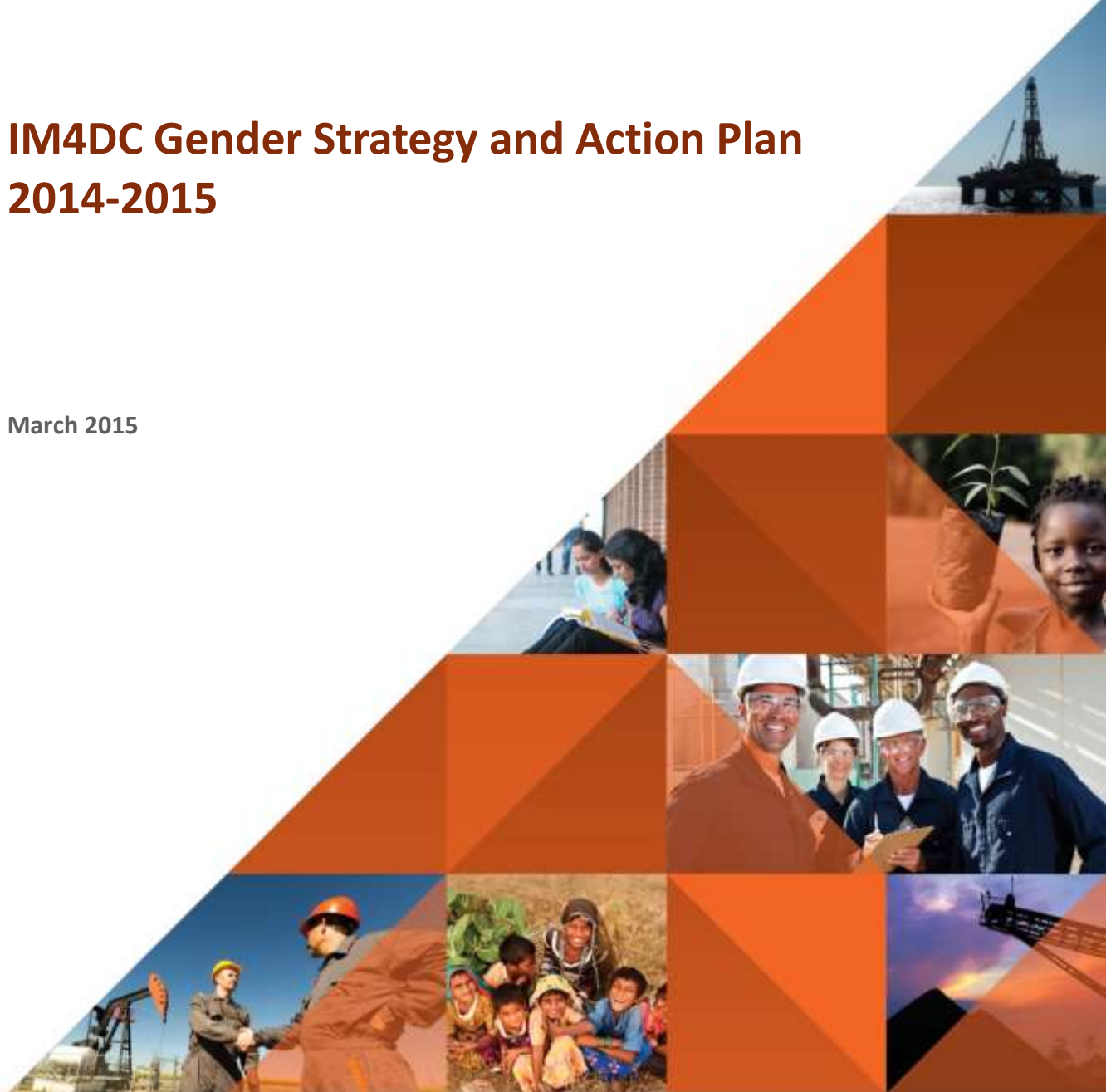


# IM4DC Gender Strategy and Action Plan 2014-2015

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International Mining for Development Centre

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The **International Mining for Development Centre** was established to promote the more sustainable use of minerals and energy resources in developing nations by assisting governments and civil society organisations through education and training, fellowships, research and advice. Our focus is three core themes—governance and regulation, community and environmental sustainability, and operational effectiveness.

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## Abbreviations

AAPF	Australia Africa Partnership Facility
AMDC	African Minerals Development Centre
AusAID	Australian Agency for International Development
DFAT	Department of Foreign Affairs and Trade
EMI	Energy and Minerals Institute
ETAEMR	Education and Training Agency of the Ministry of Energy and Mineral Resources, Indonesia
IM4DC	International Mining for Development Centre
MCA	Minerals Council of Australia
M4D	Mining for Development
M4DLink	IM4DC's online community of practice
SMI	Sustainable Minerals Institute
UQ	The University of Queensland
UWA	The University of Western Australia

## Foreword

This Gender Strategy has been adopted by the Management Board of the International Mining for Development Centre to guide IM4DC, delivery schools and centres and other partners in integrating principles and practices of gender equality, inclusion and women's economic empowerment within IM4DC's operations and activities.

From the inception of IM4DC in October 2011, the Board has recognised that achieving sustainable mining for development outcomes requires that women's participation and gender equality are integrated within IM4DC activities. IM4DC has presented many short courses and study tours that have addressed mining and gender issues within their curricula or as a focus. Overall, IM4DC activities have achieved 30 per cent female participation.

The IM4DC Board advocates continuous improvement by IM4DC and its delivery partners to promotion of gender equality. It notes DFAT's three pillars of gender equality: promoting women's voices, economic empowerment and ending gender-based violence. IM4DC activities have, and will continue to address each of these.

This Gender Strategy provides a checklist and toolkit for IM4DC personnel and those from the university schools and centres that deliver so much of the IM4DC program, as well as for our partner organisations globally. It will also help to guide organisations that deliver mining for development activities beyond the life of IM4DC.

IM4DC will report on the implementation of this Gender Strategy in its final Annual Report in the second half of 2015.

Tim Shanahan  
Director

Chris Moran  
Director

## Executive summary

Extractive industries are a major source of revenue for many resource-rich economies around the world and are central to economic growth and social development. The full benefit of resources development can only be realised, however, if women and girls participate fully in all aspects of resources activity and consequent economic development and social progress. This requires that the principles of gender equality are embedded within policies and practices applied to resources and associated development.

In recognising that women's participation and gender equity is a precondition for the achievement of mining for development outcomes, IM4DC has been committed from its inception to integrating gender equality, inclusion and women's economic empowerment into its operations and programs. This commitment aligns IM4DC with DFAT's three pillars of gender equality: women's voice in decision-making, leadership, and peacebuilding; women's economic empowerment; and ending violence against women and girls.

The IM4DC Gender Strategy was developed in response to the Gender Rapid Review of IM4DC programs and operations that was undertaken to address a recommendation from the Mid-Term Review of IM4DC's performance. Both reviews conclude that while IM4DC incorporates gender issues and principles into its activities, it needs to formalise its approach to incorporating gender dimensions into all operations. Although the Gender Rapid Review provided a large number of recommendations, the objectives and actions described in this Gender Strategy have been selected to realise meaningful outcomes within the remaining six months of IM4DC programming and available resources. This strategy, however, can also inform a long-term approach on gender equality for the follow-on organisation and other extractives and development activities funded by the Australian Government and other organisations.

The objective of the Gender Strategy is to strengthen the integration of gender considerations across IM4DC's full program. This Gender Strategy provides a clear set of directions outlining key targets and further milestones built on five focal areas but applicable across the full range of IM4DC activities:

- organisational governance and management;
- education, training and research;
- marketing and communications;
- partnerships and
- monitoring and evaluation.

This strategy sets the foundations for a wider vision on gender sensitive and gender-responsive programming. IM4DC commits to greater and better integration of gender equality in all its programs to best support IM4DC's partners in meeting their mining for development goals.

