Empowering Women to Engage Companies in their Communities

A Toolkit and Lessons Learned

By Larry Dixon
Karuna Center for Peacebuilding

Bridging divides.
Building sustainable peace.
This toolkit was funded by a grant from the United States Department of State. The opinions, findings and conclusions stated herein are those of the author and do not necessarily reflect those of the United States Department of State.

Karuna Center for Peacebuilding
447 West Street
Amherst, MA 01002
+1 413.256.3800
www.karunacenter.org
Table of Contents

Introduction .............................................................................................................4

About the Lifting Women’s Voices, Lifting Our Communities Project ..........6
Approach................................................................................................................8

Women’s Advocacy Tools ....................................................................................12

1. What is Advocacy?..........................................................................................13
2. Identifying Sources and Uses of Power..........................................................15
3. Gender Division of Labor–Prioritizing Advocacy Areas .........................17
4. Community Stakeholder Analysis .................................................................21
5. Root Cause/Problem Analysis ......................................................................23
6. Identifying Interests and Shared Interests....................................................25
7. Vision..............................................................................................................27
8. Contribution (Shared Responsibilities)............................................................29
9. Men and Women Joint Analysis and Action Planning...............................31

Including Women in Company Engagement Efforts ......................................32

Lessons Learned ...............................................................................................41

Useful Materials/Bibliography............................................................................45

Appendix ............................................................................................................47

Karuna Team .....................................................................................................59

www.karunacenter.org
Introduction

From October 2017 to December 2018, the Karuna Center for Peacebuilding (www.karunacenter.org), through a grant from the United States Department of State, Bureau of Energy Resources, led the Lifting Women's Voices, Lifting Our Communities Project in three villages in the Menabe region of Madagascar to increase women's participation in the community consultation process with Madagascar Oil. Through these efforts, women in impacted communities have come to better advocate for their interests and constructively engage the company in more active support of community and economic development.

This toolkit documents the Karuna team's approach, provides tools to build women's advocacy skills, provides an overview of how the tools can be used within companies' engagement activities and social performance management systems, and summarizes the lessons learned. While the Lifting Women's Voices, Lifting Our Communities Project focused on the oil and gas sector, this toolkit and our findings can be applied to other scenarios in which women do not traditionally have a strong voice in community affairs and where extractive industries, agribusiness, or other large scale land-use projects (such as wind energy) are operating or plan to operate.

A key purpose of the Lifting Women's Voices, Lifting Our Communities Project, and of this toolkit, is to create opportunities for women to create positive change on behalf of themselves and their communities. Ensuring that women are in a position of leadership alongside men, and that their concerns are taken seriously, can provide an earlier warning of potential harm to a community and improve resilience and security in the midst of change. Extractive industries and development projects typically bring changes in land and resource use, livelihoods, population demographics, and the local economy. Involving women in decision-making helps to identify and prevent potential risks, such as local conflicts, gender-based violence, or interruptions to a community's ability to meet basic needs.

Both women and companies will benefit from the contents of this toolkit. Women in impacted communities will become more able to analyze their situations, increase unity among themselves, and advocate directly with a company. Companies will better understand how their activities impact women and how women are sometimes systematically excluded from community decision-making, while gaining perspective on the (avoidable) risks that these factors create for a company.

The toolkit is intended both for company community relations staff and organizations that work directly with women. While all of the tools and lessons are aimed at helping companies and women better partner throughout an extractive project, some of the tools may be beyond the skillset of community relations staff. Third party organizations that work closely with communities can provide that needed skillset, and can also play a role in facilitating processes that support women to more effectively advocate for their interests with companies.
A community meeting to introduce the Lifting Women's Voices: Lifting Our Communities project.
Karuna Center for Peacebuilding is an international NGO with 24 years of experience convening communities for collaborative advocacy and peacebuilding in sub-Saharan Africa and globally. In all its work Karuna Center emphasizes the importance of empowering women as advocates and community leaders.

