse changes in family structures and cohesion due to resettlement, and reduced water resource management.¹⁸ Weak constitutional and legal frameworks where little or inconsistent policy guidance exists and where gender secretariats are not integrated into natural resource governance structures only further obscure gender-specific impacts. This is compounded by women’s differential and reduced access to formal and informal justice mechanisms, and the lack of integration of men and boys into those gender equality initiatives that do exist.

CIRDI'S MANDATE

CIRDI’s mandate places our work at the nexus of poverty alleviation and natural resource governance. CIRDI fundamentally believes that natural resources will not be able to fulfil their potential as a catalyst for poverty alleviation, if half the population continues to be marginalized and harmed through current patterns of resource use and governance.

Given these prevailing trends, an in-depth and strategic understanding of gender is fundamental to CIRDI’s mandate. Our attention is specifically focused on having a sound grasp of how gender – as a key socio-cultural, political and economic variable – impacts the ability of natural resources governance to serve as a sustainable and long-term strategy for poverty alleviation.

As communities and governments seek to leverage their natural resources through development, they must address various challenges in establishing effective and equitable governance systems that will ensure this development is fair, equitable and inclusive.

POLICY FRAMEWORK

The policy framework for CIRDI's gender strategy draws from a variety of national and international agreements that are relevant both for gender equality and our three areas of focus (Table 1).

Table 1: Policy inputs to CIRDI's Gender Strategy

UBC	National	International
<ul style="list-style-type: none"> • CIRDI Strategic Plan • Program strategies for: <ul style="list-style-type: none"> - Public Sector Capacity Building and Governance - The Environment and Climate change - Inclusive Growth and Community Engagement 	<ul style="list-style-type: none"> • Canada's Feminist International Assistance Policy • Policy frameworks relevant to CIRDI interventions in project sites 	<ul style="list-style-type: none"> • Agenda 2030 and the Sustainable Development Goals • International Bill of Rights • Beijing Declaration and CEDAW • ILO Core Labour Standards • OECD Guidelines for Multinational Enterprises • UN Guiding Principles on Business and Human Rights • UN Declaration on Rights of Indigenous Peoples • UN Security Council Resolutions related to women, peace and security (1325, 1888, 1889, 1960, 2106, 2122). • Peer institutional commitments to Gender Equality

Prioritizing efforts to address gender inequality in natural resource governance aligns with CIRDI's Strategic Plan (2016-2021), which has integrated gender considerations into our three focus areas: public sector capacity and governance, environment and climate change, and inclusive growth and community engagement.

Nationally, CIRDI's Gender Equality Strategy builds upon, and seeks to support the implementation of the Government of Canada's Feminist International Assistance Policy (FIAP), which recognizes the disproportionate marginalization and exclusion of women and girls from political and economic systems and the particularly unique situation for women and girls today. FIAP references contemporary challenges such as climate change and defence of human rights, the intersectionality of women and girls' identities, and the pervasiveness of SGBV as critical considerations when identifying entry points for achieving gender equality, which this Strategy seeks to address specifically in relation to natural resource governance.

Internationally, CIRDI's Gender Equality Strategy aligns with the United Nations (UN) International Bill of Rights¹⁹, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), and the International Labour Organization (ILO) Fundamental Conventions which recognize the universal, indivisible, interdependent and interrelated nature of women's rights as human rights and place equal value on economic, social and cultural rights including the right to work, health, and land, as on civil and political rights such as the right to life and access to justice.

This Strategy recognizes global acknowledgement of Agenda 2030 and the Sustainable Development Goals (SDG) that identify gender equality as both a goal (SDG 5: achieve gender equality and empower all women and girls) and a crosscutting theme. Wherever possible, the strategy also seeks to support compliance with international Multi-Lateral Environmental Agreements (MEAs) such as the Paris Climate Agreement, and Minamata Convention on Mercury.

Furthermore, CIRDl's Gender Equality Strategy integrates good practices found within peer institutional commitments such as UNDP's Gender Equality Strategy (2014-2017), UNESCO's Priority Gender Equality Action Plan (2014-2021), and World Bank Group's Gender Equality, Poverty Reduction and Inclusive Growth Strategy (2016-2023), which further distill the international normative framework and reinforce priority areas for achieving gender equality including, but not limited to, transversal themes such as addressing the root causes of women's economic marginalization and exclusion, and eliminating SGBV to provide space for women's economic, political and social empowerment.

BRIDGING THE GAP BY PLACING STRATEGY IN CONTEXT

While CIRDl's Gender Equality Strategy seeks alignment with globally recognized norms and frameworks, it is focused on addressing the most pronounced gaps in gender equality prevalent in, and acting as a major barrier to, sustainable natural resource governance, including:

- Women's leadership and agency.
- Women's economic and social empowerment.
- Equitable institutional systems and structures.

The Strategy reflects our vision of sustainable natural resource development that generates sustainable and inclusive benefits for everyone. This Strategy builds on our significant experience in advancing women's empowerment and gender equality through projects around the world, and in particular with women's organizations addressing issues related to artisanal and small-scale mining (ASM).

As the governance of natural resources evolves – and, by extension, gender equality within this context – CIRDl's Gender Equality Strategy will remain responsive to emerging issues. One way for ensuring responsiveness is the ongoing consultation on, and integration of issues and opportunities identified by partner organizations and key stakeholders including both direct and indirect beneficiaries. As such, this Strategy remains dynamic and ever evolving, reflecting the context in which we operate.



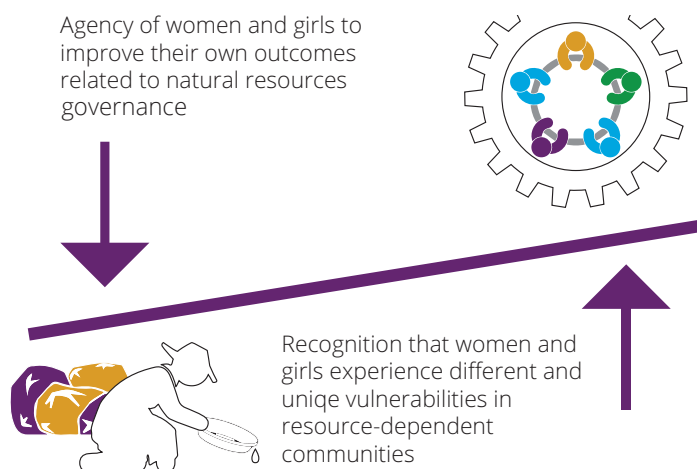
5 STRATEGY OVERVIEW

The goal of this strategy seeks to advance gender equality in natural resource governance, generating sustainable and inclusive benefits for everyone.