## Background

The International Mining for Development Centre (IM4DC) commenced operations in October 2011 to support developing countries transform their minerals resources into inclusive economic development and social benefit. The Australian Government's Department of Foreign Affairs and Trade (DFAT) is the principal funder of IM4DC, through a grant agreement of \$31million over four years to June 2015. IM4DC conducts its program of work through implementing partners: the Energy and Minerals Institute (EMI) of The University of Western Australia (UWA), Perth; and the Sustainable Minerals Institute (SMI) of The University of Queensland (UQ), Brisbane.

The Strategic Framework for IM4DC (Appendix 1) provides a summary of the purpose of the Centre, themes, strategic program areas, outcomes, and the integrated nature of strategic program areas.

The elements of the IM4DC program are:

- Education and training through short courses, workshops and study tours
- Fellowships to enable current and future leaders to undertake extended training, work experience and research
- Action research to investigate and address issues relating to mining for development
- Practical guides and research publications to provide information and tools for stakeholders
- Advice to governments in Australia and developing countries on mining for development policy and governance
- Alumni network to continue interaction and knowledge transfer and to facilitate a mining for development community of practice
- Partnering with developing country institutions to help build their capacity and develop collaborative networks
- Alumni Forums and the Mining for Development Conference to bring together stakeholders to review and discuss leading policy and practice.

In just over three years from IM4DC's inception to the end of 2014, IM4DC has presented 88 short courses, workshops and study tours in Australia and other countries, involving more than 2,300 participants, including 700 women, from 65 countries.

IM4DC's university-based schools and centres have delivered more than 13,500 participant training days. IM4DC's Alumni online community of practice is more than 1,400 strong. IM4DC has hosted 18 Fellows, commissioned more than 50 action research projects, and cemented numerous partnerships with developing country institutions such as the African Minerals Development Centre and the Education and Training Agency of the Ministry of Energy and Mineral Resources, Indonesia.



From its inception, IM4DC has recognised that women’s participation and gender equity is a precondition for the achievement of mining for development outcomes. IM4DC has sought to integrate the principles and practices of gender equality, inclusion and women’s economic empowerment into its operations and programs.

A Mid-Term Review of IM4DC was commissioned by DFAT to assess the performance of IM4DC. The review recommended the following on gender:

“DFAT and the IM4DC should agree on a more rigorous set of expectations in relation to gender and mining, and that this should be reflected in an updated Monitoring and Evaluation Framework. This should take account of the Australian Government’s priority placed on women’s economic empowerment and women’s leadership as central tenets of the Australian Government’s aid program.”

In response, IM4DC commissioned an independent Gender Rapid Review to examine the current approach to gender issues in its program and to provide recommendations on further actions that could be incorporated into the Centre’s approach. The report was received in October 2014, and a summary of the report is attached as an appendix to this strategy.

The process for the Gender Rapid Review included: the identification and thematic analysis of 25 IM4DC documents; interviews with 15 key internal and external stakeholders; and feedback from a Gender Review Workshop hosted by IM4DC at the Alumni Forum in July 2014.

One of the principal recommendations of the Gender Rapid Review was that IM4DC formalise its approach in a Gender Strategy. A key finding of the review was that while IM4DC has performed relatively well in terms of female participation rates in its activities, and there is informal evidence of gender considerations being applied in different elements of the program, the centre lacks a systematic approach to addressing gender issues. It is important to acknowledge that there are limited time and resources available to implement a comprehensive Gender Strategy before IM4DC winds-up its activities in June 2015 and therefore this strategy reflects IM4DC’s view of priorities.

The IM4DC Gender Strategy is divided into three sections. The first section outlines the principles, objectives and alignment with DFAT’s Gender Equality pillars. The second section describes objectives and actions for each of the five focal areas identified in the Rapid Review: organisational governance; education, training and research; marketing and communication; partnerships; and monitoring and evaluation. The final section provides a comprehensive action plan and results measurement framework.

# IM4DC Gender Strategy 2014-2015

## Context

The extractive industries are a major source of revenue for many resource-rich economies around the world and are central to economic growth and social development.

It is well recognised, however, that men primarily reap the benefits of the extractive industry, while women are disproportionately burdened with social, economic and environmental risks<sup>1</sup>.

The full benefits of resources development – including elimination of potential deleterious impacts – can only be realised if women and girls participate fully in all aspects of resources activity and consequent economic development and social progress. This requires that the principles of gender equality are embedded within policies and practices applied to resources and associated development.

In short, this means that women and men must be given equal opportunities to participate in all aspects of the mining industry and also share equally in its benefits. IM4DC realises that it must actively promote the inclusion of gender considerations into all of its activities, in order to address DFAT's three pillars of gender equality: promoting women's voices, economic empowerment and ending gender-based violence. In recognising that women's participation and gender equity is a precondition for the achievement of mining for development outcomes, IM4DC is committed to integrating gender equality, inclusion and women's economic empowerment into all aspects of management and delivery of our program of work.

Gender is a crosscutting issue across IM4DC's strategic framework (Appendix 1). The focus of this strategy is to strengthen gender mainstreaming in IM4DC's integrated program activities, building on existing measures and good practice.

## Principles

This strategy is anchored in IM4DC's overall vision of supporting developing countries to transform mineral resources into inclusive economic development and social benefits, fully open to both women and men. IM4DC adopts the following principles in addressing gender considerations:

- The IM4DC institutional objectives and management approaches should address the needs, priorities and participation of women in organisational policy and practice.
- All elements of our program should enhance equitable learning outcomes for all participants (male and female) including the identification and targeting of a diversity of women and men for participation in the program.
- Our systems for program delivery from design, recruitment, delivery and monitoring and evaluation should include formalised and explicit gender considerations.

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<sup>1</sup> World Bank. Gender Dimensions of the Extractive Industries, 2009

- We will develop networks and collaborate with relevant stakeholders working in the area of gender equality and women’s economic empowerment, including external stakeholders in program activities.
- We will use our integrated program of activities as a base to advocate for gender issues in the resources sector.

It is important to emphasise that IM4DC’s program is run in an integrated manner, as it is managed by a small and collaborative team who are able to interact on the full range of programs. Thus, decisions made at management level are able to feed into program design for courses and events, into communications activities concerning events and publications and then monitoring and evaluation processes are able to complete a feedback loop to senior management. Although this strategy treats gender equality considerations under a number of separate themes and activity areas, they are all part of the integrated IM4DC whole.

## Gender Strategy Objectives

The Gender Rapid Review listed recommendations around a number of thematic areas:

- organisational strategy
- organisational governance
- communications, monitoring and evaluation
- criteria for targeting participants, training and events
- content review
- targeted research.

These themes have been combined into five focal areas:

1. organisational governance and management
2. education, training and research
3. marketing and communications
4. partnerships
5. monitoring and evaluation.

Specific objectives for IM4DC under each of these areas are listed below.

Thematic area	Objectives
Organisational governance and management	<ul style="list-style-type: none"> <li>• Ensure that gender considerations are integrated within all IM4DC governance and management structures and processes, such as representation, recruitment and decision-making.</li> </ul>
Education, training and research	<ul style="list-style-type: none"> <li>• Ensure equal opportunities, participation and learning outcomes in training and research for women and men through explicit enrolment efforts and course content.</li> </ul>

	<ul style="list-style-type: none"> <li>In curricula and through research, promote inclusive development for women, men and children through mining-related activities and women’s economic empowerment.</li> </ul>
Marketing and communications	<ul style="list-style-type: none"> <li>Promote gender equality in the mining sector and in associated economic development through all IM4DC publications, advertisements in trade and other publications, calls for participants in events and conferences and any IM4DC public appearances.</li> </ul>
Partnerships	<ul style="list-style-type: none"> <li>Strengthen gender mainstreaming in IM4DC’s full range of programs by working with organisations that have a thematic focus on gender and mining. This will include the design of workshops, tours, conferences, as well as publications and courses.</li> </ul>
Monitoring and evaluation	<ul style="list-style-type: none"> <li>Continually review IM4DC performance on gender equality by setting baseline indicators and targets.</li> </ul>

## Alignment with DFAT Gender Equality Approach

In developing this strategy, IM4DC seeks to align with DFAT’s three pillars on gender equality and empowering women and girls<sup>2</sup> :

- women’s voice in decision-making, leadership, and peace-building
- women’s economic empowerment
- ending violence against women and girls.