The Karuna team began activities in October 2017 and ended December 2018. Efforts targeted three communities where Madagascar Oil operates (Ankondromena, Folakara, and Ankasatra) in the Menabe Region of Madagascar, and worked directly with community women, local leaders, and men there, as well as Madagascar Oil Staff.

**Goals and Objectives**

It is important to understand the Madagascar context. Menabe is very remote and vast. Livelihoods rely on agriculture, and sporadic rain due to climate changes has limited production. While many families raise cattle, increases in cattle raiding have deprived men of their herds and left them with few livelihood opportunities. Formal education and income levels are some of the lowest in the country, with high illiteracy rates, especially among women.

Men tend to dominate community decision-making structures as women are often unable to attend meetings and may not be invited. Women are often busy in their fields or doing household chores. If a woman does attend community decision-making meetings, it is usually because her husband is unable to make it, so she goes to provide his input. It is nearly impossible for women to speak out at community meetings when their opinions differ from males in their families.

The women who participated in this project cope with power differences on many levels: with men in their communities; with local families (and other women) that have higher status and take advantage of it by sometimes not paying for local goods; with government that is not accountable to community needs; with groups of armed bandits who are active in the area; with security forces (gendarmes) that may demand favors or sex in exchange for protection from bandits; and finally, with companies. By bringing women together to identify and build upon their existing strengths and resources—and securing support from local men, government officials, and company representatives—this project has used knowledge-sharing about the practice of advocacy to build the collective power of women in communities.

Through this project, participants formed three new women's associations—one in each of the rural communities where the project took place. These associations have advocated successfully for community needs not only in consultations with Madagascar Oil, but also with government representatives and local security forces. The associations have also improved communication and
work-sharing among women and men within communities, and created new cooperative economic
development projects led by women. At the close of the project, the women’s associations were
continuing to meet regularly to manage communal projects and plan their advocacy.

Goal:

• Increase women’s participation in the community engagement and consultation process with
Madagascar Oil so women can advocate for their interests and constructively engage the
company on project impacts and be active participants in community and economic
development

Objectives:

• To increase the skill and confidence of 30 community women in each of three communities to
advocate for community interests related to extractive operations,
• To facilitate effective, ongoing engagement between women and Madagascar Oil,
• To increase acceptance among local leaders and other men to ensure that women are
welcome in the company-community consultation and engagement process, as well as larger
community decision-making processes.

Main Activities:

1. Plan and coordinate with Madagascar Oil to participate in site visits, workshop development,
and advocacy sessions. Understand the company’s consultation and social performance
management systems to be able to integrate women’s advocacy into them.
2. Recruit women participants and learn about their lives.
3. Meet with men from communities, faith-based organizations, elders, mayors, and key actors
in the three communities to learn and coordinate with them.
4. Create training materials and build women’s skills on human rights; understanding how oil
companies work with communities; organizing, planning, and preparing for advocacy;
identifying and prioritizing issues; and negotiation and advocacy.
5. Lead trainings in each community for women, with participation from men and company
staff in various aspects of the training.
6. Assist women to advocate directly with the company.
7. Follow-up regularly with local men and with the company to coordinate, plan, and address
concerns.
Approach

This section outlines the approach used by the Karuna team, which offers a guide to best practices. The team focused on building relationships as much as developing and leading training, and worked separately and jointly with community women, local leaders, men and Madagascar Oil staff, and brought them together to understand what is important to each other and how to act on that.

Key Elements of the Approach

• **Women Analyze Their Issues and Challenges**
  Rather than trying to teach or train women, the team used facilitation to enable women to analyze their own lives and situations; determine priorities among their needs; understand the root causes of their challenges and how to address them; and identify opportunities based on the shared interests of women, men, and the company. This type of analysis also builds skills for participants to persuasively make their arguments.

• **Women’s Advocacy and Empowerment**
  The Karuna team used analytical tools that empowered women to objectively understand their situation, and determine what to advocate for, why, and how. This puts them at the center of decision-making and in charge of leading efforts to address their challenges.

