



PROMOTING WOMEN'S PARTICIPATION IN THE EXTRACTIVE INDUSTRIES SECTOR

Examples of Emerging Good Practices



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UN WOMEN EASTERN AND SOUTHERN AFRICA

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FOREWORD

The year 2015 marked a defining moment for the global development effort with the adoption of the SDGs in September. While countries in Eastern and Southern Africa have made progress against the MDGs, gaps remain and several issues that were not part of the MDG framework will be taken up by the SDGs, such as urbanization, resilience, inequality and governance. The new development agenda has been considerably broadened and comprises 17 SDGs, 169 targets and about 300 indicators with a stand-alone goal of gender equality and empowerment of women.

The extractive industries (EI) remains a male-dominated industry as compared to the other industries in Africa. It is important to involve women in it because women have the same “right to development” as men, so if EI diminish their access to economic and social development, this human right has been violated. Since women are also often the linchpins of their communities, with key roles in ensuring the health, nutrition, education and security of those around them, investing in women and assuring their participation is not only key for their own development, but also for the socioeconomic development of their families and communities.

There is a clear development case for investing in women, and ensuring their access to resources. Where women have better access to education, they

are more likely to delay marriage and childbirth, reduce their risk of contracting or spreading HIV and AIDS and earn more money (World Bank Extractive Industries and Development Series #8, August 2009). There is also a clear business case for bringing women to the heart of extraction. Gender disparities in the EI can have significant cost implications for the industry. Gender-related initiatives, such as increasing female employment opportunities and community development programmes, help reduce costs, improve efficiency, and improve company-community relations while freeing up management time to address the core business at hand.

A documentation of good practices on gender and the extractive industries will therefore help guide governments, the private sector, civil society organizations and other stakeholders in developing policy, programmes and legislation that will do a better job of addressing challenges facing women affected by—and hoping to benefit from—the extractive industries sector. This publication on emerging good practices is a valuable contribution to exploring solutions and taking them to scale to engender the extractive industries in Africa.

Ms. Simone ellis Oluoch-Olunya
Deputy Regional Director, UN Women Eastern and Southern Africa

INTRODUCTION

Women in the extractive industries are central to the sustainability of the extractive value chain and the communities where extraction takes place. Too often unrecognized and undervalued, women’s labor makes significant contributions to the extractive industries, which is under increasing demand. Empowering women in the extractive industries not only has a positive impact on the lives of women, children and communities, but also makes business sense to African economies (World Bank, *Gender in Extractive Industries*, 2013). Studies have shown that when women have control over their own income or family earnings, they reinvest in their families, children and communities, increasing the well-being and the sustainability of communities where extraction activities take place.

Through its extractive industries’ work, UN Women challenges the EI actors to put women at the heart of extraction in Africa and to strengthen the rights of women in the sector. Women must have equitable access to opportunities: jobs, education and participation in the industry. They must be included in making the decisions that affect their lives and those of their families and children. Gender-sensitive consultation is indispensable to ensure that research, analysis, training, activities, policy and legal frameworks, interventions and programmes in the extractive industries not only meet the needs of women, but enhance their well-being and that of their children and families.

UN Women has responded to the gender barriers in the extractive industries in Africa with a multi-stakeholder approach, including a recent Sharefair on Gender Equality in the Extractive Industries. The Sharefair served as an inspiring platform for sharing

knowledge and experience, establishing partnerships and developing solutions to stimulate interest and collaborative efforts in engendering the extractive industries in Africa. The Sharefair also allowed participating African governments and other agencies to make significant commitments to address gender inequalities and women’s empowerment in the extractive industries. Besides, UN Women has developed several policy documents including an Inequality Guide, UN Women Policy Brief on Gender Equality in Extractive Industries, Mainstreaming Gender in HIV and AIDS responses in the extractive industries, among other targeted knowledge products.

There remains little shared knowledge of what emerging good practices actually look like. This report provides examples of good practices to increase gender equality in the EI sector in Africa, and shows where there is potential to make even greater change.

Who This Good Practice Profiling Targets

The purpose of this publication is to showcase emerging good practices of promoting women’s participation in the EI sector that have been successfully implemented by actors across the region and may be replicated by stakeholders committed to integrate gender issues into the EI value chain and strategies. The report targets private companies, governments,

CSOs, academia and other actors and players in the extractive industries, including communities, and specifically women and girls who bear the brunt of extractive activities. It answers questions raised by all actors that have made initial commitments to integrate gender issues into the extractive industries value chain, or those that are considering doing so

and require resources and additional support to translate their strategies and thinking into practice. It also aims to speak to the needs of implementing partners, given that many private-sector actors partner with non-profit organizations or governments.