A number of strategic entry points exist within IM4DC’s integrated program for effecting change in the above pillars. Figure 1 on page 10 provides selected examples of IM4DC activities that have been conducted and or are planned that intersect with DFAT’s Gender Equality approach. This matrix is not comprehensive but can act as a basis for discussion and further aligning IM4DC’s Gender Strategy with DFAT’s approach to gender equality.

<sup>2</sup> DFAT website Australian aid: promoting prosperity, reducing poverty, enhancing stability, Gender equality and empowering women and girls <http://aid.dfat.gov.au/aidpolicy/developmentpolicy/Pages/gender-equality.aspx> (accessed 27 January 2015)



**Table 1: IM4DC alignment with DFAT Gender Equality Pillars**

DFAT Gender Equality Pillars	IM4DC's Gender Strategy Focal Areas				
	Organisational governance and management	Education, training and research	Marketing and communication	Partnerships	Monitoring and evaluation
Women's voice in decision-making, leadership, and peace-building	<ul style="list-style-type: none"> <li>female representation and gender champions within IM4DC management</li> </ul>	<ul style="list-style-type: none"> <li>targeted recruitment of a diversity of women participants</li> <li>provide training on leadership skills (e.g. Emerging Leaders in African Mining)</li> </ul>	<ul style="list-style-type: none"> <li>distribute alumni women leadership stories in newsletter</li> <li>event briefs (conferences and alumni forums) to include gender considerations (themes, speakers, participants)</li> </ul>	<ul style="list-style-type: none"> <li>explore opportunities to partner with gender organisations, eg WIMWA and CMEWA in Perth</li> </ul>	<ul style="list-style-type: none"> <li>develop extended set of gender-related indicators, including breakdown of satisfaction measures by gender</li> </ul>
Women's economic empowerment	<ul style="list-style-type: none"> <li>profile to management and Board women economic empowerment opportunities to inform decision making and focus</li> </ul>	<ul style="list-style-type: none"> <li>provide training on models and best practices on women's economic empowerment</li> <li>organise events on women's economic empowerment</li> </ul>	<ul style="list-style-type: none"> <li>distribute stories on women's economic empowerment throughout IM4DC publications</li> <li>launch M4DLink Challenge on women's economic empowerment</li> </ul>	<ul style="list-style-type: none"> <li>promote and collaborate with partners on women's economic empowerment, especially in developing countries</li> </ul>	<ul style="list-style-type: none"> <li>monitor numbers of events, articles, courses etc that address women's economic empowerment in the mining sector</li> </ul>
Ending violence against women and girls	<ul style="list-style-type: none"> <li>promote participation in campaigns to increase understanding and recognition of issues to inform decision making</li> </ul>	<ul style="list-style-type: none"> <li>fund action research on gender based violence</li> <li>organising events on gender based violence</li> </ul>	<ul style="list-style-type: none"> <li>provide library of resources on gender based violence in mining communities on M4DLink</li> </ul>	<ul style="list-style-type: none"> <li>work with stakeholders to raise awareness of gender based violence through events, invited speakers</li> </ul>	<ul style="list-style-type: none"> <li>monitor numbers of events, articles, courses etc that address VAW</li> </ul>

# Gender Implementation and Action Plan 2014-15

## Organisational governance

Objective	Action
To mainstream gender within IM4DC governance and management structures and processes	Develop a brief strategy document as a basis for engagement with key stakeholders including DFAT
	Finalise a formal and more extensive strategy after consultation with DFAT and gender specialist
	Identify and recruit a gender expert on retainer to provide cohesive short term advice on program activities
	Nominate a gender champion at managerial position to advocate on gender issues
	Gender champions to regularly profile to management and Board women economic empowerment and other gender opportunities
	Organise a gender workshop for all IM4DC staff
	Management Board to address gender balance and expertise in make-up of any future Advisory Board, including possible recruitment targets*
	Management Board to consider gender balance and expertise in make-up of senior management for future Mining for Development initiatives, including possible recruitment targets *
	Management Board to ensure that all IM4DC activities – governance, recruitment, training, course selection and design, marketing & communications etc have gender indicators and targets in performance plans

The importance of improving gender balance on corporate and NGO boards is increasingly recognised around the world and in Australia<sup>3,4,5</sup>. Evidence suggests that organisations with a strong female representation at board and top management level perform better than those without and that gender-diverse boards have a positive impact on performance both within corporate, community and government sectors.

IM4DC is managed by a Senior Management Team that comprises the Director and two Deputy Directors. The IM4DC Board is responsible for oversight, approval of strategic decisions and review of annual budgets. The Board is composed of the Director of EMI, UWA; Director of SMI, UQ; and IM4DC Director. All of these positions are held by men; there is therefore no female representation at any of the strategic organisational

<sup>3</sup> YMCA Australia, Women on Boards, ACOSS. Reflecting gender diversity An analysis of gender diversity in the leadership of the community sector: Inaugural survey results, 2012.

<sup>4</sup> BlackRock. Why corporate Australia's gender policies need to be wound into their DNA, 2014

<sup>5</sup> Office for Women - Department of Families, Housing, Community Services and Indigenous Affairs. Gender Balance on Australian Government Boards Report 2011-2012, 2012

governance levels<sup>6</sup>. Female representation at board and senior management level has the potential to increase the focus on gender diversity and gender equality in program activities; provide new perspectives and a varied leadership style that can strengthen board effectiveness.

In seeking to address this, IM4DC has assigned a female member of staff to champion the Gender Strategy. In any future organisation that follows from IM4DC, specific attention should be paid to gender balance in staffing and expertise on the Board and Senior Management. It is not realistic to expect a change in Board or Senior Management to be effected before IM4DC’s end date of 30 June 2015, but the current Board and Management Team could make recommendations for the future gender balance of any new Board and Management Team of a similar organisation hosted by the partner universities.