The approach taken in this strategy builds on the notion that vulnerability is core to the human condition.²⁰ Vulnerability can be understood as susceptibility to injury, harms and dependency as a result of social relationships and institutions. Women and girls experience different and unique vulnerabilities as a result of the structures – social, legal, economic, etc. – that govern their lives. As we are all embodied beings, vulnerability is inevitable and cannot be eliminated. However, resilience – the capacity to mitigate, compensate or contain vulnerabilities – can be developed through interventions that address points of vulnerability in systems and structures. However, by taking an “asset-based” approach, we acknowledge that women and girls also exercise agency in making choices aimed at improving their own outcomes.

By focusing on understanding the points of vulnerability within systems and structures of natural resource governance, as well as the strengths and abilities of women and girls to advocate for their own needs and desires, this strategy seeks to amplify the capacity of women and girls to improve their own social and economic wellbeing.

Figure 1: Balancing Agency and Vulnerability



5.1 GUIDING PRINCIPLES

Flowing from CIRDl's institutional values ²¹ and recognizing gender equality as a crosscutting theme in all of our work, the following principles guide our efforts to achieve gender equality through good natural resource governance:

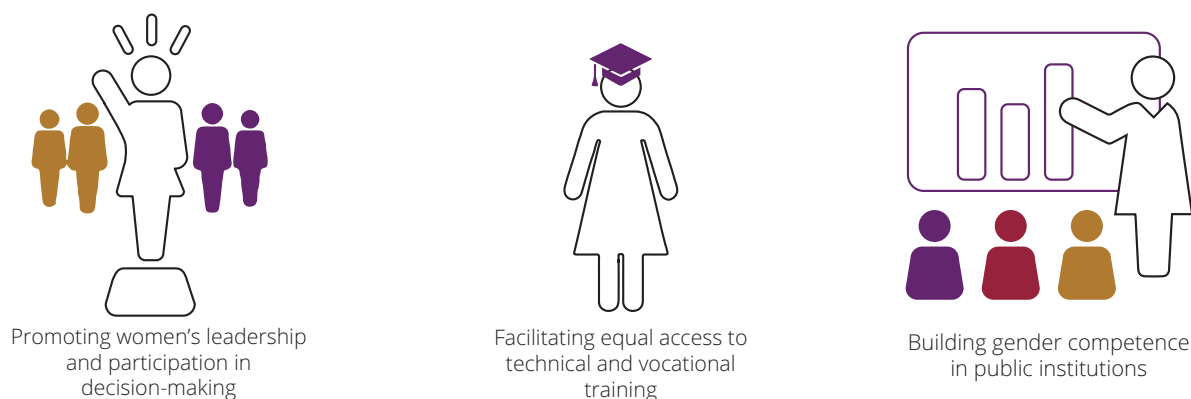
- **Equity is an essential element of sustainable natural resource governance:** This requires that: social, economic, and environmental impacts are gender-disaggregated; all solutions consider gender; and benefit sharing is inclusive and fair.
- **Knowledge sharing is a key driver of innovation:** Gender-sensitive capacity building, knowledge-exchange open spaces and access for women to contribute solutions and support innovation in natural resource development are key to this principle. Including women in dialogue on good natural resource governance, at all levels, ensures they are a part of the decision-making process and that women's different needs, interests and experiences are considered.
- **Simultaneous focus on systemic vulnerability and agency enables empowerment:** By focusing on understanding the points of vulnerability within systems and structures of natural resource governance as well as the strengths and abilities of women and girls to advocate for their own needs and desires, this strategy seeks to empower women and girls in accumulating resources to build their resilience and confidence and take advantage of opportunities to improve their social and economic wellbeing.
- **Women's assets – their strengths and potential – as a starting point, will better serve this work:** By leveraging existing strengths and building confidence, women and girls will be empowered to be agents of their own change and efforts will mean more sustainable and lasting benefit.
- **Partnerships are essential in working toward gender equality:** Working alone or in silos, will not address pervasive and systemic challenges facing women and girls. Collaborative efforts bringing together public institutions, industry and civil society organizations will be more effective in generating lasting solutions.

- **Efforts to eliminate violence against women and girls are critical to promoting gender equality in the natural resource context:** SGBV is both a consequence and a driver of gender inequality. All efforts to address gender inequality must consider the relationship between natural resource governance and SGBV, including the way violence impacts women and girls' ability to participate in and benefit from natural resource development.

5.2 STRATEGIC OBJECTIVES

In developing this strategy, CIRDI undertook extensive research and consultation to identify three priority intervention spaces where we will focus our efforts.

Figure 2: Priority Intervention Spaces



Intervention Space 1: Leadership and Agency focuses on addressing the persistent lack of women in leadership positions related to natural resource governance and the exclusion of women's experience and knowledge from decision-making around natural resource management and stewardship.

Intervention Space 2: Economic and Social Empowerment focuses on building the capacity of women to participate fully in, and share the economic benefits associated with natural resource development in a way that respects their needs, interests and context.

Intervention Space 3: Equitable Institutional Systems and Structures focuses on building the competence of public institutional representatives to design policies and management systems for natural resource development that consider the different experiences and needs of women and men, and that seek to advance gender equality within the public sector itself.

Table 2: Linking Objectives to Desired Outcomes

↓ IMPACT		
Increased gender equality in natural resource governance and management, generating sustainable and lasting benefits for everyone.		
↓ INTERVENTIONS		
• Advisory services • Applied research • Education and training • Multi-stakeholder engagement		
INTERVENTION SPACES	OBJECTIVES	OUTCOMES
1. Leadership and agency	Increased leadership, representation and participation of women in decision-making related to natural resource governance	Increased focus on issues disproportionately and adversely affecting women and girls related to natural resource governance. Issues include: women's economic exclusion and marginalization, and SGBV Increased diversity of solutions identified for the achievement of gender equality and the improvement of natural resource governance. Issues addressed: Governance structures, climate change, formalization of ASM
2. Economic and social empowerment	Increased access to technical and vocational training for women in natural resource governance	Fairer, more equitable distribution of socio-economic benefits from natural resources and reduction in adverse social, economic and environmental impacts on women and girls ²²
3. Equitable institutional systems and structures	Improved gender competence in public institutions related to natural resource governance	More inclusive policy, decision-making, monitoring and evaluation processes on natural resource governance, the environment and climate change, and ASM
↓ SDGs		

Promoting diversity and inclusion in leadership and decision making; economic and social empowerment through equal access to training; and building the gender competence of natural resource governing institutions will contribute to the achievement of all 17 SDGs, with a particular impact on:

1 NO POVERTY 	4 QUALITY EDUCATION 	5 GENDER EQUALITY 	8 DECENT WORK AND ECONOMIC GROWTH 	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	13 CLIMATE ACTION 
Ending poverty in all its forms	Ensuring inclusive and quality education for all and promoting lifelong learning	Achieving gender equality and empowerment of all women and girls	Promoting inclusive and sustainable economic growth, employment and decent work for all	Building resilient infrastructure, promoting sustainable industrialization and fostering innovation	Taking urgent action to combat climate change and its impacts

Table 3: Linking Gender Equality Intervention Spaces to Institutional Focus Areas

CIRDI deploys tactics within our three identified priority intervention spaces, across our institutional focus areas. The table below illustrates the expected outcomes in each focus area of CIRDI's efforts within each intervention space.

