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Summary Report

IM4DC GENDER STRATEGY IMPLEMENTATION BRIEF

by

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Prepared for the:

INTERNATIONAL MINING for DEVELOPMENT CENTRE (IM4DC)

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18 August 2015

## INTRODUCTION

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*The International Mining for Development Centre (IM4DC) 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. Its focus is three core themes—governance and regulation, community and environmental sustainability, and operational effectiveness.*

Throughout its almost four years of operation, IM4DC recognised that women’s participation and gender equity are preconditions for the achievement of mining for development outcomes. For this reason, IM4DC was committed to integrating gender equality, inclusion and women’s economic empowerment into all aspects of management and delivery of its program of work.<sup>1</sup> This commitment aligned IM4DC with the three pillars of gender equality defined by the Department of Foreign Affairs and Trade (DFAT), namely: women’s voice in decision making, leadership, and peacebuilding; women’s economic empowerment; and ending violence against women and girls.

In its initial two years of operation, IM4DC monitored the gender ratio in its activities and engaged with gender issues on an ad hoc basis, but did not strategically focus specifically on achieving gender equality in all its operations. DFAT commissioned a mid-term review report (MTR), delivered in April 2014. This review recommended that:

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<sup>2</sup>.

In response, IM4DC commissioned a rapid review of the organisation’s gender performance and then developed a Gender Strategy.<sup>3</sup> The current document discusses the aims and content of the Gender Strategy. It then provides details of how IM4DC has set about implementing its Gender Strategy. Finally, it makes suggestions for future actions to continue this gender focus

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<sup>1</sup> Note that gender equity means treating both sexes with fairness while gender equality means providing both sexes with the same conditions and opportunities to participate and succeed. “Equity is a means, equality is the result.”-UNESCO.

<sup>2</sup> Mid-Term Review of International Mining for Development Centre (IM4DC) - Final Report, Department of Foreign Affairs and Trade, April 2014.

<sup>3</sup> P. Bourke and K. Gillespie, *IM4DC Rapid Gender Review. Summary Report*, Brisbane, University of Queensland SMI CSR and Pam Bourke Consulting, October 2014. IM4DC, *IM4DC Gender Strategy and Action Plan 2014-2015*, Perth, March 2015.

by the successor organisation to IM4DC, which ceased operations on 30 June 2015, at the completion of its three-year contract.

## DEVELOPMENT OF THE GENDER STRATEGY

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The IM4DC was established as a joint venture between The University of Western Australia and The University of Queensland in October 2011, and was funded by the Australian Government through an Australian Aid initiative administered by the Department of Foreign Affairs and Trade. IM4DC operated until 30 June 2015, achieving a high level of success, 'having engaged with 2726 participants from 789 institutions in 61 countries over 102 short courses and workshops, collaborative research and institutional capacity-building projects, and fellowships. More than 1600 Alumni are registered with the unique M4DLink on-line community of practice. Over 300 delivery partners have worked with IM4DC globally, including universities, government bodies, NGOs, and mining and services companies and industry bodies.'<sup>4</sup>

The Mid-Term Review (MTR) noted above found that the IM4DC had made efforts to meet the objectives set out in the Centre's Grant Agreement, especially in terms of encouraging and measuring the participation of women in IM4DC activities. It also commented that the Grant Agreement was not specific in pushing the IM4DC to address broader issues of gender equality in the mining and extractives sector and felt that there was scope for an increased focus in this area. Nonetheless, the MTR did note that the IM4DC had sometimes exceeded the gender scope of the Grant Agreement objectives and noted the following two activities in particular.

- IM4DC supported the *Australia Africa Partnership Facility's* Mining and Gender Study Tour in 2013. A group of 35 African women examined issues around recruitment, retention and leadership of women in the sector, and ways to promote the equitable distribution of the costs and benefits of mining.
- An Action Research Project *Mapping Gender Based Violence and mining infrastructure in Mongolian mining communities, a comparative analysis* was supported by the IM4DC. The purpose of this research is to improve understanding of gender-based violence experienced in mining communities, by examining whether the proximity of mine camp locations (and other associated infrastructure) to population centres, affects the degree of gender-based violence experienced in the community.