Scope of the Report

This report investigates emerging good practices in 12 key areas, including (1) Protection of Women and Community Land and Natural Resources Rights, (2) Policy and Legislation, (3) Revenue Management and Allocation, (4) Transparency and Accountability, (5) Women’s Agency, (6) Involving Women in Negotiation for Extractive Activities and Resources, (7) Supporting Women’s Entrepreneurship Opportunities, (8) Research, Knowledge Management and Advocacy, (9) Establishing Local and Economic Linkages in the Sector, (10) Company-Community Relations, (11) Encouraging More Women and Girls to Pursue Extractive Industries Related Trainings, (12) South-South Learning and Technical Cooperation.

Geographical Scope of the Report

The report focuses mainly on emerging good-practice initiatives from Africa but has in certain instances reached outside the continent where the case indicates potential replicability in Africa. It mainly covers those initiatives that have existed for some time and have visible impacts in promoting women’s participation in the extractive industries, but in certain cases of promising practices also covers those to

create space for scalability and replication by other actors in the EI sector.

Perceived Gaps

While progress has been made to involve women as active participants in the extractive industries, the process of identifying emerging good practice for promoting women’s participation in the EI also highlights the limited scope of the efforts which are currently employed. We reiterate the need for significant need for greater commitments by all actors in terms of increasing the number of interventions while also considering the quality and scope of those interventions and ensuring consultative design that would build on sustainability, scalability and replicability.

Methodology

The documentation involved extensive literature reviews, internal and external consultations with UN Women country offices and other external stakeholders and recommendations from purposively selected actors and players in the extractives value chain from across Africa. The documentation acknowledges the fact that the good practices documented are only a selection and that others may exist in various countries in Africa worth replication. While the publication encourages replication, it also cautions actors that replication of the documented good practices should be based on the context of operations and should also be corroborated with further research on other supportive methodologies.

WHAT MAKES “EMERGING GOOD PRACTICES”?

The report defines “good practice” based on FAO definition of good practice (FAO, 2014)¹ but tailored to gender imperatives as follows:

Consequently, good practice has come to mean a set of business practices, whether carried out by companies, the government, NGOs or women in the extractive industries that are seen as most effective.

A good practice is not only a practice that is good, but a practice that has been tested, consistently used and proven to work well and produce good and reliable results, and is therefore recommended as a model that expands space for women’s participation and engagement in the extractive industries. In this report, it is deemed as a successful experience, which has been tested and validated, in the broad sense, consistently used and has potential for replication and scalability and acceptance by a wider population within the extractive sector.

So, what makes a good practice for this report?

- **Effective and successful:** A good practice has proven its strategic relevance as the most effective way in bringing women to the heart of extraction. It has been successfully adopted either in Africa or the rest of the world and has had a positive impact on women and/or communities.
- **Gender sensitive:** A description of the practice must show how actors—in this case women and girls—were engaged in the entire value chain of extraction and how this led to improved livelihoods and income among women. It should also address underlying causes of inequalities in the extractive industries.

- **Environmentally, economically and socially sustainable:** A good practice meets current needs, in particular the essential needs of the world’s poorest, without compromising the ability to address future needs. It should also create understanding and support between women and men in the value chain.
- **Inherently participatory and adopts capacity-building approach:** A good practice must employ women’s participatory approaches to promote a joint sense of ownership of decisions and actions which affect women in the extractive industries. The practice should build capacities of women and key actors and the communities targeted for extraction activities in the value chain.
- **Technically feasible:** A good practice must be easy to learn and to implement. If it is complicated to implement, then it is not easily replicable and adopted, hence it does not qualify as a good practice.
- **Replicable, scalable and adaptable:** A good practice must exhibit potential for replicability, scalability and adaptability to diverse contexts for a common vision.
- **Not risky:** A good practice is that which protects women and girls in the extractive industries from disasters and helps with building on their resilience by absorbing any risks that can harm them.
- **Employs a rights-based approach:** A good practice is that which protects the rights of individuals including women, girls and other children, including both social and economic rights.