GE INTERVENTION SPACE (IS)	CIRDI FOCUS AREA (FA)		
	FA1: Public sector capacity and governance	FA2: Environment and climate change	FA3: Inclusive growth and community engagement
IS1: LEADERSHIP AND AGENCY Equitable and sustainable development depends on the prevalence of safeguards for vulnerable populations that protect against discriminatory political, cultural, social, economic and environmental impacts, including sexual and gender-based violence.			
Promoting women's participation in decision-making related to natural resource governance Increasing women's leadership, representation and participation in decision-making leads to a greater consideration of gendered experiences of natural resource development, climate change and ASM and ensures that natural resource governance is planned and delivered to mitigate risks and generate more inclusive benefits for women and children.			
OUTCOMES →	More women leaders in natural resource governance	Increased innovation on solutions to climate change and environmental sustainability	Increased gender sensitivity in governance of ASM
IS2: ECONOMIC AND SOCIAL EMPOWERMENT Men, women, boys and girls experience differential access to and control over resources and benefits across the natural resource value chain.			
Facilitating equal access to technical and vocational training related to natural resource development Providing women technical and vocational training opportunities increases their ability to participate in and benefit from natural resource governance, management and development in a way that provides better economic benefits and respects their needs, experiences, knowledge and priorities.			
OUTCOMES →	Increased capacity of women working in natural resource governance	Improved technical capabilities of women working in environmental management and climate change responses	Increased formalization of female artisanal and small-scale miners, and more women earning decent income from their work in ASM
IS3: EQUITABLE INSTITUTIONAL SYSTEMS AND STRUCTURES Governing structures and processes – including those provided by prevailing policy, legal, and institutional frameworks – maintain, strengthen or challenge existing gender inequalities.			
Building gender competence in public institutions related to natural resource governance Building gender competence in public institutions related to natural resource governance ensures that gender-related impacts are considered, measured and addressed and that natural resource governance contributes to gender equality.			
OUTCOMES →	Addressing gender equality is integrated as a goal of natural resource governance	Improved understanding, awareness and consideration of how men and women are affected differently by the environment and climate change	Improved solutions to formalizing ASM that respect gender differences and integrate women's participation



6 EMBEDDING GENDER EQUALITY IN NATURAL RESOURCE GOVERNANCE

6.1 PUBLIC SECTOR CAPACITY AND GOVERNANCE

Public institutions have played a critical role in advancing gender equality and women's empowerment...However, gender disparities... are often reinforced by laws, policies, and public decision-making processes that are either biased or "gender-blind."

-Asian Development Bank, Gender Toolkit: Public Sector Management

6.1.1 CHALLENGE

Effective public institutions and gender equality are both essential for inclusive and sustainable natural resource development.²³ However, lack of women's representation in decision-making, low levels of gender expertise among public sector staff, and socio-cultural beliefs and attitudes about gender roles and relationships are all barriers to building gender-sensitive natural resource governance structures and systems.

Public sector processes – from planning to budgets to administration – are considered gender neutral, however these processes often reinforce gender biases, resulting in disparate impacts on different social and economic groups.²⁴ The role of the public sector in advancing gender equality is critical in ensuring laws and equitable, gender-sensitive policies and action plans are in place, ministries dedicated to women and children’s issues are resourced and integrated into other ministries through gender focal points, quotas are set for female parliamentarians, and budgets are responsive to women and men’s different needs and interests.²⁵

Globally, efforts to ensure gender sensitivity in natural resource policies have been inconsistent. In certain instances where they may appear to be strong on paper (ex: gender quotas and policies regarding women’s engagement in natural resource management), implementation is often weak or incomplete and the level of compliance varies greatly between departments or sectors.²⁶ This can often be attributed to a lack of gender competence among public sector representatives within the natural resources and environment ministries, agencies and organizations.

6.1.2 APPROACH

To ensure that public institutions are truly inclusive – ensuring that all citizens have a voice in decisions that affect them so that public policies and services respond appropriately to their needs – gender equality must be integrated into economic and fiscal management, public administration, decentralization, and law and judicial reform.²⁷

Strategic deployment of actions across CIRDI’s three gender equality intervention spaces will address the persistent under-representation of women in natural resource governance and the general failure of public institutions to institute gender-responsive policies.

INTERVENTION SPACE 1: LEADERSHIP AND AGENCY

Women face structural barriers to entry into leadership positions in the public sector as a result of recruitment, hiring, retention and promotion practices that reflect inherent gender bias in society. Women who are successful in overcoming these biases are often faced with challenges within the structure themselves, and this is particularly true of natural resource and environment sectors, which are often male dominated.

Efforts to increase the meaningful participation of women in natural resource governance forums needs to ensure the fair inclusion of women in related assessment processes, monitoring and consultations. Mentoring programs for policy leaders, awareness raising efforts on the business and policy case for investing in gender equality and other similar leading practices for addressing existing structural barriers to greater inclusion could serve as valuable entry points here.

INTERVENTION SPACE 2: ECONOMIC AND SOCIAL EMPOWERMENT

The failure of natural resource governance policies and management systems to address the unequal impacts of development begins within public sector structures themselves and extends into policy and program implementation in local contexts.²⁸ Women currently engaging with or impacted by natural resource development and policies may lack the opportunities, training or resources to fully engage or participate.

Entry points to increase the capacity of women to participate in natural resource governance:

- Work with partners to conduct gender aware institutional/organizational analysis recognizing that change begins by understanding the extent of women's participation in activities, their access to resources and opportunities – including training – and the transparency of the decision-making process.
- Build the technical competence of the ministry, agency or secretariat responsible for gender equality and their gender focal points to effectively contribute to natural resource governance.
- Build the political and technical capacity of locally elected female representatives, community organizers, NGOs and public sector staff to participate fully in natural resource policymaking, planning, budgeting, implementation and monitoring activities applying a gender-sensitive, human rights-based approach.