In response to the MTR, IM4DC commissioned an independent Gender Rapid Review of its 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, which did not leave IM4DC with much time to enhance its gender performance prior to

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<sup>4</sup> I. Satchwell, *Message from the Director – farewell from IM4DC*, (<http://im4dc.org/message-from-the-director-farewell-from-im4dc/>), accessed 4 August 2015.

cessation of operations in June 2015. Nonetheless, the IM4DC embraced the review's recommendations and set about achieving as much improvement in terms of gender-related performance as possible during its remaining months of operation, with a view also to creating a platform for any successor activity.

The Gender Rapid Review found that IM4DC had performed relatively well in terms of female participation rates in its activities, maintaining an overall rate of 30 per cent women participants, although its stated target was only 20 per cent. It also found informal evidence of gender considerations being applied in many different elements of the IM4DC program. A key finding of the review was that the Centre lacked a systematic approach to addressing gender issues and recommended that IM4DC formalise its approach in a Gender Strategy. The IM4DC Gender Strategy was developed internally, incorporating advice from DFAT's Gender Section and the IM4DC Gender Adviser. It was formally adopted by the Centre in March 2015.

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## CONTENTS OF THE GENDER STRATEGY

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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.

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## PRINCIPLES OF THE GENDER STRATEGY

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This strategy is anchored in IM4DC's overall vision of supporting developing countries to transform mineral resources into inclusive economic development and social benefits, equitably available 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.
- 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.<sup>5</sup>

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### OBJECTIVES OF THE GENDER STRATEGY

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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.<sup>6</sup>

Activities undertaken by IM4DC in each of these focal areas will be discussed in the next section.

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### ACTIONS TO IMPLEMENT THE GENDER STRATEGY

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One of the first decisions taken by IM4DC in response to recommendations made in the Gender Rapid Review was to engage the services of a consultant Gender Adviser. The Gender Adviser commenced work with IM4DC in February 2015 and was given the role of reviewing IM4DC plans and documents including finalising the Gender Strategy, preparing and delivering a gender awareness training course for IM4DC staff, and advising the Centre about how best to go about implementing the Gender Strategy within the remaining time.

Other actions taken by IM4DC are discussed under the individual focal area headings below.

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<sup>5</sup> IM4DC, *Gender Strategy*, pp. 6-7.

<sup>6</sup> IM4DC, *Gender Strategy*, p. 7.

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## ORGANISATIONAL GOVERNANCE AND MANAGEMENT

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In late 2014, IM4DC adopted three gender champions, one at management level, in the form of Deputy Director, Richard Slattery, and two at Program Manager level, Muza Gondwe and Liam Foran. Two of these three gender champions are male, which sets a good example for the IM4DC successor organisation, demonstrating that gender equality is not just a women's issue.

Although IM4DC's management team and Board are exclusively male, there was no point in trying to alter Board composition or bring in new managers at such a late stage of the Centre's life, but IM4DC has recognised that, in a successor organisation, the diversity of management structures, including a gender balance on the Board, should be given thorough consideration. This was a point made strongly in the Gender Rapid Review, that the all-male management structure gave the impression of a 'glass ceiling' and a lack of gender balance.

Since the adoption of the Gender Strategy, the IM4DC Board has required bi-monthly reporting on progress in implementing the Strategy. In April 2015, IM4DC Gender Adviser conducted a half-day Gender Awareness in the Workplace training course for all IM4DC staff, including the Director and both Deputy Directors, as well as 10 others. The main areas covered were the importance of considering gender, the background to gender policies; concepts of gender; recognising gender inequality; role models and stereotypes, gender at work (both inside and outside the organisation) and Gender-Based Violence. The course was interactive and participation levels were excellent.

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## EDUCATION, TRAINING AND RESEARCH

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As noted above, IM4DC exceeded its targets for female participation in courses. As it achieved this without an explicit gender balancing policy for participant recruitment, although with deliberate effort, it seems evident that this target could be raised and made explicit in a future organisation. IM4DC experience was that it was often difficult to obtain female applicants, possibly due to gender bias in the nominating countries and organisations and, in general, the 30% female participation rate was significantly higher than the application rate of women.

IM4DC has specifically included gender content in some of its courses since the launch of the Gender Strategy. For example, the March 2015 Environmental Management Course had a panel on Women in Environmental Management, with all women speakers, and the Minerals Policy and Economics Course in 2015 included a session on women, mining and the community. It also commenced including the following statement in its course marketing material: "women working in relevant roles in the resources sector are particularly encouraged to apply." These are good demonstrations of the way in which gender can be mainstreamed into mining courses that are not otherwise focussed on gender or social issues.