THE REALITY OF THE EXTRACTIVE INDUSTRIES: A MALE DOMAIN?

A history of exclusion, evidence from the women in the extractive industries

Communities’ involvement strongly missing: “...We only saw people entering our land and started clearing the bushes and drilling the wells to start their activities of extraction” —Women’s Voices by the International Alert Presentation at the Sharefair on Gender Equality in the Extractive Industries, 2015

Huge gender bias in the distribution of risks and benefits: “... As women, we try to participate in communal meetings discussing issues on extraction activities but we cannot participate effectively because they (the companies) always invite our husbands” —Example of gender bias expressed by Sharefair participant

Health and safety risks: There exist serious health and safety risks for women associated with the extractive industries. If health and safety are genuine concerns for men, they are indeed overwhelming for women.

“...if women inhale the gases emitted during extraction, they can become sick...in fact, we end up developing health complications like asthma or lung diseases...” —Common problems that women shared at the UN Women’s Sharefair on Gender Equality in the Extractive Industries, 2015

Sociocultural norms that work against women in the extractive industries: A lot of sociocultural issues affect women in the extractive industries:

“A woman in her menses should not go near streams or into mining pits” —Woman miner from Zimbabwe and participant at the UN Women’s Sharefair on Gender Equality in the Extractive Industries, 2015

“In most African countries, it is believed that mining is a man’s job” —Constance Kunaka, Woman miner from Zimbabwe and participant at the UN Women’s Sharefair on Gender Equality in the Extractive Industries, 2015

Sexual and gender-based violence on women and girls: “When people fight over land because of the resources and the income thereon, women bear the brunt of these resource-based conflicts. We end up being displaced and children suffer. We end up being victims of rape in certain instances. Sexual exploitation at the extraction sites is also a common issue and women end up being victims...” —Woman participant at the UN Women’s Sharefair on Gender Equality in the Extractive Industries, 2015

Environmental Impacts of Extraction on Women

Often women’s needs and their relations to land, biodiversity and the ecosystem in general are left out in planning, implementation and closure of extraction sites. There is often loss of land or conversion of land use either for extraction itself or for support infrastructure (roads, ports, housing, clinics and offices), which adversely affects women who entirely depend on agriculture for their livelihoods.

Weak Constitutional and Legal Frameworks

Over time, there has been a transition from the highly protectionist policy and regulatory frameworks that in effect subjugate the rights of women to affirmative ones. However, experience across Africa has shown that the implementation of the affirmative action was largely undertaken in compliance with the minimum threshold of requirements, as opposed to appointing women based on skill and expertise.

Access to Resources

The apparatuses used in the extractive industries are normally very costly, yet sufficient startup capital is a binding constraint for women. Even for those in the industry, there exist disparities in resource structure relative to male-owned or -dominated firms.

IGNITING A PROCESS OF CHANGE FOR WOMEN IN THE EXTRACTIVE INDUSTRIES: EMERGING GOOD PRACTICES



STOP: Red Lights
ALLOW: Green Lights



A UN Women’s Sharefair on Gender Equality in the Extractive Industries held in Nairobi, Kenya, in 2015 recommended focus on critical intervention areas that could spur gender equality in the extractive industries including national and regional policy and legal considerations; advocacy, capacity and communication; knowledge management and research; private sector development; business development and innovation; and community engagement aimed at positioning women to the heart of Africa’s extraction activities. The recently approved Sustainable Development Goals—especially Goal 5 on achieving gender equality and empowering all women and girls—and the 40-plus gender-related targets also create new opportunities to reconnect, recommit and mobilize political will and public support for women’s empowerment, including participation in the extractive industries.

Interventions are needed in the entire extraction value chain, from identifying the problem to building capacity and creating enabling environments to ensure success, though they may take different forms depending on country contexts and needs. This should also be coupled with stronger elements of monitoring and evaluation to ensure continuity in learning and improve on adaption and enhancement of programmes

and interventions targeting women and girls in the EI sector. While work on gender equality in the EI sector is still in early stages, good practices are beginning to emerge in key areas that support women’s engagement in the EI value chain and bring tangible outcomes for women in the sector with an accompanying transformation of extractive industries value chains to bring women to the heart of the EI sector.