INTERVENTION SPACE 3: EQUITABLE INSTITUTIONAL SYSTEMS AND STRUCTURES

In order to overcome the adverse impacts of 'gender-blind' policies and programs to advance gender equality in natural resource governance, a base understanding of the different experiences of men and women is required. Root causes of women's marginalization manifest through socio-cultural norms and attitudes regarding gender roles, unequal access to resources, and the pervasiveness of SGBV must be contextualized within the sphere of natural resource governance in order to address these challenges appropriately.²⁹

Entry points to integrating gender equality as a goal of natural resource governance:

- Conduct gender impact analyses on all natural resource governance policies, initiatives, programs and evaluations.
- Collect sex-disaggregated data to begin building a gendered understanding of current state and to track progress toward gender equality.
- Ensure the ministry, agency or secretariat responsible for gender equality is involved in all policy reforms, national strategies, and public-private partnerships related to natural resource development through gender focal points and inclusion in the review and decision making process.

STRATEGY IN ACTION

CIRDI's Supporting the Ministry of Mines (SUMM) project in Ethiopia is designed to strengthen the capacity and organizational management of Ethiopia's Ministry of Mines and Petroleum (MoMP) at operational and strategic levels. The SUMM project implements initiatives to support country-driven strategies that encourage increased revenue generation and transparency, mitigate adverse environmental impacts, and stimulate sustainable economic growth.

The SUMM project supports the Ministry's Gender Directorate in its efforts to integrate principles of gender equality within Ministry structures and processes both nationally and locally to improve the distribution of benefits and mitigate adverse impacts. In particular, the SUMM project is supporting the integration of gender issues and opportunities into policies, legislation, strategies, plans and budgets at the Ministry and its Directorates.

This is achieved through gender-based review and analysis, which includes capacity building of human resource staff to ensure the institutionalization of gender-sensitive principles, norms and practices within the Ministry's organizational culture, systems and structures.

The SUMM project is helping to progressively establish a 'new norm' in the minerals sector, in which gender concerns and gender equality opportunities are systematically identified and addressed as common practice in governance, regulation and stakeholder engagement.

6.2 ENVIRONMENT AND CLIMATE CHANGE

6.2.1 CHALLENGE

Climate change threatens our ability to achieve sustainable development, and in some cases, our very survival.

-Ban Ki-moon, Secretary General of the United Nations

Climate change, natural resource development, the environment, and human rights are closely linked. The United Nations has recognized climate change as a threat to the full enjoyment of human rights including the rights to life, self-determination, development, food, health, water, sanitation and housing.³⁰ The Intergovernmental Panel on Climate Change (IPCC) found that "limiting the effects of climate change is necessary to achieve sustainable development and equity, including poverty eradication,"³¹ as governments are forced to divert resources away from development priorities in order to confront the impacts of climate change. From a broader perspective, CIRDI recognizes that mitigating the environmental impacts of natural resource development through tested and proven approaches such as integrated resource planning and environmental management of the full life-cycle of major resource projects is essential.

Negative impacts from unsustainable environmental practices are felt acutely by the poorest and most vulnerable; those who rely most heavily on natural resources for their livelihoods and are often the least able to respond to natural disasters such as drought, floods, landslides and hurricanes. As women are more likely to be poor, they experience higher risks and greater burdens as a result of weak environmental stewardship.

Primarily responsible for managing food and water for their families, women and girls are faced with increased work burden – such as having to travel longer distances in search of potable water or fuel – which, in turn, limits their opportunities for education and decent work. In some cases, where early and forced marriages are already prevalent, families are more likely to marry off their girls, and at a younger age, to ease some of the burden in caring for them.³²

Gender inequalities are exacerbated in disaster situations, where women and girls are at increased risk of experiencing SGBV. Displacement can lead to an increase in violence in overcrowded shelters, where women and girls lack privacy or security and are more vulnerable to rape. The loss of home, livelihood, community and family protection, as well as imbalances in access to resources or information also increases vulnerability to violence.³³

Environmental management and responsible natural resource development that considers both social and environmental impacts have improved measurably in recent years. However, efforts to address impacts generally, and gendered impacts specifically, have remained siloed, without full recognition of environmental issues and climate change as a social issue as well as an environmental one. CIRDI's Gender Equality Strategy recognizes the links between gender inequality and climate change and seeks to integrate gender as a key driver of climate change action and responsible environmental management in natural resource development.

6.2.2 APPROACH

The UN Framework Convention on Climate Change (UNFCCC) has encouraged State Parties to the Convention to appoint and provide support for national gender focal points for climate negotiations, implementation and monitoring.³⁴ UNFCCC recognizes that women play a critical role in addressing climate change, and that their participation in decision-making bodies and processes has resulted in improved outcomes of climate-related projects and policies.³⁵

The strategic deployment of actions across the three intervention spaces seeks to ensure CIRDI's appropriate recognition of women's experience and knowledge in relation to environmental management and climate change response in building effective solutions.

INTERVENTION SPACE 1: LEADERSHIP AND AGENCY

Women are less likely to be represented in decision-making bodies, so their voices are often absent from climate change and environmental planning, policy-making and implementation. Additionally, contributions of local and traditional knowledge, particularly from women, are often undervalued or ignored.

Entry points to amplify women's voices in order to innovate on solutions to environmental issues and climate change response:

- Ensure equal representation of women leaders in environment and climate-change decision-making, and provide leadership development opportunities, including environmental leadership, to emerging women leaders in natural resource governance.
- Invest in women and girls' education to empower and build leadership capacity so that they can participate more effectively in addressing environmental impacts and climate change.
- Incorporate women's local and traditional knowledge in environmental management and climate change mitigation or adaptation efforts.³⁶

INTERVENTION SPACE 2: ECONOMIC AND SOCIAL EMPOWERMENT

Women are often absent or marginalized in consultation, monitoring and evaluation processes for resource development projects.³⁷ As gatekeepers of traditional knowledge on social relations and ecosystems, women's perspectives, particularly those of Indigenous women, are subverted in favour of other forms of bureaucratic and technical knowledge.

Rural women and girls have less access to education and less experience with technical environmental concepts, and therefore participate less in environmental management and decision-making. Those who are working within public sector institutions may lack the technical knowledge to participate in higher-level discussions or their contributions undervalued.