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## FORUMS AND CONFERENCES

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Most of IM4DC's training and research programs have not contained any specific gender elements, although there are quite a few exceptions, increasingly since the Gender Strategy was adopted. For example, the Gender and Mining Symposium held in Port Moresby in early August

2014 and the Mining and Gender Forum held in Perth on 16 March 2015. The PNG event was organised between the Universities of Queensland and Papua New Guinea, and financed by IM4DC. Although this event took place before IM4DC finalised its Gender Strategy, it was supported as part of the response to the Gender Rapid Review's recommendations. It was explicitly focussed on presenting research on women and mining and suggesting avenues for future research.<sup>7</sup> There were 108 attendees, of whom 64 per cent were female. The Perth forum was part of a Mining and Gender Study Tour for African participants, organised by DFAT under its Australia-Africa Partnership Facility. All the study tour participants attended the IM4DC Mining and Gender Forum, comprising seven men and 28 women, thus 80 per cent female participants, along with other attendees from universities and industry. The IM4DC event included only women speakers and facilitators, so it was a truly woman-focussed event, and well received by participants.<sup>8</sup>

A very successful gender-focussed event was the Empowered Women in Mining Breakfast, which featured an entire array of women speakers and a predominantly female audience. It was a lively session and enabled a positive, gender-balanced atmosphere to flow into the Mining for Development Conference which followed it. This conference was the beneficiary of IM4DC's enhanced focus on gender balance for events, as it had 40 per cent women speakers, including the principal Keynote Speaker being a woman. Indeed, as noted earlier, IM4DC has always provided opportunities for women's participation in its events, and each of its conferences (2015 and 2013) and the 2012 Roundtable have included women keynote speakers. As a comparison with the 2015 M4D Conference, the 2013 M4D Conference had only 30 per cent female speakers and 70 per cent male. This was a much larger event, with 50 speakers in total (this includes facilitators) while the 2015 event had only 20. Thus, there were 15 women speakers in 2013, a notable presence. The first IM4DC annual event was the 2012 Roundtable, which was of a similar size to the 2015 Conference, with 19 speakers, but only three of them women, or 16 per cent. Further, in contrast to the 2015 Conference, there were two sessions that had no female speakers at all. At the 2015 Conference, all sessions had either women speakers or were facilitated by a woman, thus maintaining a constant presence of women throughout the proceedings. This shift towards a greater female presence in later IM4DC conferences demonstrates the Centre's efforts to achieve greater gender equality in its programs.

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<sup>7</sup> <http://im4dc.org/gender-and-mining-symposium-in-papua-new-guinea/>

<sup>8</sup> IM4DC, *Annual Report July 2014-June 2015*, Perth, July 2015, p. 53.

## RESEARCH PROJECTS

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In terms of research publications, most do not refer to gender in the title or summary information, although quite a few do include gender aspects within the body of the report.<sup>9</sup> IM4DC has not used a gender descriptor for the contents of publications to make it clear which reports contain a gender perspective, thus it is not easy to discover which work is gender-balanced. IM4DC highlighted gender topics in its Terms of Reference for both the 2013 and 2014 Action Research (AR) calls for proposals and considered both gender-focussed topics and the gender balance of research teams in its selection process. As a result, of the projects awarded, 49% of staff Action Research leads were female and 46% of commissioned Action Research leads were female, a significant contribution to gender balance.<sup>10</sup>

There were two IM4DC publications explicitly focussed on gender issues. The first was an Action Research Project completed in 2014 entitled *Mapping Gender Based Violence and Mining Infrastructure in Mongolian Mining Communities*, undertaken by a combined UQ and Mongolian NGO research team, which was commissioned prior to the development of the Gender Strategy. The other is a situation briefing paper completed in August 2015 on the gendered impacts of mining and the industry's views about dealing with them. IM4DC had hoped to conduct a dialogue workshop with industry participants on these topics, but was unable to do so primarily because of logistical and timing problems. As a substitute, it commissioned the briefing paper. This research was conducted by the IM4DC Gender Adviser and was aimed at finding gaps in industry's management of gender impacts and potential areas for research and advocacy for the successor organisation to IM4DC.