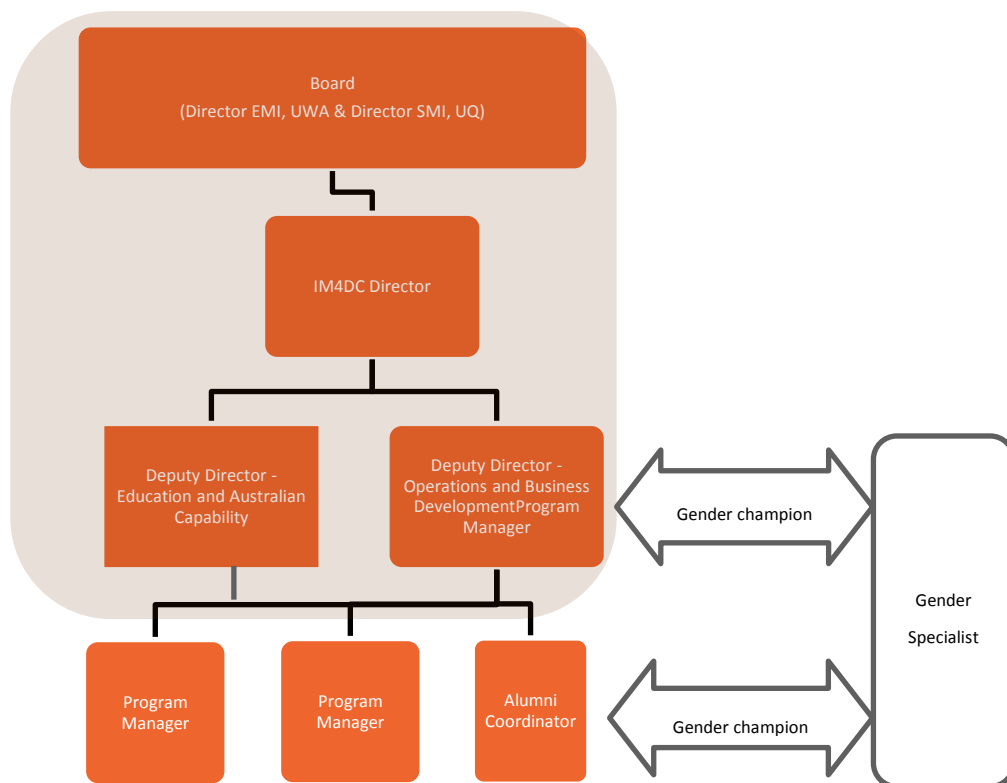


Figure 1: IM4DC governance and management structure

<sup>6</sup> As originally designed, the IM4DC government structure was to include an Advisory Council, which would have had women as members. The then AusAID decided that the Advisory Council should be for all of its Mining for Development activities, and when this council was disbanded under the current government, all female representation was lost.

## Gender specialist

Acknowledging the value of gender equality and recognising the lack of gender expertise amongst IM4DC board members and staff, IM4DC has sought the expertise of a gender specialist. The role of the gender specialist is to review the gender strategy and provide expertise on implementation and outcomes of the strategy. The gender specialist will review the Gender Strategy; provide gender training for staff; apply a gender lens on IM4DC reports; provide support to gender champions and provide advice on gender monitoring and evaluation indicators, gender checklists and guidelines. If future management structures are more gender-balanced and actively promote gender equity considerations throughout the organisation, it may not be necessary to engage such a high level of external expertise in future.

## Gender champions

Gender champions have been nominated to increase ownership of the Gender Strategy through driving gender considerations in Board and management decision making and promoting implementation of the strategy in program activities. The gender champions will work closely with the gender specialist. Specific activities that the gender champions will be responsible for are raising the profile of gender considerations within governance structures and IM4DC organisational committees at all levels, monitoring the implementation of the Gender Strategy, organising gender-themed events and exploring opportunities for IM4DC to work with partners on gender equality. Gender champions will have their gender work counted as one of their KPIs and it will be considered an integral part of their jobs, not an additional extra.

## Education, training and research

Objective	Actions
Ensure equal opportunities, participation and learning outcomes in training and research for women and men	Redesign current course marketing strategy document to include explicit section on female recruitment, nominating target groups and engagement strategies as well as explicit reference to recruitment of female candidates in course outlines
	Target a diversity of speakers and course deliverers for training programs and events
<ul style="list-style-type: none"> <li>In curricula and through research, promote inclusive development for women, men and children through mining- related activities and women's economic empowerment</li> </ul>	Organise three gender-focussed events
	Develop a 'Gender Brief' and 'Gender Checklist' to engage program deliverers on how to address gender considerations in program delivery.
	Review and adjust current Return-to-Work guidelines and information to explicitly consider potential gender implications.
	Use alumni network and DFAT posts to identify potential future program activities to best address issues of gender equality and women's economic empowerment
	If funding is available, undertake a specific call for Action Research proposals with a gender focus.



The strategies under education, training and research are twofold: to raise awareness of the gender impacts of mining through research, courses and events and to increase capacity of women across the mining value chain. The long term outcome is gender inclusivity that leads to better opportunities, reduced poverty and shared prosperity.

### **Participant recruitment**

Training empowers women and men with skills that enhance their participation in planning, management and entrepreneurship. Across the mining sector and other sectors that interface with mining, there is an underrepresentation of women<sup>7,8</sup>. While these data reflect employment within mining and services companies, IM4DC experience indicates that women are also under-represented within institutions involved in mining governance. Just 700 women (30% of total alumni) have participated in IM4DC courses. Analysis of female participation shows differential representation of gender by country. Further analysis will be conducted as part of Monitoring and Evaluation to analyse gender balance in flagship courses. It is possible that other factors also contribute to fewer women than men being selected for IM4DC courses and events, such as nomination biases or lower levels of English language skills, for example. If formalised gender equality recruitment strategies such as described below do not result in an increased level of female participation, then further research into contributory factors may be required.

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<sup>7</sup> PWC. Mining for talent 2014 A review of women on boards in the mining industry. ; 2014.

<sup>8</sup> Mineral Council of Australia. MCA Workforce Gender Diversity Review; It's not just a program. ; 2013.

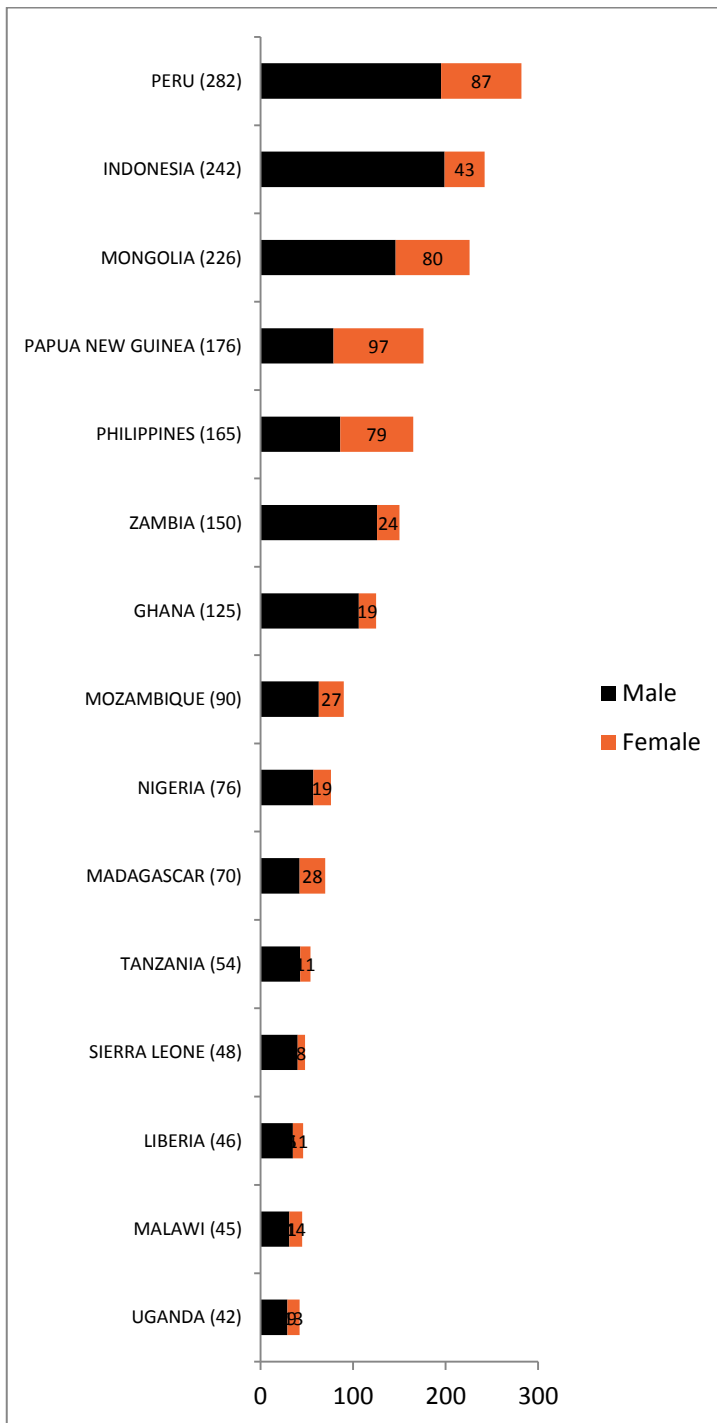


Figure 2: Gender and Country representation for top 15 participating countries

In the past, recruitment of female participants has mainly been ad hoc through concerted efforts of the Deputy Director – Education and Australian Capability and Program Managers during marketing and participant selection. In an effort to formalise participant recruitment, explicit reference to recruitment of female candidates and engagement strategies will be included in course outlines and participant marketing strategies. In order to further increase the skills base of women, IM4DC will work with partner organisations to target a diversity of women from countries and sectors that are underrepresented in courses.