The following are some documented examples of emerging good practices for promoting women's participation in the extractive industries:

1. Emerging good practice example: Protecting women and community land and natural resources rights

In the case of Minera Yanaquihua, women collect low-grade ore from tailings discarded by other miners and sell it to the company. Minera Yanaquihua is a large-scale mining company in Peru supporting women by buying their ore, providing boots, gloves and helmets, and other forms of technical support in order for the tight-knit community of women to increase production and earn a safe and sustainable livelihood alongside the male miners on the concession. Further to this, two artisanal mining miners' organizations representing 150 miners (of 1,200 miners working on or around the concession) have reached formalization agreements with the company, which is helping the artisanal mining sector to both complete environmental impact reports and formalize authorization for water and land access. International NGO Solidaridad and Minera Yanaquihua expect to assist a total of 600 artisanal mining miners to formalize and complete training in good practices by early 2016 (Responsible Jewellery Council, 2014)².

2. Emerging good practice example: Employment for women in the EI

Xstrata Copper Peru Las Bambas has an employment policy stating that 50 per cent of its temporary work should go to women. The community decides how the work will be divided between men and women. The company offers two jobs for each family: one for a man and the other for a woman. Xstrata has not had the same success with its regular workers: at one point when the company announced vacancies, of the 15 workers appointed, only one was female. Xstrata has tried to increase opportunities for women in its supply chain in jobs providing services to the company; however, local authorities tend to send men because they want to protect women. They say that the long walk to the mining camp can put women at

risk (The International Bank for Reconstruction and Development / The World Bank, 2011)³.

3. Emerging good practice example: Revenue management and allocation

Actors should adopt effective macroeconomic policy responses including wealth funds to invest windfalls. Uganda's National Oil and Gas Policy (NOGP), approved by Cabinet in February 2008, promotes high standards of accountability in licensing, procurement, exploration, development and production operations, as well as management of revenues from oil and natural gas (Uganda's National Oil and Gas Policy, 2008)⁴.

4. Emerging good practice example: Making businesses transparent and accountable

Establishing clear transparency and accountability requirements will increase policy efficiency, reduce opportunities for self-dealing and diversion of revenues for personal gain, raise the level of public trust and reduce the risk of social conflict. An informed and engaged public can hold the government to account, but will also help ensure that complex, large-scale projects meet government standards for environmental and social protection as well as revenue generation.

Ghana's Petroleum Revenue Management Act, 2011 (Act 815) requires the government to publish information on receipts from petroleum companies—online and in national newspapers—on a quarterly basis⁵. Thirty-three mineral-rich countries, ranging from Azerbaijan to Norway and Peru, have implemented Extractive Industries Transparency Initiative, which requires dual disclosure by companies and the government of resource-related payments and receipts⁶. A national multi-stakeholder committee of government, companies and civil society creates a public oversight mechanism, which supervises the process. In their report on Extractive Industries Transparency Initiative (2011), The Open Society Initiative reports that Liberia, Mongolia, Nigeria and Norway provided the most comprehensive information with clarity towards the initiative (Open Society Foundation, 2011)⁷.

5. Emerging good practice example: Empowering women's groups, networks and collectives to increase women's agency in the extractive industries sector

In 2001 the African Institute of Corporate Citizenship commissioned a study on the position of women in the mining community surrounding and working at the Renco Mine in Zimbabwe (Musvoto, 2001). So as to promote and sustain their socioeconomic welfare in the mining environment, the women in the Renco Mine study area were reported to resort to a number of self-help options. For instance, they formed a number of loose associations that they fall back on and which help them cope. Most of them are built around church membership and also on common interests such as vending. One such association is the Renco Mine Workers' Wives Association, which, among other things, has been involved in organized protests to advocate for the payment of bonuses to their husbands.

The women were also noted to have formed a number of informal cooperative societies, which help the women cope with some of the economic difficulties they face. For instance, women in the chicken-rearing business indicated that most of their sales were on credit. This was noted to be helping the other women to have access to food and then pay later when they get their allowances from their husbands at the end of the month. Some of the women constituted and organized themselves into savings clubs wherein market women would contribute small amounts of money every day that they give to one person to enable that person to buy meat for the family. It is commonly referred to as "meat money," but the beneficiary of the day can use it to purchase any other groceries. Church-based organizations were also pointed out as being effective in providing moral support and assisting in times of bereavement. These are more popular and they also have their fund-raising activities, though the proceeds go to the church instead of individuals. The women from the high-income bracket do take part in the church-based activities, but they are more inclined to belong to sports clubs than to any other form of association⁸.