## ALUMNI SUPPORT

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One of IM4DC's great strengths has been its support for and encouragement of network building and continuing professional development by the graduates from its courses – the Alumni. This support enables alumni to participate in additional activities to provide opportunities for broader engagement in relevant events. For example in March 2015, through the Alumni Support budget, IM4DC held a competitive expression of interest for a bursary to support two female Ghanaian alumni to attend the Mining Law and Policy for Sustainable Development Course, University of Ghana. Eight applications were received, and one of the two recipients was from the Women in Mining network, Ghana. Three out of four alumni that were selected to attend the Sustainable Development in the Mineral Industry conference in Canada in July 2015 were women. One of the alumni presentations was on Women's Economic Empowerment in Papua New Guinea. Three Malagasy alumni were funded to conduct a project on women artisanal sapphire miners' economic empowerment through training and capacity building in basic lapidary and gemmology.

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<sup>9</sup> For example, see publications by (only first authors named here) Cane, Kemp, Collins, Morrison-Saunders, Armstrong, Lillywhite, Sturman, Danoucar, Filer, Andrei and Lynas available at <http://im4dc.org/action-research-publications/>.

<sup>10</sup> IM4DC Action Research – Briefing Paper, July 29 2015.

DFAT has supported the new University Minerals and Energy for Development Alliance (MEfDA) to retain the services of its Alumni Co-ordinator, in order to keep providing the strong support and networking services for which IM4DC was praised during the four years of its operation.

### ALUMNI FORUMS

IM4DC has held annual forums in Australia for the purposes of providing feedback on the IM4DC program and discussing the opportunities and challenges of building mining for development capacity in their home countries. The 2015 Forum was held in Perth, and had equal numbers of male and female speakers, including introductory remarks by a woman alumnus and the summary of the day's events for presentation to the M4D Conference the following day being made by a woman alumnus. A popular presentation was made by women alumni from Madagascar and featured their project on women's economic empowerment. The keynote speaker was a well-known Australian indigenous woman, so the entire day was a showcase of inclusivity.

For the 2014 Alumni Forum held in Brisbane, the Event Summary was less specific, but there seemed to be about a 60:40 male:female ratio for speakers, and for the 2013 Alumni Forum in Sydney it was not possible to ascertain from the reporting what the gender balance of speakers was. This demonstrates that the reporting of gender participation levels is important as well as the inclusion of women in the actual events.<sup>11</sup>

### ALUMNI DAYS

IM4DC has also held events for its alumni in some of their home countries, namely Ghana, Indonesia, Mongolia, Peru and Zambia. These events also include keynote presentations from senior government officials from the host country's mining sector, in order to provide networking opportunities as well as inspiration to alumni. Other participants came from diverse sectors including academia, industry, government agencies, research institutions, development partners, civil society organisations and small-scale miners. Those who attended were challenged by keynote speakers, presenters and workshop discussions to consider collaborative opportunities towards transformational change.

The first alumni event held in Peru in October 2014 was organised and hosted by a female alumnus although all the speakers were male. In Zambia December 2014, there was slightly more diversity with four out of the nineteen panellists and chairs being women. The Ghanaian Alumni Day in February 2015 had three women that either chaired or presented. The Gender Strategy influenced the inclusion of gender as a workshop discussion group during the Ghanaian Alumni Day and the invitation of the Women in Mining Ghana coordinator. The Indonesia Alumni Day had four women out of eleven panellist and or chairs. Gender was one of the

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<sup>11</sup> Event Summaries of Alumni Days and Forums are available at <http://im4dc.org/alumni/alumni-forums/>

workshop discussion groups however only two participants selected to participate in this group so, instead of having Gender as its own workshop group, all groups were encouraged to consider gender as a cross cutting issue in their discussions. The Alumni Day in Mongolia was a joint event between Sustainable Minerals Institute (The University of Queensland, Australia), IM4DC, and the Gender Center for Sustainable Development (Mongolia). The day involved a series of panel discussions relating to the thematic areas of governance, social development and environmental issues, with a particular focus on men and women herders. Ten out of the seventeen presenters and chairs were women.