Entry points to improve the capacity of women to participate in environmental management and climate change responses:

- Provide access to technical and vocational training to women and girls in environmental management and monitoring, natural resource management, and other relevant fields.
- Ensure the full and equal participation of women, and Indigenous women in particular, in the environmental monitoring and evaluation of natural resource development projects.
- Ensure gender-sensitive and gender-balanced participation in consultation and engagement activities related to natural resource development and build consultation, negotiation and engagement capacity of marginalized and vulnerable groups to ensure full participation.

STRATEGY IN ACTION

In 2013, the Government of Indonesia signed the Minamata Convention on Mercury, a treaty calling for the protection of human and environmental health through the reduction of mercury use. While Artisanal and Small-scale Gold Mining (ASGM) can be a source of poverty alleviation, the ASM sector – which operates mostly outside of a formal regulated framework in Indonesia – is frequently associated with significant environmental impacts including mercury pollution.

To mitigate these impacts, government officials needed to better understand ASGM activities occurring within its borders in order to develop gender-inclusive environmental policies and legislation to regulate and formalize the sector.

CIRDI's work with the Indonesian government was led by Dr. Sam Spiegel from the University of Edinburgh and the Indonesian non-government organization, Yayasan Tambuhak Sinta (YTS) and involved a number of partners, including community groups, local small-scale miner associations and women's groups.

The project supported participatory planning, training and policy development to strengthen approaches for land use and sustainable resource management in ASGM areas. In keeping with CIRDI's community-based, feminist approach, gender was considered in all aspects of project implementation.

Following the advice of local participants on what a robust gender approach would entail, the project team ensured strong representation from women in all workshops and meetings, a balance of men and women on the local teams involved in field work, and the presence of female community representatives in visual storytelling and data gathering. In three districts – Gunung Mas District, Katingan District and Murung Raya District – the project's innovative "PhotoVoice" methodology facilitated community-led storytelling that explored interrelated challenges of land-use planning, gender equality and resource governance policy-making.

As a result of the consistent involvement of women at all levels in the project, gaps were identified between female and male miners, particularly around access and control of mining resources. One of the outcomes of the project was training for a group of female miners on low environmental impact gold processing techniques that facilitate more efficient gold recovery and decreased exposure to harmful chemicals. The project's final activity was a provincial forum on ASM policy attended by representatives from communities, governments, NGOs and the private sector who participated in mapping out future strategies in support of access to services and livelihood assistance for all.

INTERVENTION SPACE 3: EQUITABLE INSTITUTIONAL SYSTEMS AND STRUCTURES

As with improving public sector governance, a basic understanding and appreciation of the gender-differentiated experiences of environmental impacts is required to develop responsive and equitable solutions. Attempts to institute gender-sensitive environmental policies have been made in many jurisdictions, however implementation is often limited by a lack of gender expertise among the staff in the corresponding sectors.

Entry points to improve understanding of how men and women are differently affected by the environment and climate change:

- Integrate gender considerations into all environmental and climate change policies, environmental management planning, climate change adaptation and mitigation strategies and planning, and environmental monitoring programs.
- Apply GBA to all environmental impact assessments to better identify and address adverse impacts of natural resource development on women and girls. Consider direct and indirect impacts experienced by women including SGBV, loss of income or livelihood, and reduced access to education.
- Provide fair, transparent and gender-sensitive formal and informal justice mechanisms for human rights and environmental defenders that seek access to remedy.

6.3 INCLUSIVE GROWTH AND COMMUNITY ENGAGEMENT

Transformation occurs through the education of miners and governments. It has to be educate, organize, and formalize, in that order.

-CIRDI ASM Strategy

6.3.1 CHALLENGE

Within this focus area, CIRDI's primary programming experience is concentrated on artisanal and small-scale mining (ASM). ASM is an essential livelihood for vulnerable and often marginalized populations in emerging economies. Historically, ASM was considered a peripheral issue in the extractive industries, rather than a sector in its own right. Although formalization of the industry has been widely recognized as the solution to the complex challenges ASM poses to the mining industry and public sector governance, weak governance structures, illicit financial flows, conflict, and lack of transparency result in the on-going exploitation of informal miners and unequal benefit sharing. The degree of exploitation and experience of men and women in artisanal mining is dependent on local circumstance, along with cultural and traditional beliefs that affect access to, and control over, resources and their benefits.

In certain contexts, socio-cultural beliefs can marginalize women's earning capacity and role compared to their male counterparts.³⁸ This income disparity may result in broader inequalities that keep women and girls trapped in cycles of poverty, exploitation, and/or victims of SGBV. In some ASM communities, traditional belief systems create inequalities between actors leading to abuse of labour, human rights, and unequal distribution of benefits for men, women, boys, and girls.

Artisanal and small-scale gold mining (AGSM), specifically, represents the largest anthropogenic source of mercury emissions. Mercury use in AGSM is widespread in emerging economies and sound chemicals management is a growing issue. Mercury represents a serious threat to maternal health and early childhood development.³⁹

Women face considerable barriers in accessing benefits derived from ASM.⁴⁰ Unfair allocation or property rights and patriarchal social norms may disadvantage women in pursuing ownership, education, enabling technologies and employment opportunities related to natural resource development.⁴¹ In addition, where they exist, benefit agreements negotiated with the private sector and government agencies tend to accrue dividends for males at the household level and elites at the community level.⁴²

STRATEGY IN ACTION

In collaboration with the US Department of State and the Artisanal Gold Council, CIRD I is leading a course on gender issues in ASGM in Peru, Indonesia, the Philippines and Papua New Guinea. The objective of the project is to deliver curriculum focused on analysing gender-differentiated impacts of ASGM, identifying opportunities for reducing gender inequalities and advancing more equitable and active participation of women, girls, boy and men in the ASGM value chain.

The expected outcome of this course is an increased understanding of gender in ASM among participating public sector employees engaged in mining policy development, ASM leaders, private sector employees and engineering companies.

6.3.2 APPROACH

The strategic deployment of actions across the three intervention spaces seeks to address the unequal access to resources and distribution of benefits, as well as the underlying root causes of gender inequality in ASM activities, including SGBV, that act as barriers to formalization.

INTERVENTION SPACE 1: LEADERSHIP AND AGENCY

In many ASM communities, women face sociocultural barriers to participating in decision-making structures as a result of gendered expectations of roles and responsibilities. Women may face restrictions on accessing resources by their partners or have to ask permission from their partners to participate in ASM activities. Addressing these barriers to women's agency requires incorporating understanding of contextual and socio-cultural factors in ASM governance decisions.