### **Course content**

As of end of 2014, IM4DC had conducted 88 courses across the life of mine on topics ranging from GIS, environmental management, local procurement, regional development and taxation. Data are not available on the extent to which gender dimensions were included in course content, however from now on, IM4DC will provide all course deliverers with a Gender Brief and a Gender Checklist. The Gender Brief will outline IM4DC's commitment to gender equality including providing equal opportunities for participants and gender sensitive teaching practices. The Gender Checklist will provide generic guidelines on how course deliverers can consider gender dimensions in the content and delivery of courses. There will be a mandatory question on how gender aspects were integrated into the course included in the course evaluation process for all IM4DC courses.

Return to Work projects are important component of achieving mining for development outcomes through the extensive alumni network. As part of training courses, participants develop a project that they intend to implement in their workplace that applies their course learning. A template is provided for participants to develop Return to Work plans and time is allocated during courses for course deliverers and Program Managers to discuss participant projects. Alumni are then followed up on M4DLink at periodic intervals to check on the progress of project implementation. A formal survey is also conducted at six months and a year after course completion. In order for IM4DC to capture stories of change that include gender dimensions, the Return to Work project template, survey and follow up will include specific questions on gender implications.

### **Events**

IM4DC will organise three gender-focussed events that relate to DFAT's Gender Equality pillars – women's economic empowerment, gender based violence and giving women voice. It is anticipated that these events will be organised in collaboration with IM4DC partners.

- Gender and Mining Forum, Perth, March in collaboration with AAPF's study tour on Gender and Mining
- Gender and Mining Roundtable in collaboration with the Minerals Council of Australia
- Empowered women in mining breakfast, Perth, April as part of the Mining for Development conference.

These events will be open to both women and men interested in the mining sector and it will be instructive to measure how many male participants choose to attend. These events will raise the awareness of the gender impacts of mining and stimulate dialogue among

stakeholders, both male and female, with the long-term outcome of addressing gender equality within the extractive industry and the communities in mining areas.

## Marketing and communications

Objective	Actions
To promote gender equality in the mining sector and in associated economic development	Include gender themes in all IM4DC documents and communications material such as through identifying specific gender-focussed stories for newsletter, M4DLink spotlight and photos that raise the profile of women
	Include explicit reference to gender balance and other gender considerations in event briefs
	Revise and relaunch the M4DLink Challenge on gender and mining
	Provide access to existing resources and discussion forums on gender within the M4DLink
	Gender and mining inclusive development alumni photo competition
	Strive for gender balance on any panels convened by or participated in by IM4DC.

IM4DC will strive in all communications (educational and promotional) to promote gender equality. This involves being sensitive to how women and men are presented, avoiding reinforcing gender stereotypes, using inclusive language and ensuring balanced representation. To encourage gender sensitive communication, program staff will encouraged to apply a gender lens when collecting and developing communication material for courses, events, fellowships and research.

### IM4DC publications

IM4DC's channels of communication to stakeholders and alumni are through the IM4DC website, monthly e-news and M4DLink. In an effort to raise the profile of gender dimensions, IM4DC will disseminate gender-focussed stories drawn from alumni in the newsletter and on M4DLink. IM4DC also produces annual and six monthly performance reports that are available on the website and are circulated to donors. In the final end-of-program report a specific section will review the outcomes of this Gender Strategy.

M4DLink is the IM4DC online community of practice that brings together over 1400 faculty and alumni. M4DLink has a number features that enable alumni to connect and share experiences, discuss and debate mining related issues and collaborate to solve mining challenges. In November 2013, a challenge was proposed on Gender Equitable Mining Benefits, specifically "How to ensure that the benefits of mining accrue equitably and fairly to both men and women, for those working within the mining industry and the wider communities?" This challenge will be redesigned and relaunched. Participation levels in this online challenge and in the wider M4Dlink may be measurable with a view to the gender of participants, and this will be built into the design if possible.

## Partnerships

Objective	Action
Strengthen gender mainstreaming in IM4DC's full range of programs by working with organisations that have a thematic focus on gender and mining	Collaborate with organisations that have gender and mining as a thematic area in order to advocate for the interests, participation and priorities of women. This will include the design of workshops, tours, conferences as well as publications and courses. Teaming with organisations like WIMWA and CMEWA could provide useful additional networks and technical expertise from women in the mining sector. Successful mining women from these organisations could provide support for Gender Champions and also be a resource for future Board members.

The implementation of this strategy will require developing and nurturing strategic partnerships within and outside Australia to ensure success in several areas. In Western Australia, both the Women in Mining WA (WIMWA) and the Chamber of Minerals & Energy WA (CMEWA) have strong interests in gender equality in the mining sector and could be partnered with for such activities as research design, study tours, events design and advertising and even mentoring processes. Similarly, in Queensland, Women in Mining and Resources Queensland (WIMARQ) could be a partner. IM4DC could play a role in linking these organisations (there are equivalents in several other states) with international counterparts in IM4DC focus countries and regions.

### DFAT

In seeking to inform and implement gender dimensions in its program areas, IM4DC will actively engage DFAT Gender Equality and DFAT sections that IM4DC interfaces with. The nature of this engagement may take the shape of:

- review of IM4DC Gender Strategy and the intersection with DFAT Gender Equality Strategy (Table 1: IM4DC alignment with DFAT Gender Equality Pillars)
- review of indicators and performance targets (see Action Plan)
- connections with DFAT country managers to target course participants and facilitate linkages with in country expertise
- provision of IM4DC alumni gender focussed stories for inclusion in DFAT publications.

### Other institutions

IM4DC has established relations with a number of organisations that promote gender and mining, including:

- University of Papua New Guinea on Gender and Mining symposium
- Centre for Social Responsibility Mining, SMI, UQ
- African Minerals Development Centre

IM4DC will explore developing relationships with multilateral organisations with a specific gender focus like UNWomen and the World Bank, which has a specific women in mining focus. IM4DC will collaborate with partner institutions to support targeting a diversity of

participants, organising gender focussed events and research and the inclusion of gender based course content and course deliverers.

## Monitoring and evaluation

Objective	Actions
	Establish baseline indicators and targets for future performance for all IM4DC programs.
Continually review IM4DC performance on gender equality.	Produce gender disaggregated data including breakdown of satisfaction measures by gender for gender analyses
	Report on gender indicators and gender strategy performance indicators in end of program reports.
	Develop set of qualitative alumni case studies relating to women's inclusion
	Undertake targeted follow-up for female alumni with respect to successes and barriers for both their overall involvement and implementation of Return to Work plans*

Gender indicators play an important role in monitoring the progress of efforts to integrate gender considerations into all aspects of the IM4DC program. They enable tracking of the implementation and timely adjustments to ensure gender equitable outcomes are reached. Indicators inform decision making for program management, measure progress and assess project and staff performance<sup>9</sup>.

IM4DC will carefully monitor its operations and will collect gender equality results across all program activities. The performance indicators and the set of gender indicators will measure progress against objectives and accountability. There will be both quantitative indicators (such as numbers of women and men applying for courses, being selected, completing courses etc) and qualitative indicators, the levels of satisfaction with courses among both women and men.