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## MARKETING AND COMMUNICATIONS

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In response to undertakings made in the Gender Strategy, IM4DC incorporated a more gender-balanced and inclusive approach to advertising and selection processes for events and courses scheduled for the remainder of the IM4DC contract. This approach was also applied equally to the selection of speakers and panellists, resulting in a more marked gender balance at events such as Alumni Forums and conferences, as noted above.

The Gender Rapid Review commented that “gender is addressed in IM4DC’s communications documents which evenly feature women and men in photos, videos, case studies in newsletters and on the internet,” so the Centre was already achieving an equitable gender balance in these activities, and has continued to do so.<sup>12</sup>

On the IM4DC website, there is a series of alumni case studies, of which three feature women and eight men. This means that women constitute 27.3 per cent of the case studies, slightly lower than their overall participation rate in courses. IM4DC is aware of this and is working on increasing the representation of women among the alumni reporting, recognising that this is also an avenue for encouraging more women to apply to participate in future programs.

### M4DLINK

M4DLink, the online community of practice that brings together faculty and alumni from IM4DC, Australia Awards and Australia –Africa Partnership Facility , , features spotlights which showcase the outcomes of alumni Return to Work projects. Out of the nine spotlights, four report on women alumni projects and one on the Gender and Mining Symposium in Papua New Guinea.

Furthermore, M4DLink has a dedicated Gender and Mining Group which provides support and ideas for alumni interested in increasing gender equality in the mining sector in their various countries. There is a library of resources on Gender and Mining. The M4DLink is a valuable source of information for alumni, featuring news about conferences and events and

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<sup>12</sup> Bourke and Gillespie, *Gender Rapid Review*, p. 7.

opportunities for further career development opportunities. Many of these aim at gender balance. For example, the Alumni Collaborate Competition provided an opportunity for alumni to form multi-sectoral teams of three to four alumni to propose a project that addresses a critical mining for development challenge using approaches that align with the 2015 Mining for Development conference theme and subthemes. A specific criterion for the team was that one of the team members had to be female. Twenty proposals were received five of which had a specific focus on gender through either women's economic empowerment or women in mining.

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## PARTNERSHIPS

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In terms of partnerships, IM4DC has been communicating with organisations with a specific gender focus, such as UN Women and the various state-based Women in Mining associations, about prospects for collaboration, either in events, or in networking for outreach and links with developing country partners. Both the Women in Mining WA and Queensland Resources Council have participated in IM4DC events in 2015, thus establishing a basis for future collaboration. Women in Mining UK has also been in contact about forming linkages and possibly featuring alumni case studies. Links such as these, as well as with university and NGO-based gender organisations could prove to be useful sources of support for IM4DC alumni interested in gender equality issues, both male and female.

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## MONITORING AND EVALUATION

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Prior to adoption of the Gender Strategy, IM4DC was already collecting statistics on the participation of women in the majority of their training courses and reporting on this in six-monthly and annual reports, although these data are primarily contained in individual course summaries or annexes which makes them a little difficult to find. The overall female participation rates by geographic region were included in a table in the body of the 2014-2015 Annual Report and the previous six-monthly report, which is valuable information. Analysis of female participation overall revealed differential representation of gender by country, which might require specific targeting to achieve greater balance in future recruitment.

Currently IM4DC measures women's participation in its programs overall but generally does not measure the impacts of its programs on women or on issues relating to women, development and mining. The May 2014 evaluation report entitled "Tracer studies: evaluating the longer term impact of IM4DC programs" only mentions gender when discussing the Action Research project that was gender-focussed, nowhere else. The February 2015 report entitled "Evaluation of Impact: the Alumni's Perspective" does not include the words gender or women at all. The equivalent report for Program Deliverers notes the gender of respondents to the survey, but does not otherwise discuss gender issues or women. Clearly, these are deficiencies in gender reporting and evaluations that should be remedied in future.

For the final, 2014-2015 Annual Report, IM4DC disaggregated course feedback by gender for as many courses as possible (not all) and reported on this for the first time. The results showed that 92.1 per cent of female participants were satisfied with their courses, which is a very good

satisfaction level. It was marginally lower than the overall satisfaction levels, although not statistically significant. There is justification for following up with this in future feedback surveys to ascertain whether there is a gender-based reason for any observed differences.