• **Training of Trainers, Trainings, and Implementation Plans**
  Women leaders from each of the three communities participated in training of trainers (TOT) to build their skills and provide feedback to the Karuna team to better design materials relevant to them. These women leaders planned and coordinated trainings for women in their communities and helped the team lead the workshops. After each TOT and training, the team worked extensively with participants to develop implementation plans that provided an action plan on who will do what, when, where, and how.

• **Field Support and Follow up**
  Civil society mentors provided support to women in their communities to discuss challenges and help develop strategies to address them. Their support helped these women address issues around organizing themselves, sharing information amongst themselves, and engaging the company. Mentors also followed up with the women on their action plans and facilitated problem solving when they encountered obstacles.

• **Community Stakeholder Analysis**
  Participating women analyzed local stakeholders in and around their communities, determining whether or not they may be an ally or a threat to women’s empowerment and
advocacy. Based on that analysis, participants better understood stakeholders' concerns, tried to find ways to address them, and developed engagement plans to leverage stakeholder support.

• **Organizing Women**
Communication structures are essential for any effort, and especially so to help unite women, not only in their own community but also across different communities and different ethnicities. The Karuna team took time to develop roles, responsibilities, and protocols for how participants share information and organize themselves to better unite them.

• **Involving Men**
In order to promote acceptance of women's advocacy efforts within the community, the Karuna team actively acknowledged the role of men in leadership and decision making both in the community and with the company. The team led workshops and discussions with men focusing on the value women can add to the consultation process and why women's engagement is good for children, families, and future generations.

• **Preparing Girls to Become Advocates**
The Karuna team intended to work with adolescent girls and build their advocacy and leadership skills, with the support of women who were part of activities. However, due to security concerns this did not happen. We recommend that other programs considering a similar approach should ensure that girls, as the future generation, are involved.

• **Company Involvement**
Facilitating opportunities for women to meet directly with company officials created direct links between them while enabling the company to hear firsthand from women how the extractive project impacts their lives. It helped men recognize the important role that women play in community development and also built women's self-esteem. Such a process can allow companies to better target their engagement activities with women most impacted by a project, and enhance their return on investment on several areas that directly affect women: children's education, water, health and nutrition, economic development, and land use.

**Common Challenges Companies Encounter When Engaging Rural Populations**

The Karuna team took into account several common challenges companies and rural communities often face during large-scale extractive projects that can lead to poor relationships and mistrust.

• **Responsibility: Government v. Company**
In most emerging markets, especially in rural areas, there is a lack of state presence as schools, health facilities, and infrastructure is usually basic at best and at worst, non-existent. Government representatives tend to be found in the capital and unavailable in rural areas.
Communities often do not have access to knowledge about the roles and responsibilities of the government versus that of a company, and this can lead communities to pressure companies for services that ought to be administered by the state. Directly addressing this issue with community members helps them to better understand whom they should engage around their concerns, and creates opportunities to develop useful alliances with companies.

• **Lack of Information**
  Throughout the lifecycle of an extractive project there are many activities. Construction may take years to complete, and sometimes has no clear completion date. Communities see activities happening daily, but often receive only sporadic information about the project or company. That information may be provided to only a few people in a community, leading community members to perceive that companies don't readily share information. This problem can be addressed by facilitating sessions among women in impacted communities and company representatives, which enables the women to learn about company activities firsthand and empowers them by the simple fact that they engage directly with the company. This also enables the company to build direct relationships with women, who play critical community and family development roles in communities. This, in turn, presents opportunities for mutual gain and enhanced return on investment around impact mitigation and benefit sharing.

• **Information hoarding**
  Sometimes community members hoard information rather than share it, if it is in their own political or economic interests to do so. Information is power, and as companies choose with whom they engage and share information, they tip the balance of power and can create winners and losers in a project. Directly engaging with women in impacted communities ensures that a greater number of community members get good information firsthand, and raises women's profile in the community as equals.

• **High Expectations**
  Extractive projects carry with them high expectations for economic development. Communities impacted are influenced by social media, friends and neighbors' opinions, and what they have heard from their political representatives. When communities lack information or have little opportunity to meet with company officials about a project, expectations are likely to grow. The best way to manage expectations is to answer community questions widely and share that information, and engage regularly with stakeholders. When women are left out of that process, information is far less available, and unrealistic expectations can grow.