IM4DC will consider in its reporting:

- Gender disaggregated data (research awards, end of course and events) that allows comparisons between men and women, revealing differential program impact
- Retrospectively track ratio of men to women by country, course and sector since inception of IM4DC where possible
- Inclusion of a question in the six monthly follow survey on gender implications of Return to Work project implementation, hence providing information on the gender impact of IM4DC programs
- End of program report that includes a specific section on the outcomes of this Gender Strategy.

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<sup>9</sup> AusAid. Guide to Gender and Development. ; 1988

In the long term, the follow on organisation should conduct research to determine the barriers to female participation in mining for development / extractives for growth activities.

## **Financial and human resources**

Strengthening gender mainstreaming in IM4DC's integrated program will require a reallocation of resources from some activities or functions. Financial resources are required for recruitment of a gender specialist, delivery of gender-focussed events, development of gender-focussed alumni case studies and commissioning of additional gender-focussed research. Where possible IM4DC will work in partnership with others to deliver efficiently and enhance program delivery.

IM4DC personnel are also required to review, implement and report on this Gender Strategy. A number of actions listed in the objectives under the five focal areas require an initial investment of staff time but thereafter can be easily incorporated in regular activities, for example the IM4DC Gender Brief for course deliverers. Most actions were chosen given remaining time, financial and human resources, and limited staff expertise on gender. Despite these constraints, the actions outlined can realise meaningful gender outcomes.

## Gender Action Plan 2014-15 Summary

The action plan is organised according to the objectives and actions under the five focal areas with the addition of actors, timeframe and performance indicators.





**Table 2: IM4DC Gender Strategy Action Plan**

Organisational governance				
Objective	Actions	Responsibility	Timeframe	Performance Indicators
To mainstream gender within IM4DC governance and management structures and processes	Develop a brief strategy document as a basis for engagement with key stakeholders including DFAT	Mgt Team	Dec 2014	<ul style="list-style-type: none"> <li>Strategy drafted</li> </ul>
	Finalise a formal and more extensive strategy after consultation with DFAT and gender specialist	Mgt Team	Feb 2015	<ul style="list-style-type: none"> <li>Strategy finalised and circulated to all stakeholders and available on IM4DC website and M4DLink</li> </ul>
	Identify and recruit a gender expert on retainer to provide cohesive short term advice on program activities	Mgt Team	Dec 2014	<ul style="list-style-type: none"> <li>Gender expert recruited</li> </ul>
	Nominate a gender champion at managerial position to advocate on gender issues	Mgt Team	Dec 2014	<ul style="list-style-type: none"> <li>Gender champions nominated with specific roles described</li> </ul>
	Regularly profile to management and Board women’s economic empowerment and other gender opportunities	Mgt Team	Jan 2015 ongoing	<ul style="list-style-type: none"> <li>Number of opportunities presented</li> </ul>
	Organise a gender workshop for all IM4DC staff	Mgt Team	Mar 2015	<ul style="list-style-type: none"> <li>Workshop conducted</li> <li>Staff feedback</li> </ul>
	Management Board to address gender balance and expertise in make-up of any future Advisory Board*	Board	Beyond current program	
	Management Board to consider gender balance and expertise in make-up of senior management for future Mining for Development initiatives*	Board	Beyond current program	
Education, Research and Training				
Objective	Actions	Responsibility	Timeframe	Performance Indicators
Ensure equal opportunities, participation in training and	Redesign current course marketing strategy document to include explicit section on female recruitment, nominating target groups and engagement strategies and include explicit reference to recruitment of female candidates in course outlines	Deputy Director – Education and Australian Capability	Jan 2015	<ul style="list-style-type: none"> <li>All course outlines and course marketing strategies include explicit reference to female recruitment</li> </ul>



research for women and men both as participants and speakers	Target a diversity of speakers and course deliverers for training programs and events	Mgt Team	Jan 2015 – Jun 2015	<ul style="list-style-type: none"> <li>System of tracking course presenters (beyond current program)</li> </ul>
In curricula and though research, promote inclusive development for women, men and children through mining- related activities and women’s economic empowerment	Organise three gender-focussed events	Mgt Team	Mar-Apr 2015	<ul style="list-style-type: none"> <li>Events delivered</li> <li>Event reports</li> </ul>
	Develop a ‘Gender Brief’ and ‘Gender Checklist’ to engage program deliverers on how to address gender considerations in program delivery.	Deputy Director – Education and Australian Capability	Mar 2015	<ul style="list-style-type: none"> <li>Gender brief developed and circulated to course deliverers</li> <li>Gender checklist developed and provided to course deliverers</li> <li>Inclusion in final course report on gender considerations in curriculum and teaching practice</li> </ul>
	Review and adjust current Return-to-Work guidelines and information to explicitly consider potential gender implications	Program Team	Mar 2015	<ul style="list-style-type: none"> <li>Guidelines adjusted</li> </ul>
	Use alumni network to identify potential future program activities to best address issues of gender equality and women’s economic empowerment.	Alumni	Beyond current program	
	If funding is available, undertake a specific call for Action Research proposals with a gender focus.	Mgt Team	Beyond current program	<ul style="list-style-type: none"> <li>Call for action research circulated</li> <li>Number of projects funded</li> <li>Project reports</li> </ul>
<b>Marketing and communication</b>				
<b>Objective</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Performance Indicators</b>
To promote gender equality in the mining sector and in associated economic development	Include gender themes in documents and communications material such as through identifying specific gender-focussed stories for newsletter, M4DLink spotlight and photos that raise the profile of women	Mgt Team	Jan 2015- ongoing	<ul style="list-style-type: none"> <li>Number of stories identified</li> <li>Number of stories disseminated through IM4DC communication channels</li> </ul>
	Include explicit reference to gender balance and other gender considerations in event briefs	Mgt Team	Dec 2014	<ul style="list-style-type: none"> <li>Event brief includes gender consideration</li> <li>Gender dimensions included in the event report</li> </ul>
	Revise and relaunch the M4DLink Challenge on gender and mining	Alumni	Jan 2015	<ul style="list-style-type: none"> <li>Challenge redesigned and relaunched</li> <li>Number of alumni that participate in challenge</li> </ul>



	Provide access to existing resources and discussion forums on gender within the M4DLink	Alumni	Jan 2015	<ul style="list-style-type: none"> <li>• Access to resources and links to discussion forums provided</li> <li>• Number of resources</li> <li>• Number of downloads and alumni comments</li> </ul>
	Gender and mining inclusive development alumni photo competition	Alumni	Beyond current program	<ul style="list-style-type: none"> <li>• Number of photos uploaded</li> <li>• Quality of photos and winning photo against judging criteria</li> </ul>
<b>Partnerships</b>				
Objective	Action	Responsibility	Timeframe	Performance Indicators
Strengthen gender mainstreaming in IM4DC's program by working with organisations that have a thematic focus on gender and mining	Collaborate with organisations that have gender and mining as a thematic area in order to advocate for the interests, participation and priorities of women	Mgt Team	Jan 2015 – ongoing	<ul style="list-style-type: none"> <li>• Number of relationships with partners that specify a gender focus</li> <li>• Number of participants recruited, speakers and course delivers invited through partner organisations [beyond current program]</li> </ul>
<b>Monitoring and evaluation</b>				
Objective	Action	Responsibility	Timeframe	Performance Indicators
Continually review IM4DC performance on gender equality	Produce gender disaggregated data including breakdown of satisfaction measures by gender for gender analyses	Deputy Director – Operations and Business Development	Dec 2014	<ul style="list-style-type: none"> <li>• Access to gender disaggregated data for gender analyses</li> <li>• Regular review of indicators to measure program performance</li> <li>• Reporting of gender disaggregated data in IM4DC publications</li> </ul>
	Report on gender indicators and gender strategy performance indicators in end of program report	Deputy Director – Operations and Business Development	June 2015	<ul style="list-style-type: none"> <li>• Indicators included in final report with recommendations for future programs</li> </ul>
	Develop set of alumni case studies relating to women's inclusion	Deputy Director – Operations and Business Development	Jan 2015 – ongoing	<ul style="list-style-type: none"> <li>• Number of case studies identified</li> <li>• Number of case studies published</li> </ul>