6. Emerging good practice example: Involving women in negotiation for extractive activities and resources

Integration of women in extraction industries decisions has taken root in some instances. For example, by 2007, women were fully integrated in the negotiations for revised compensation agreements at the OkTedi open-pit copper and gold mine located in the North Fly District of the Western Province, Papua New Guinea (UN Women, 2011). The results are seen as a benchmark case for women's involvement. Through their involvement, they secured an agreement giving them 10 per cent of all compensation, 50 per cent of all scholarships, cash payments into family bank accounts (to which many women are co-signatories) and mandated seats on the governing bodies implementing the agreement (including future reviews of the agreement). Further, women's entitlements became legally enforceable rights in agreements signed by the government and the developer. Such an arrangement was—and remains—unprecedented anywhere in the world (Menzies, N., Harley G., 2012)⁹.

7. Emerging good practice example: Supporting women's entrepreneurship opportunities

The Case of Tanzania: TanzaniteOne Mining Limited in Tanzania offers training to women on how to make jewellery. Once the women make the jewellery, they link them to markets to provide opportunities for selling the products and subsequently create an avenue for economic empowerment for women in Tanzania (UN Women Consultations on EI, 2016)¹⁰.

The Case of Angola: The gap analysis conducted in Angola in 2003 recognized that one of the major components, as well as the largest constraint to small and medium enterprises' (SMEs) growth necessary to promote local companies in conducting business with the oil industry, was "access to finance." In a bid to increase local participation, especially with regard to women, the government and transnational corporations (TNCs) have set up the Centro de Apoio Empresarial, an enterprise development centre.

Initially, local SMEs were evaluated and provided with training and technical assistance. Successful SMEs were then indexed and certified in a “certified supplier’s directory,” allowing access to market. The programme was further developed in 2010 to help qualified suppliers gain access to finance, vital to execute contracts and critical for growth. By the end of the project more than 1,500 Angolan-owned businesses had participated in the programme, 124 were certified as suppliers for the oil industry, 300 contracts were acquired, generating in total, more than USD 214 million and 2,700 jobs for Angolans (Sigam, C., Iddrissu, D., 2013)¹¹.

8. Emerging good practice example: Intensifying research, knowledge management and advocacy

- Oxfam has established a virtual platform, including an app on extractive industries, which is used to mobilize and disseminate information and resources on EI (ICES Report, 2015)¹².
- Some companies in the extractive industries have started to seek more information about the risks for women and girls in their areas of operations. In Peru, a study by the World Bank Group in 2009 noted that Rio Tinto undertook a baseline study of the situation of women in the communities neighboring its project in La Granja where they conduct extractive activities. This is a good practice for all companies planning entry for extractive activities in any communities in order to generate data and information on protecting women and promoting their participation in the extractive activities through prioritization of women’s issues.
- Also in Peru, Minera Quellaveco, using a less formal approach, learned through its representative—who lives in the community—about the perspectives of women and issues of priority to them.

9. Emerging good practice example: Establishing linkages between large-scale mining companies and artisanal and small-scale mining companies to promote women’s participation

Mining company Eurocantera provided legal counsel to miners in South Africa so that they could constitute and be recognized as mining cooperatives under national law, and then Eurocantera struck a mutually beneficial agreement with the newly formed co-operatives. In return for demonstrating higher safety, health, labour and environmental practices, and equitable treatment of co-operative members, especially women, Eurocantera invested in the productive efficiency of the co-operatives. Eurocantera provided mechanized diggers and introduced process-engineering “tweaks,” which enabled the groups’ productivity to increase “several fold.” The gold they produced entered Eurocantera’s semi-industrial plant for smelting and was eventually sent to the Goldlake Group’s refinery in Arezzo, Italy. Luxury jeweller and RJC Member Cartier rewards these efforts with a social premium for gold sourced from the mine, which goes directly to benefit the small-scale miners on the Honduran concession (Open Society Foundation, 2011)¹³.