• **Divergent Community and Gender Interests**
  Communities are not homogenous—they are made up of different groups of people with different interests, which sometimes compete. Failing to understanding those divergent interests can create community conflict. For example, men tend to favor larger-scale
infrastructure projects, while women tend to favor smaller scale education, health, and water projects that are good for their children and families. However, most women will not speak out against their male family members at community meetings, making it nearly impossible to ensure that vital community interests are addressed unless specific efforts are made to consult with women.

- **Partner v. Recipient**
  Communities that are not active participants in their development, and play a mere recipient role, are not well equipped to develop partnerships that meet the needs and interests of everyone in a community, nor the interests of companies. Such recipient relationships are not sustainable because community members invest little of their own efforts or resources in the process, and as a result, do not place a high value on it. Likewise, if profit margins shift for a company, they are likely to reduce their community development activities if they are not of value to the business. A partner relationship requires all parties to analyze and understand what they have of value, what other parties have of value, and how to create relationships that enhance that mutual value for everyone, so that they are stronger working together than they are by themselves.

- **Community’s Analysis Inadequate**
  Communities have a wealth of knowledge, but lack the tools, techniques, and skilled facilitation that they need to adequately analyze their context. Building the capacity of women to facilitate this analysis is extremely powerful and effective, as they come up with their own conclusions and are able to support their arguments with facts and objective information. However, this skill-building takes a lot of time and requires outside, impartial expertise, as well as training tools that are accessible to community members in areas with low literacy and education rates, yet still effective.

---

**Women’s Associations in Action — An Example from Lifting Women’s Voices, Lifting Our Communities**

In Folakara, representatives of the Miray women’s association discussed the need for tables and benches for the school and decided to make a request to Madagascar Oil. First, they consulted with the male leadership of the community to ask for their support and accompaniment. The men approved of the request but urged the women to do the asking, citing their new negotiating skills. The men said the women should be the “brains” of the effort and the men would provide the labor to construct the furniture. The women also requested school furniture from a member of parliament, who was campaigning in the area during the elections and promised 10 units. Men and women then began working together to construct a new shelter for the school.
Women’s Advocacy Tools

A variety of tools were developed or adapted by the Karuna team to help women in impacted communities analyze their situation and plan ways to address their challenges and leverage their opportunities. These tools are presented below with instructions on how to use them in training activities to build women’s advocacy skills.

*Training during the Lifting Women’s Voices: Lifting Our Communities project.*
What is Advocacy?

The purpose of this exercise is to develop participants' understanding of what advocacy is and to demonstrate how they are already advocates in their everyday lives. Through the use of examples and group discussion, participants can develop an advocacy framework.

Process

1. Break the group into pairs so they can talk about examples of when they wanted to get something from someone or get someone to change a behavior. Ask the participants to discuss what approaches were effective and what were not. (Some might come up with humorous examples of how they got things they wanted from their husbands, kids, or others.)

2. Ask participants to report back what they discussed. Be sure to get a little context about the situation from their examples. You can use prodding questions like:
   a. What did you want from the situation? What did the other person want from the situation? How did you know?
   b. Did others also want that (or not)? How did you work with these other people (or how could you have)?

3. When you have some examples, ask participants to identify advocacy lessons and challenges from the examples. Themes that come up in discussion might include:
   a. Meeting interests of all parties and how to link interests of other parties
   b. Looking to the future and having a common goal
   c. Persevering and not giving up
   d. Dialogue and communication to understand different perspectives
   e. Planning because advocacy can take long time
   f. Identifying the right stakeholders
   g. Overcoming power imbalances

4. The lessons identified can serve as a framework to guide women's advocacy efforts.

5. Remind participants that they are advocates all the time in their daily lives, although they may not think of it that way.
ADVOCACY FRAMEWORK

The example at right is of an advocacy framework developed by women participating in the Lifting Women's Voices, Lifting our Communities project. The framework was then used as a reference point in workshops throughout the life of the project.