	Undertake targeted follow-up for female alumni with respect to successes and barriers for both their overall involvement and implementation of Return to Work plans*	Alumni	Beyond current program	
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## Appendix 1: International Mining for Development Centre Strategic Framework

Goal						
To support developing countries to transform their extractive resource endowment to inclusive and sustainable economic growth and social development						
Themes						
Governance and Regulation		Community and Environmental Sustainability			Operational Effectiveness	
Improved governance and accountability through effective and transparent regulation and management of extractive industries		Strengthened economic, social and environmental outcomes from mining in developing countries through education and training, institutional strengthening, and capacity building			Implementation of policies and processes that ensure that resources developments result in substantial, inclusive and sustainable development	
Strategic Program Areas						
Regional and local economic and social development	Sub-national governance of the mining sector	Minerals policy, regulation and agreements	Community engagement and consultation	Health and safety of workforces and resources communities	Environmental management and regulation	
Outcome: Alignment of project economic interactions with broader societal development objectives, including objectives of indigenous peoples and for environmental protection.  Through processes such as: regional planning and infrastructure development; local content and enterprise development; control of small-scale and artisanal mining	Outcome: Strengthened governance capacity of stakeholders at community, local and regional levels.  Focused on local accountability, understanding and monitoring of mining operations, and capacity to manage agreement negotiation and implementation processes	Outcome: Sound, robust policy and regulatory frameworks and capacity to manage them.  Establish platforms and build skills for: management of geoscience data and exploration, negotiation of project agreements and approvals, tax regimes and revenue management	Outcome: Improvements in the processes used by industry, government and NGO stakeholders to engage with local communities.  To ensure: understanding and communication of impacts at the local level; fair and effective community agreements processes; open and transparent engagement with indigenous communities	Outcome: Implementation of effective regulatory and management approaches for occupational and community health and safety.  Including: leading practice regulatory frameworks ; sound HR management; protecting and enhancing community health	Outcome: Improvements in the capacity of all stakeholders to understand and manage the environmental aspects of resource projects.  Including: effective and inclusive environmental impact assessment processes; integration of land and water management; mined land rehabilitation practices; environmental management and monitoring	
Program Activities						
Education and training	Action Research	Fellowships	Advice to governments	Conference	Institutional linkages	Publications
Participants receiving training through short courses and study tours in-country, in-region and in-Australia	To assist with implementation and application of existing knowledge to address specific developing country issues related to mining	Current and future leaders visiting Australia for training, experience, research and collaboration, and transferring knowledge to home countries	Short reviews, analysis, advice and scoping studies for governments from partner countries and Australia	Bring stakeholders together to facilitate the global exchange of knowledge and experience to improve mining for development policy and practice	Capacity-building linkages with selected developing country institutions, including universities and institutions of government and multilateral agencies	Provide resource-rich nations with practical tools and information that will assist them in facilitating development of sustainable mining industries
Target Outcome						
IM4DC alumni and partner institutions effecting change through transformational leadership in mining for development and related activities						

## Appendix 2: Gender Rapid Review Summary

In 2014 IM4DC commissioned the Centre for Social Responsibility in Mining (CSRSM) and Pam Bourke Consulting to undertake a rapid gender review of the organisation following feedback that gender equality and inclusion should be given a higher priority in IM4DC strategy and programs (IM4DC Mid-Term Review 2014).

The International Mining for Development Centre (IM4DC) was funded in September 2011 by the Australian government to support developing countries to manage their resource industries to contribute to increased economic development and poverty reduction. The Australian government through AusAID (now DFAT) provided \$31 million over four years to June 2015. The Energy and Minerals Institute (EMI) at The University of Western Australia (UWA) and the Sustainable Minerals Institute (SMI) at The University of Queensland (UQ) formed a partnership to establish the Centre.

IM4DC delivers programs to build capacity in mining governance in developing nations including:

- Training programs and events
- Targeted research
- Alumni support
- Fellowships
- Publications.

At the time of writing, IM4DC was in its third year of operation. During its short life, IM4DC has delivered quality programs to the IM4DC target countries including 30 courses, workshops and study tours totalling more than 5000 participant days and involving more than 900 people. IM4DC also presented two international conferences for 700 people (IM4DC Highlights, 2013). This is an impressive track record of outputs for a fledgling organisation and evidence that IM4DC literally ‘hit the ground running’.

### Review process

The rapid gender review focuses on four streams of IM4DC’s program of work, including: organisational strategy, training and education, the research program and the alumni community of practice (IM4DC Website, 2014). The fellowship program, IM4DC conferences and institutional linkages were considered where possible.

The overarching questions that guided the review are as follows:

1. Does IM4DC’s program of work analyse gender equality gaps in the context of mining and extractives?
2. Is IM4DC addressing these gaps by including appropriate strategies and activities in its programs?
3. Does IM4DC take appropriate action to ensure that women can participate in program activities?

4. Does IM4DC measure the impact of these various actions towards gender equality and inclusion?
5. Is IM4DC aware of differences between women and men in terms of impact of the overall program?

The process for the review included: the identification and thematic analysis of 25 IM4DC documents, interviews with 15 key internal and external stakeholders and feedback from a Gender Review Workshop hosted by IM4DC at an Alumni Forum in July 2014.

### **Summary findings**

This review marks an important milestone for IM4DC as it provides a basis for the organisation to evaluate how it has addressed gender equality and inclusion and to move towards developing a gender strategy for the remaining nine months of its funding round, and beyond.

The review confirms that IM4DC is exceeding or meeting its performance target for female participation across all programs. Despite gender being identified as a key priority in the establishment of IM4DC (IM4DC AusAID Activity Report, p.28) the review concludes that the organisation lacks a strategic approach to gender equality and inclusion. IM4DC elevated gender as a priority in 2014 with the support and release of two research reports on gender, mining and development (Cane, 2014 and Gillespie, 2014). Beyond this, the review confirms the Mid-Term Review Report findings (p.22) which concluded that in partnership with DFAT, “much more could be done to address gender in the remaining nine months of the IM4DC’s Grant Agreement”.

The review did not conclude that IM4DC deliberately excludes women or is hostile to gender equality and inclusion. Participant feedback on IM4DC programs has been overwhelmingly positive (IM4DC Alumni Report 2012-2013, p. 9). Given that close to one third of participants are women, this suggests that the female participants are satisfied with IM4DC training programs and events.

The primary observation of the review team is that gender equality and inclusion has not been front of mind for the organisation and that efforts to address gender inclusion have not been formalised and embedded. There are a range of factors contributing to the low strategic priority given to gender equality by IM4DC including: absence of a formal and overarching gender strategy, gender imbalance in IM4DC governance and organisational management; and the informality of indicators and targets around gender and social inclusion.

The review concluded that there is commitment within the organisation to improve its performance in gender equality, as evidenced by the timely initiation of this review and the collaboration with CSRSM around targeted research on gender, development and mining.