Entry points to increasing gender-sensitivity in the governance of ASM:

- Support the efforts of local, community-based organizations in advancing women's leadership in ASM formalization by addressing contextual barriers to their participation in decision-making.
- Facilitate communication and collaboration between community-based organizations and public sector representatives in seeking solutions to ASM challenges, ensuring equal representation of women by all parties.

INTERVENTION SPACE 2: ECONOMIC AND SOCIAL EMPOWERMENT

Taking action to improve the distribution of benefits from natural resource use governance and development will require actions at multiple levels to address the root causes of gender inequality within particular communities, and to ensure that benefit agreements are developed, structured and monitored with the equal and empowered participation of all relevant vulnerable and marginalized groups.⁴³

Entry points to supporting more women in earning decent income from their work in ASM:

- Train female artisanal and small-scale miners in order to improve local economic livelihoods and social development.
- Educate women miners on the hazards of chemicals and working conditions prevalent in ASM; provide access to appropriate health and safety equipment.
- Administer anti-violence and male ally campaigns to build boys' and men's awareness and understanding of the value of women's equal participation in ASM.

INTERVENTION SPACE 3: EQUITABLE INSTITUTIONAL SYSTEMS AND STRUCTURES

Gender sensitive formalization of ASM counteracts power asymmetries and gender inequalities. Understanding how women and men are differentially impacted by ASM (roles, environmental, health, economic, and social impacts such as women adopting ancillary roles with poor economic distribution in ASM and access to/control over benefits from ASM as a major challenge for women) is critical for identifying/implementing formalization solutions.

Entry points to building solutions to formalizing ASM that respect gender differences:

- Conduct a GBA of land access, rights and title as part of the cadastre system, and review and revise policy and legislation to ensure women's equal land and mineral rights.
- Conduct GBA of proposed approaches to formalizing ASM.
- Ensure women's equitable access to basic services related to health, childcare, transportation and other aspects that disproportionately impact them and their dependents.

STRATEGY IN ACTION

Artisanal and small-scale gold mining (ASGM) is the primary source of gold production in Ecuador. Despite the potential to reduce extreme poverty, the majority of ASGM operations in Ecuador are informal and associated with hazards to human health and the environment. To address these opportunities and challenges, the Government of Ecuador has prioritized the formalization of the ASGM sector.

In Ecuador's ASGM community, there is considerable participation by women in roles related to the administration and commercialization of minerals. However, women gold collectors/ gold waste rock recyclers, referred to locally as *jancheras*, did not have a clear role in the ASGM cycle. Rural poverty, schooling desertion, and a lack of economic alternatives are driving women into this work with limited opportunities to improve their quality of life. To compound the issue, lack of education, heavy household and parental responsibilities, lack of knowledge around mining industry regulations and low membership in associations and collectives among women gold collectors have resulted in participation and income levels that are well below their male counterparts.

In 2016, CIRDI partnered with Ecuador's Vice Ministry of Mines to launch the Education for the Transformation of Artisanal to Small-Scale Mining, Ecuador (TransMAPE) project. This project aimed, through education, to encourage artisanal and small-scale gold miners to apply environmentally sustainable and economically efficient mining practices. CIRDI engaged with a diversity of actors to enable local knowledge, perspectives and values to inform the development of environmentally sustainable small-scale mining solutions. The process demanded of all stakeholders a continuous negotiation through interactive community engagement.

This process was informed by CIRDI's developing Gender Strategy and experience working with the gendered dimensions of community-based decision making. Through inclusive facilitation (creating space for women as active speakers and participants, ensuring the provision of child care, engaging in outreach to women's organizations/labour collectives, collecting gender-disaggregate data at all stages), the Project team was able to create evidence driven recommendations and support to the Vice Ministry of Mines to incorporate principles of gender equality into institutions and governance frameworks.

Through community consultations and targeted workshops with the women gold collectors' associations and with policy makers in the Ministry of Mining, the TransMAPE project:

- Increased understanding of the women gold collector's role through their inclusion as key stakeholders in the project
- Raised awareness of the difficulties they face in order to incentivize government officials to develop a public-policy framework that supports the fair and safe employment of women in the sector
- Implemented an Economic Diversification Workshop with a group of 30 women gold recyclers

After two years of intensive work in Ecuador, the country's local communities, miners, industry and the government have an improved understanding of the ASGM sector and increased access to information. In June 2019, the Ecuadorian government released its new Mining Policy Priorities and is now in the process of updating its National Plan for the Mining Sector, which is taking into consideration targeted formalization for women working in informal sectors.



7 OPERATIONALIZING THE STRATEGY

While CIRDI has consistently recognized the importance of integrating gender into all of its work, this strategy represents a purposeful articulation of our strategic approach and theory of change in advancing gender equality across our three thematic focus areas and in our three priority intervention spaces.

To achieve the strategic objectives, CIRDI will continue to work directly in partnership with governments, academic institutions, civil society organizations, and the private sector to advance gender equality in natural resource governance.

Our strategy is founded on an experiential learning model that ensures we are actively learning from our work on the ground with partners who inform our interventions.

To minimize adverse impacts, due diligence risk analysis and mitigation procedures such as actor mapping and conflict assessments will be implemented at the project-level, especially when project sites are located in conflict-affected and high-risk areas.

7.1 STRATEGY IMPLEMENTATION

An annually-updated implementation plan, will clarify the roles, responsibilities, and accountabilities for key activities as well as address any capacity issues and risks related to delivering this strategy. The plan will include, at minimum, action items that cover the following areas:

- **Demonstrated institutional capacity and expertise in gender equality**
 - **For example:** build internal capacity through training, identify gender equality champions, create an internal gender strategy committee, etc.
- **Tools and processes to support strategy implementation and dissemination**
 - **For example:** develop a consultation and engagement framework; review existing HR policies and practices against gender equality objectives, etc.
- **Development, piloting and testing of new gender-sensitive initiatives with key partners**
 - **For example:** piloting project/region-specific gender equality implementation plans; incorporating gender equality into workshops and learning materials; identifying, brokering and formalizing strategic partnerships with organizations working to advance gender equality in natural resource development/governance, etc.
- **Gender equality monitoring, evaluation and reporting**
 - **For example:** development of a monitoring and evaluation framework; identification of indicators to measure and assess progress against strategic objectives; outcomes identified at project inception and tracked through project life cycle; project monitoring and reporting is supported by gender-disaggregated data; independent evaluation assesses success in meeting strategic gender equality objectives across projects; reporting is targeted to specific stakeholders based on their expressed needs and interests, and stories are told from the perspective of those impacted with marginalized voices prioritized, etc.