10. Emerging good practice example: Company-community relations

Stakeholders contacted in the documentation agree that successful engagement with communities requires time and patience, but argued that evidence from the few projects where communities have been closely involved in planning and decision-making in the extractive industries shows that this is rarely an obstacle to success, and indeed can yield tangible benefits for companies. Positive impacts can range from less frequent disruption and litigation to a more motivated work force and even better project planning. The Energy, Environment and Resources Summary produced by Chatham House provided an example of a Canadian mine where an open dialogue with local indigenous tribes led to the redesign of transport infrastructure in order to reduce interference with surrounding heritage sites. The summary

further noted that rerouting of a key access road on the project helped reduce tensions with the locals, while also leading to a more efficient design that reduced the length of the planned road by over 20 per cent (Chatham Energy, Environment and Resources summary, 2013)¹⁴. The reviewed literature revealed that poor community-company relations can be a source of conflicts which exposes women to sexual and gender-based violence in those communities. It further revealed that these conflicts come with heavy burdens and costs to the company and to the communities. Whenever there has been conflict, women and girls have been known to receive the hard end of the stick. Women and girls are often the most vulnerable and prone to being hit the hardest. A study by Harvard’s Kennedy School revealed that the most frequent costs were those arising from lost productivity due to temporary shutdowns or delays. For example, a major world-class mining project with capital expenditure of between USD 3–5 billion will suffer costs of roughly USD 20 million per week of delayed production in Net Present Value (NPV) terms, largely due to lost sales. Direct costs can accrue even at the exploration stage (for example, from the standing down of drilling programmes) (Davis, Rachel and Daniel M. Franks. 2014)¹⁵.

11. Emerging good practice example: Encouraging more women and girls to pursue extractive industries-related trainings

In Ghana, the Ministry of Education has organized Science, Technology, Engineering and Mathematics Education (STEM) clinics to generate interest in the sciences by girls. They take road shows by Ghana Chamber of Mines to girls’ secondary schools to encourage interest in mining. Preference is also given to female students for internships with

mining companies. Also in Ghana, mining companies (Newmont, Golden Star, Goldfields, AngloGold Ashanti) have a skill-development programme for females linking to Women in Mining Initiatives at the corporate level. This is meant to drive more women and girls to pursue courses related to mining, which increases their preparation for taking up active roles in the extractive industries thereby building on women’s participation and benefit from the EI sector¹⁶.

12. Emerging good practice example: Encouraging South–South learning and technical cooperation

The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) in collaboration with key partners held a Regional Sharefair on Gender Equality in the Extractive Industries from 13–15 October 2015 at the United Nations Complex in Nairobi, Kenya. Focusing on the overarching theme of Building on Good Practices, the three-day Sharefair served as an inspiring platform for sharing knowledge and experience, establishing partnerships and developing solutions to stimulate interest and collaborative efforts in engendering the extractive industries in Africa. More than 400 participants – including researchers, policymakers, development agencies, United Nations agencies, regional economic commissions, the African Union, civil society organizations, women in the extractive industries, business leaders, investors, private sector representatives and practitioners from across Africa gathered at the Sharefair to discuss innovations, good practices, evidence from research and documented data, and legal frameworks and policies on engendering the extractive industries. The Sharefair also provided opportunities for South–South learning and technical cooperation, networking, advocacy and capacity-building in support of women in the EI sector (UN Women, 2015)¹⁷.

CONCLUSIONS

“The timeframe for the Sustainable Development Goals—2015 to 2030—can and must be used to break the back of discrimination against women. This must be a period that will enable the 21st century to be regarded as the century that empowered women and empowered humanity. This is an historic opportunity. Let us grasp it.”—Phumzile Mlambo-Ngcuka, Executive Director, UN Women

There is no universal panacea for bringing women to the heart of Africa’s extractive activities.

It is not in dispute that gender inequality is one of the greatest problems afflicting the extractive industries in Africa.

A “common sense” set of guidelines should be developed to ensure socially, economically and environmentally responsible management of the extractive industries and ensure that women are put at the center of extraction.

What shapes good practices must be determined uniquely by the socio-economic and political context of each country in Africa.

Adoption of the documented good practices shall accelerate women’s participation in the extractive industries and open greater opportunities for gender equality and women’s empowerment.

In conclusion, as you go through the documented good practices on bringing women to the heart of extraction, remember to keep an ear out for the voices of the women and the realities discussed in this publication. And to remember that there is not just one story but many, that they are not stories of desperation and despair, and with a true focus on gender equality in the industry, they can be stories of hope, opportunity and a better future for women and girls in Africa.