## Gender Rapid Review recommendations

### Organisational strategy recommendations

- Gender equality, inclusion and women’s empowerment should be integrated across the IM4DC program through the development of a gender strategy.
- The development of a strategy should enable input from internal and external experts in gender, mining and development. The strategy should be formal, with clear targets, and performance criteria.
- The gender strategy should reference the IM4DC AusAID Activity proposal (2011) and the Federal Government’s new Development Policy (June 2014) which prioritises gender equality and women’s empowerment.
- The gender strategy should account for cultural, country and regional differences to gender inclusiveness in IM4DC target countries by drawing on DFAT Aid Managers and in-country expertise.
- A strategic approach to gender equality and inclusiveness would address:
  - women’s employment in the mining industry
  - identifying and managing the impacts of mining on women in developing countries
  - women’s access to the benefits from mining including a focus on women’s economic empowerment
  - women’s inclusion in community engagement and impact assessment around mining in their communities
  - women’s leadership and role in mining governance (DFAT feedback on the Mid-Term Review)
- The gender strategy should be integrated into the IM4DC 2014-2015 Annual Plan
- The implementation of a gender strategy should be properly resourced with a clear program budget to ensure effective implementation. Provision for gender training for managers, staff and contractors should be considered.

### Organisational governance

- IM4DC should seek a better gender balance in its governance structures and management team given the all-male composition of the IM4DC Board and senior management team.
- Until a better balance can be struck a small advisory committee with a gender balance and expertise in gender, development and mining should be established to enhance the organisation’s approach to gender
- IM4DC should acquire specialist expertise in gender to support the management team and staff in the implementation of the gender strategy in IM4DC programs.
- One or two senior staff members should be allocated the role of ‘gender champion’ for the organisation and they should have regular access to the senior management team and the IM4DC Board to ensure the issue of gender is given priority.
- Managers and senior staff should have performance targets related to gender equality and inclusion in their performance plans that cascade from the IM4DC Annual Plan for 2014-2015.



- IM4DC should develop an action plan to recruit women with appropriate qualifications and expertise into senior management roles within the organisation.

### **Communications**

- IM4DC should address gender as a cross cutting theme in all its communications. It should continue to evenly represent women and men in photos, stories and profiles of participants, staff, trainers/facilitators and researchers. IM4DC should also report on the gender impacts of its work.
- IM4DC should increase the number of women as keynote speakers in conferences and events.
- M4DLink should further encourage discussion of gender, mining and development issues by alumni by hosting forums and inviting guest posts on this topic.
- IM4DC should develop and measure targets relating to gender and communications.

### **Monitoring and evaluation**

- IM4DC and DFAT should work together to develop a comprehensive set of meaningful indicators and targets to measure how gender is addressed in its programs and the impacts of its programs on the issues of gender, development and mining.
- IM4DC should develop a consistent set of indicators linked to data collection to measure and understand women's participation across all IM4DC programs over time to demonstrate trends.
- IM4DC should measure the level and quality of female participation across all its activities and programs. In particular IM4DC should seek to identify: barriers or enablers to participation and challenges or successes achieved by women in their return to work plans to understand the impact of its programs on women's empowerment and to increase the effectiveness of its alumni support. This data should be used to target female participation in future programs.
- IM4DC should also measure the outcomes and impacts of its activities and programs on women and on issues relating to gender, development and mining. This could be achieved through targeted research and evaluation with alumni and partner organisations such as universities to measure personal empowerment, improvements mining governance and in economic and social outcomes for women in mining communities.
- IM4DC should review its M&E Strategy V 4 to align it with the proposed IM4DC gender strategy and with 2011 Activity Proposal to AusAID (and any future funding proposals for Round 2) and the recent Australian Government Development Policy (14<sup>th</sup> June 2014).

### **Criteria for targeting participants**

- A strategic approach to attracting female participation in IM4DC programs should be developed addressing issues such as:
  - capacity to influence positive change in relation to gender, mining and development
  - representation across sectors including government, tertiary institutions, NGOs and women from mining affected communities and rural and remote areas.
  - targeting women with backgrounds in resource governance, economics, environmental management and engineering to participate in courses on these topics
  - using alumni networks to contact women
  - including women with expertise in gender even if they aren't working in mining or mining and development
  - ensuring diversity in country representation

- In partnership with DFAT and other institutions IM4DC should undertake in-country research to understand the gender, development and mining context to support targeted recruitment strategies for women. The criteria for participation should respond to the diversity of approaches to gender in different cultures and countries.
- Gender should be an explicit criterion in the IM4DC participant selection process and IM4DC should work with partner organisations and supervisors to reinforce the importance of gender in the selection process.
- Research should be conducted with IM4DC alumni to determine what factors e.g. the length of a course or the location of a course (in Australia or in-country) influence female participation and feed the results into its program design.
- IM4DC should identify organisations that are willing to nominate women and develop a strategy to influence partner organisations that are unwilling to nominate women.
- Special measures such as flexibility on non-core entry criteria should be applied to ensure women from diverse backgrounds are able to gain access to IM4DC programs. Where necessary targeted support such as mentoring should be provided for these participants.

#### **Training and events**

- The values of gender equality and women's empowerment should be integrated across IM4DC training programs and events. Consideration should be given to:
  - Involving trainers and facilitators in the development of the IM4DC gender strategy and providing guidance on how to address gender in their programs.
  - Recruiting a better balance of male and female trainers across the program and in specific courses that are currently more male dominated.
  - Ensuring a mix of programs that includes all-women programs as well as mixed gender programs.
  - Running special sessions (e.g. a lunch or a breakfast) for women within training programs and events that include men and women.
  - Ensuring that conferences and events including alumni conferences have a platform for the discussion of gender issues and a balance of men and women speakers and keynote speakers.
  - Continuing to host women in mining workshops and study tours for women from different regions/countries.
- Suggestions by alumni about gender equity in IM4DC training and events in the appendices to this report should be considered in the development of future programs.
- Include a more explicit gender focus in post-training return-to-work programs including creating opportunities for in-country networking and regional exchange programs run by alumni.
- Develop a strategy to identify which courses may be particularly needed by women in mining or of particular interest to women in partner organisations or partner countries.

#### **Content review**

- IM4DC should review the design, content and process of its training courses and events to ensure a greater emphasis on gender, mining and development. The content review should be aligned to the priorities in the proposed IM4DC gender strategy.
- IM4DC should involve trainers and facilitators including gender, mining and development content specialists in the gender content review of its courses and events.
- In the content review, IM4DC should consider the examples of course content, design and process outlined in the appendices

<ul style="list-style-type: none"> <li>• Gender equality should be a theme in training needs analysis and fed into the design of training courses.</li> </ul>
<p><b>Targeted research</b></p> <ul style="list-style-type: none"> <li>• IM4DC should target researchers with expertise in gender, mining and development and encourage them to develop research proposals consistent with the aims of the IM4DC program.</li> <li>• IM4DC should grow strategic collaborations with academic institutions with expertise in gender, mining and development in Australia and in IM4DC targeted countries and regions. (See Institutional linking below).</li> <li>• IM4DC could facilitate Australian and in-country researchers to mentor alumni and academics from IM4DC targeted countries to undertake research on gender, development and mining. This research should be promoted at IM4DC events, courses and forums and on the IM4DC website.</li> </ul>
<p><b>Institutional linking</b></p> <ul style="list-style-type: none"> <li>• IM4DC in partnership with DFAT should actively pursue collaborations with institutions in Australia and in IM4DC target countries to access expertise on gender, mining and development to inform its strategy and programs.</li> <li>• In particular IM4DC should build on its existing relationships with CSRM and EMI to increase its access to appropriate expertise in the short term.</li> </ul>
<p><b>Joint responsibility</b></p> <ul style="list-style-type: none"> <li>• DFAT and IM4DC should continue to meet regularly and work together to improve the way gender is addressed in IM4DC M4D events.</li> <li>• DFAT and IM4DC to work together to develop the proposed IM4DC gender strategy including indicators and performance targets around gender. These indicators should be incorporated into the current and future funding agreements.</li> <li>• DFAT to facilitate access for IM4DC to DFAT aid program managers to increase understanding of the role of mining in the aid program and to support DFAT's country strategy bilateral dialogue.</li> <li>• IM4DC to access DFAT's in-country gender expertise in IM4DC target countries to enable IM4DC programs to respond to the specific issues around gender, mining and development in those countries.</li> </ul>