In addition, CIRDI's Senior Executive Team and assigned Gender Equity Lead will provide oversight of the Strategy's implementation.

7.2 PARTICIPATORY PROJECT DESIGN AND IMPLEMENTATION

In order to reflect the needs, experiences, knowledge and priorities of women impacted by natural resource development, women's voices must be amplified and their contributions recognized. Programs are built in close collaboration with local partners, especially women's groups, to ensure their active involvement in co-designing and driving project activities in ways that ultimately lift families out of poverty.

CIRDI will strive to ensure that all projects and initiatives include a consultation and engagement strategy to ensure the full and active participation of women through the design, development, implementation, monitoring and evaluation processes. Project-specific implementation plans will include risk assessments and mitigation planning to ensure avoidance of unintended consequences of project implementation.

7.3 HUMAN RIGHTS-BASED APPROACH (HRBA)

Respecting women and girl's human rights is foundational to achieving gender equality. Natural resource development intersects with women's rights in many ways. Moving toward gender equality requires addressing violations of women's rights related to issues including SGBV, exclusion and marginalization, unequal distribution of economic benefits, and lack of agency in leadership and decision-making related to natural resource development and governance.

CIRDI will strive to apply a HRBA to project development, design, planning, implementation, monitoring and measurement. There are several elements of good practice under a HRBA, which will guide CIRDI's approach:

- Beginning from the understanding that the respect and promotion of the realization of human rights are foundational
- Participation as both a means and a goal to achieving outcomes
- Marginalized groups are the focus and are empowered to be agents of their own change
- Strategic partnerships are developed and sustained⁴⁴

7.4 GENDER-BASED ANALYSIS (GBA)

Assessing gender responsiveness and impact begins with gender-based analysis (GBA). Wherever possible, GBA seeks to ensure that information collection is participatory, inclusive and consultative, and key stakeholders have the capacity to collect and analyse data. The primary purpose of any gender analysis is to build an understanding of the impacts that people experience, based on their gender, either directly or indirectly as a result of particular systems that affect their lives. That system can be better understood by examining:

- **Activities:** division of labour; time spent on tasks, time of day; location of activities, distance from home
- **Access and control:** access to resources; control over resources; decision-making
- **Context:** demographics; culture, religion, attitudes; legal, political; institutional

GBA is informed by considerations including, but not limited to: availability of sex-disaggregated data; intersectionality of identities and experiences; attention to vulnerable groups including children, elders, and Indigenous peoples; distinguishing between sex and gender; and micro vs. macro views.

In accordance with the implementation plan, CIRDI will strive to undertake – and support partners in undertaking – GBAs of initiatives and projects based on capacity and resourcing. This includes continuing to integrate gender equality into activities, including the collection of gender-disaggregated data, the development of curriculum and workshops with gender as a focus, and the convening of forums of women community leaders in priority countries.

7.5 ONGOING CONSULTATION AND CONTINUAL IMPROVEMENT

Although time-bound – with specific, measurable objectives – this Strategy is built to be sustainable with an appreciation for context, adapting and evolving with institutional priorities, stakeholder interests, and consideration of the life cycle of natural resource projects.

During the implementation phase, CIRDI will seek regular community and partner input to project activities. Supported by a stakeholder analysis conducted at project commencement, CIRDI will strive to ensure these inclusive project committees strike a gender balance, account for intersectionality in local power dynamics and are broadly representative of the community.

7.6 STRATEGY MONITORING AND EVALUATION

CIRDI has adopted the following UN Women criteria for good practice⁴⁵ to inform the assessment of the Gender Equality Strategy:

- **Effective and successful:** positive impact, strategic relevance
- **Gender-sensitive:** must demonstrate how women and girls were engaged in the entire value chain of resource extraction and development, and how this led to improved livelihoods and income among women as well as underlying causes of inequalities associated with natural resource extraction
- **Environmentally, economically and socially sustainable**
- **Inherently participatory and adopts a capacity-building approach:** promote a joint sense of ownership of decisions and actions that affect women in the natural resource sector
- **Technically feasible:** easy to learn and implement
- **Replicable, scalable, adaptable**
- **Minimal risk:** must protect women and girls
- **Employs a rights-based approach:** protects the rights of individuals including women and girls, including both social and economic rights

Guided by the UN Gender Development Index⁴⁶, which focuses on measures of health, knowledge and standards of living, measurement indicators will also align with stakeholder needs at the national, regional and donor-levels. Measures will include: differences in participation, benefits, outcomes, and impacts for women, men, boys, and girls; changes in gender relations (positive or negative)—that is, changes toward equality, or changes toward inequality between men and women, and between girls and boys; and how these changes impact the achievement of development objectives, particularly economic growth, poverty reduction, and sustainable natural resource development.

APPENDIX 1: ADDITIONAL CONSULTED RESOURCES

INTERNATIONAL NORMS AND FRAMEWORKS

Convention on the Elimination of All Forms of Discrimination against Women (1979)
<http://www.un.org/womenwatch/daw/cedaw>

International Covenant on Civil and Political Rights (1966)
<http://www.ohchr.org/en/professionalinterest/pages/ccpr.aspx>

International Covenant on Economic, Social and Cultural Rights (1966)
<http://www.ohchr.org/EN/ProfessionalInterest/Pages/CESCR.aspx>

International Labour Organization Fundamental Conventions
<http://www.ilo.org/global/standards/introduction-to-international-labour-standards/conventions-and-recommendations/lang--en/index.htm>

Universal Declaration of Human Rights (1948)
<http://www.un.org/en/universal-declaration-human-rights>

United Nations Sustainable Development Goals.
<https://sustainabledevelopment.un.org/?menu=1300>

MULTILATERAL AND NATIONAL GENDER EQUALITY STRATEGIES, POLICIES, AND PLANS

Government of Canada Feminist International Assistance Policy
http://international.gc.ca/world-monde/issues_development-enjeux_developpement/priorities-priorites/policy-politique.aspx?lang=eng

Government of United Kingdom (March 2018) Department of Foreign Affairs Strategic Vision for Gender Equality: A Call to Action for Her Potential, Our Future
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/708116/Strategic-vision-gender-equality1.pdf

Inter-American Development Bank (November 2010). Operational Policy on Gender Equality in Development
<http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35428399>

United Nations Beijing Declaration and Platform for Women, Section K. (1995)
http://beijing20.unwomen.org/~media/headquarters/attachments/sections/csw/pfa_e_final_web.pdf

UNDP Gender Equality Strategy (2014-2017)

<http://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/gender-equality-strategy-2014-2017.html>

UNESCO Priority Gender Equality Action Plan (2014-2021)

<http://unesdoc.unesco.org/images/0022/002272/227222e.pdf>

World Bank Group Gender Equality, Poverty Reduction and Inclusive Growth Strategy (2016-2023)

<http://documents.worldbank.org/curated/en/820851467992505410/pdf/102114-REVISED-PUBLIC-WBG-Gender-Strategy.pdf>

GENDER, DEVELOPMENT AND NATURAL RESOURCES

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APPENDIX 2:

STRATEGY

CONSULTATION PROCESS

A. CIRDI'S PROCESS

CIRDI's process for developing its institutional Gender Equality Strategy was highly inductive and experiential. This means we started by examining how our entire project portfolio aligned with a broad institutional commitment to advancing gender equality and inclusive natural resource governance.