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## FUTURE STEPS FOR FURTHER IMPLEMENTATION OF THE GENDER STRATEGY

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IM4DC ceased operations on 30 June 2015, so these recommendations for future actions are intended for the incoming organisation that will be a successor to IM4DC, as well as the two Universities and any other organisations working in this space.

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## FUTURE ORGANISATIONAL GOVERNANCE AND MANAGEMENT

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Revising board and staff recruitment processes to be more gender balanced will be important for the successor organisation. This will require active recruitment efforts to employ senior women at Board and Management levels in the new organisation.

In addition, consideration of gender issues needs to become second nature at all levels of the organisation, so there should always be an agenda item on the implementation of the Gender Strategy at meetings and a discussion of progress in reaching goals and targets. This approach was commenced by the IM4DC Board and should be continued and enhanced by the successor organisation.

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## FUTURE EDUCATION, TRAINING AND RESEARCH

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As noted, overall IM4DC achieved and exceeded its targets for female participation in courses, study tours and other activities. Targets may need to be raised for future use and concerted action, perhaps even quotas may need to be introduced for some of the geographical regions that have performed less well than others in terms of sending numbers of women for courses and other activities. Additional actions could include enlisting the support of alumni networks to support the marketing and recruitment of female participants.

Future calls for research proposals could include the specific invitation for gender-focused research and all proposals could be asked to identify gender elements to be included in their projects. Additional points could be allocated for teams that are gender-balanced and proposals that included aspects of gender research, and this would be made clear at the time that requests for proposals are issued.

Rapid review checklists for future courses and events should be developed, along the lines of the draft developed by the IM4DC team following the gender training workshop. These will aim for increased gender content wherever possible, including a focus on all three pillars of gender equality: women's leadership; economic empowerment; and ending violence against women and girls. The analysis of feedback for course and event satisfaction should also be conducted on a gendered basis, including sections in all feedback forms on gender content and gender balance among presenters and participants.

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### FUTURE MARKETING AND COMMUNICATION

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An increased focus on women and gender issues in alumni case studies and in future communications such as e-newsletters, M4DLink spotlight articles and reporting will demonstrate the gender differences that operate in the sector. Utilising a gender inclusion descriptor for future reports, case studies and research projects will assist both in raising the gender inclusive profile of the successor organisation and will make it easier for readers seeking gender-balanced information to locate relevant documents.

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### FUTURE PARTNERSHIPS

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The existing relationships with UN Women and regional Women in Mining associations should be renewed and strengthened, as they are a great source of contacts for work experience, project support and for jointly hosting events. Similarly, university-based gender study departments can make good partners for research projects, for student support, and also for hosting events. All of these organisations can be useful resources for students and later alumni. The alumni network, especially through the Gender and Mining Group, could actively pursue approaches to future work and events that aim to enhance gender equality.

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### FUTURE MONITORING AND EVALUATION

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All future data should be disaggregated by sex, so that it will be normal to reflect and report upon the gender aspects of IM4DC successor activities for future use. Extending gender indicators to include applications and recruitment processes should help to determine whether there might be gender biases operating at the earliest stages, such as nomination biases or lower levels of English language skills, for example. If formalised gender equality recruitment strategies do not result in an increased level of female participation, then further research into contributory factors may be required. The reporting of the data collected on gender indicators should be formally reported to senior management and the Board in each reporting period so that decisions can be made about adjusting marketing, recruitment and retention policies and practices as soon as possible whenever necessary.

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### EXAMPLE GENDER CHECKLIST

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<b>Marketing:</b>
Ensure we have approached networks/alumni to encourage women to apply.
Ensure we state explicitly on our marketing document that women are encouraged to apply.
<b>Selections:</b>

Ensure minimum 30% (or more) female selections.
Try to have one women and one man from each country, on a longer-term basis for countries with few participants.
<b>Courses:</b>
Make sure we have female presenters.
Make sure we have women on practitioner panels.
Make sure some of the content has a specific gender focus.
<b>Other:</b>
Ensure female pastoral care.
Connect alumni to our gender networks.
Encourage men to put together gender themed return to work projects.

## REFERENCES

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Bourke, P. and K. Gillespie, *IM4DC Rapid Gender Review. Summary Report*, Brisbane, University of Queensland SMI CSR and Pam Bourke Consulting, October 2014.

IM4DC, *IM4DC Gender Strategy and Action Plan 2014-2015*, Perth, March 2015.