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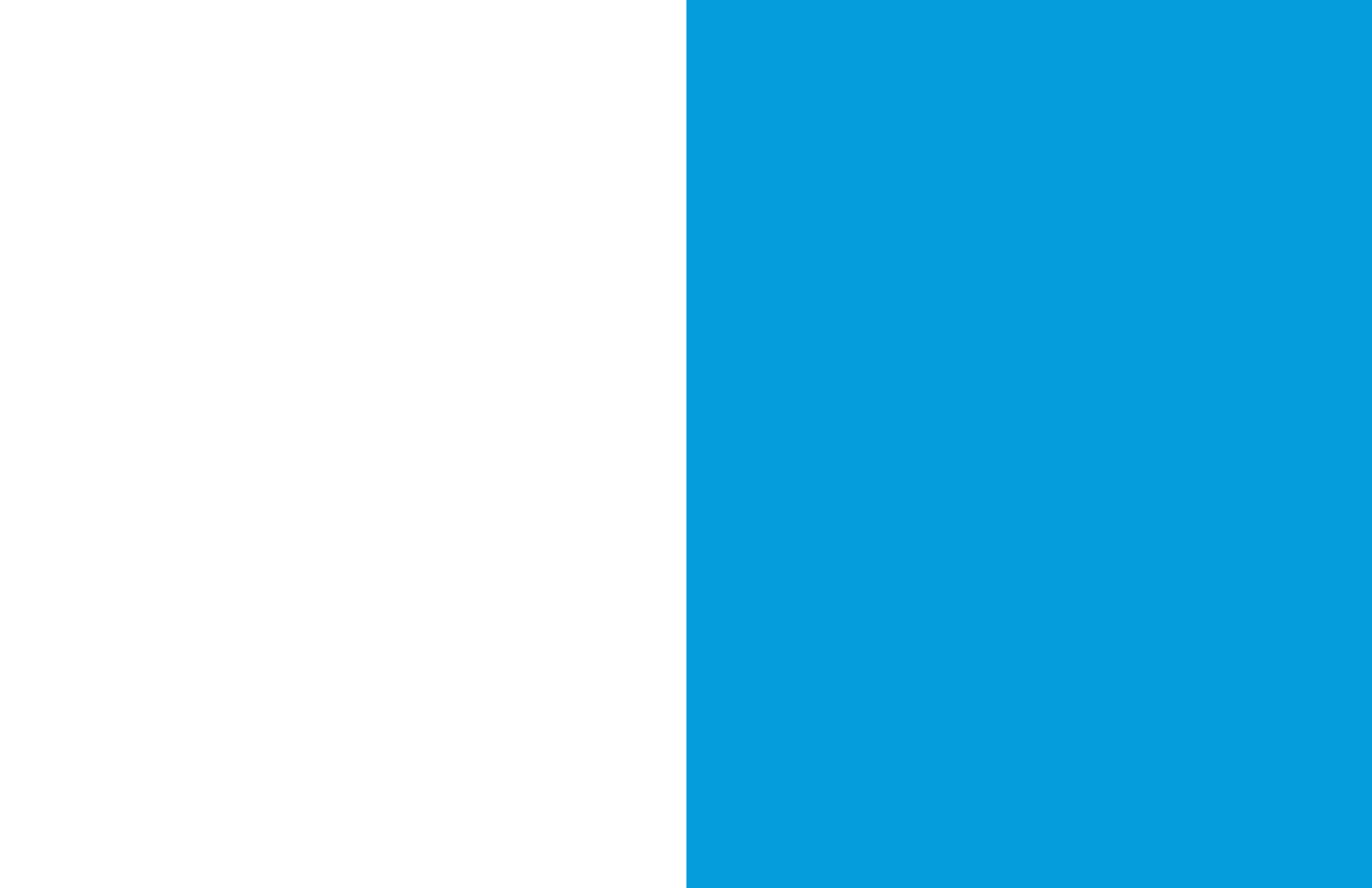
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UN WOMEN IS THE UN ORGANIZATION DEDICATED TO GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN. A GLOBAL CHAMPION FOR WOMEN AND GIRLS, UN WOMEN WAS ESTABLISHED TO ACCELERATE PROGRESS ON MEETING THEIR NEEDS WORLDWIDE.

UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to implement these standards. It stands behind women's equal participation in all aspects of life, focusing on five priority areas: increasing women's leadership and participation; ending violence against women; engaging women in all aspects of peace and security processes; enhancing women's economic empowerment; and making gender equality central to national development planning and budgeting. UN Women also coordinates and promotes the UN system's work in advancing gender equality.



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