As a first step, CIRDI worked with a consultant with specialist expertise on gender equality to evaluate existing project reports, products, websites, annual reports, annual work plans, performance measurement frameworks and program development proposals. We began with six generalized intervention spaces:

- Women's leadership and participation in decision-making.
- Women's economic rights and access to decent work.
- Equal access to technical and vocational training.
- Addressing the causes of women's economic marginalization and exclusion.
- Building gender competence in public institutions.
- Eliminating enabling conditions for sexual and gender-based violence.

The engaged specialist next evaluated CIRDI's existing work, as well as those of other leading organizations working on these issues as they relate to gender equality. This mapping process allowed us to map areas where CIRDI's work aligned with global best practice as well as underserved areas where CIRDI will be best placed to lead and innovate.

Based on this review, the consultant found that CIRDI's work is generally aligned with sector and international approaches to advancing gender equality in natural resource governance. CIRDI's work also aligns with leading practice, which is to take a participatory and collaborative approach to defining priority areas, identifying indicators and building capacity together to achieve goals.

Following the mapping exercise, it was decided to reduce the focus from six to the three gender-related intervention spaces, and these are reflected in the current strategy. This refinement allows CIRDI to focus its efforts to achieve depth of impact, while considering underlying themes such as addressing the causes of women's economic marginalization and exclusion, and eliminating sexual and gender-based violence to provide space for women's economic, political and social empowerment to remain critical for achieving strategy goals.

CIRDI conducted three internal reviews at the staff, executive and board level, and four peer-review sessions with diverse stakeholder groups. The content was reviewed in order to assess CIRDI's current approaches and issue recommendations along four criteria: comprehensiveness, innovation, relevance and impact.

The external reviews were as follows:

1. **A consultative session** on gender equality and local development in extractive contexts held on May 14, 2018, in Vancouver, Canada. The audience for this session was a group of female municipal leaders from extractive impacted communities in Peru, Colombia and Canada.
2. **A multi-stakeholder peer review** session was held on June 11, 2018, in Vancouver, Canada. The audience for this session was primarily civil society and academia.
3. **A facilitated dialogue and exchange** was held on June 25, 2018, in Washington D.C., USA. The audience for this session was primarily international development assistance donors, international finance institutions and civil society.
4. **A public sector peer review** was held on November 6, 2018, in Ottawa, Canada. The audience for this session was primarily public sector employees from Global Affairs Canada, Natural Resource Canada and embassy staff from countries where CIRDI is currently implementing projects.

B. STAKEHOLDERS CONSULTED

During the peer-review process, CIRDI received feedback from more than 100 experts from academia, civil society, community groups, government and industry. The full list of organizations consulted through the peer review process follows:

Asia Pacific Foundation

Australian National University

British Columbia Council for International Cooperation

Business-Community Synergies

Cañasgordas, Colombia,
Mayor's Office

Capacmarca District, Peru, Councillors Office

District of Santo Tomás,
Province of Chumbivilcas, Peru

District of Quiñota, Peru, Councillors Office

Embassy of Ecuador in Canada

Equitas

Fort St. John, Canada,
Mayor's Office

Frontino, Antioquia, Colombia, Mayor's Office

Global Affairs Canada (GAC)]
Bangladesh Development
Canadian Partnership for Health and Nutrition
Economic Growth and IFIs
Embassy of Canada to Mali
Engagement and Civil Society Policy
Environmental Policy
Environment and Climate Action

Ethiopia Development Division
 Gender Equality
 Impact Assessment
 Inclusive Growth,
 Governance and Innovation
 Inter-American Affairs
 International Youth Internship Program
 Multi-sectors Practices
 Natural Resources and Governance Division
 North American Policy and Relations
 Responsible Business Practices
 Social Empowerment
 Strategic Planning,
 Operations and Policy Division

 Vietnam, Indonesia and ASEAN Development
 Guyana Women Miners Organisation
 Indigenous Association of La Guajira Waya Wayuu, Colombia
 Indigenous Society of Sumainchi, Colombia
 Indigenous Women's Leadership Summit
 Innovation, Science and Economic Development Canada
 Inter-American Development Bank
 International Women's Rights Project
 McEwen Mining, Sinaloa
 Municipality of Jangas, Peru
 National Learning Service (SENA), Colombia
 Natural Resources Canada
 International Affairs and Trade Division
 Trade and Investment
 Natural Resource Governance Institute
 Network of Women Mayors, Peru
 Organization of American States
 Simon Fraser University, Vancouver, Canada
 Beedie School of Business
 Township of Langley, Canada, Engineering and Community Development
 University of British Columbia, Vancouver, Canada
 Institute for Gender, Race, Sexuality and Social Justice
 Institute for Resources, Environment and Sustainability
 Integrated Land and Food Systems
 Liu Institute for Global Issues
 Program on Water Governance
 School of Community and Regional Planning
 Masters of Public Policy and Global Affairs
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ENDNOTES

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- 20 The Vulnerability and the Human Condition Initiative is a collaborative initiative at Emory University led by Martha Fineman through the Faculty of Law. For further information see: <http://web.gs.emory.edu/vulnerability/about/index.html>
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Cover Image: Workshop in Migori as part of the field mission to compile a needs assessment on mineral auditing in Kenya. CIRDI

P.7: Zaika, a graduate student from the University of Dar es Salaam, interviews a villager in Nalignu, Mtwara region, Tanzania. CIRDI

P.9: PhotoVoice project in Indonesia. CIRDI

P.15: Field visit as part of the CIRDI's Education for the Transformation of Artisanal to Small-scale Mining project in Ecuador. CIRDI

P.20: Ximena Benavides, at a CIRDI-led workshop on cleaner production techniques in ASM, Ecuador. CIRDI

P.30: Conference on Gender, Mining and Water Resources, 2017. CIRDI

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