This is only one example of a framework; participants in future workshops would develop their own advocacy frameworks.
Identifying Sources and Uses of Power


In this exercise, participants begin to understand different types of power as well as their own power and potential.

Process

1. Break the training group into pairs.

2. Hand out copies of the illustrations on the next page and ask participants to:
   a. Identify and describe the kind of power depicted in each of the four drawings.
   b. Explain the impact of this kind of power on citizen participation.

3. Ask participants to report back what they discussed.

4. Lead a discussion guided by the following two questions:
   a. What are the main sources of power in your community? What are some examples?
   b. What are your potential sources of power as a citizen? What is limiting your power as a citizen?

5. Lead a discussion: What can we conclude from these pictures?

6. Discuss: What do we need to do in order to address these forms of power and work together better? You can show how this aligns with the advocacy framework developed in the previous exercise. Make adjustments to the advocacy framework as needed.
Identifying the Sources and Uses of Power (cont.)
Gender Division of Labor—Prioritizing Advocacy Areas


This exercise enables women in impacted communities to take a comprehensive, analytical look at how they spend their time each day and draw conclusions regarding potential project impacts. It can be done with women only, or with men as well. It serves as a powerful tool for participants to analyze their situation and come up with their own conclusions regarding advocacy priorities. This empowers participants to start to analyze the causes and consequences of their daily lives from a systems perspective.

By asking a number of prodding questions focused on “why” and “how” activities take place, as well as the location and amount of time they take, project impacts and social risks to the project are revealed. This is a useful tool as part of participatory social risk assessment for projects involving land use, extractive industries, or agribusiness. Including a map of the area may be useful for participants and facilitators to refer back to.

**Gender Division of Labor Matrix**

<table>
<thead>
<tr>
<th>Reproductive Care Activities</th>
<th>Women/Girls</th>
<th>Time</th>
<th>Activity/Location</th>
<th>Men/Boys</th>
<th>Time</th>
<th>Activity/Location</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Care of children, elderly or sick family members</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Subsistence farming</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Household food collection, preparation, and cooking</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Water collection</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Fodder collection and care of livestock</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Washing clothes, cleaning and repair</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

www.karunacenter.org 17
**Productive Activities**
- Fishing
- Cash crops (food/crops for sale)
- Selling goods at market or home
- Paid employment
- Income generating activities (i.e., paid labor, services)
- Other

**Community (Socio-Political) Activities**
- Community infrastructure maintenance (i.e., water resources, schools, community centers, etc.)
- Participation in community meetings
- Political organizing
- Event organizing (cultural or religious ceremonies and celebrations)
- Other
Process

1. Review the Gender Division of Labor Matrix above.

2. Break participants into three groups and assign them a category of activities (Care Activities, Productive Activities, or Community/Socio-Political Activities).

3. Each group should review the activities listed and brainstorm and list other activities they do but are not listed.

4. Participants discuss and identify who does what, where the activity is located, and the amount of time spent on it each day. Make note of how things have changed over time due to project activities (for example, women may need to walk further to their farming activities, security may have worsened or improved, influx of population may cause prices to go up, etc.). It may be useful to assign a facilitator to each group to keep the discussion going and prod the groups to understand why things are as they are.

Rather than lump similar activities together, it is more revealing and informative to breakdown activities to better understand impacts and potential social risks. For example, rather than combine all subsistence farming activities, these can be broken down into particular activities such as dry season gardening, growing corn, growing millet, etc.

5. Each group can present what they worked on either to the full group or, if literacy is not an issue, via a “gallery walk” (in which flip chart summaries are displayed around the room for participants to review). Be sure to add in other participants’ activities as needed if the group missed some.

6. Have a discussion about how things have changed or would change due to project activities, i.e. if there were more roads, construction, more people, more traffic, if water sources moved further away, etc.

7. Reviewing these changes and potential changes, identify the key concerns and challenges of women. These may be related directly to project impacts, indirectly to project impacts, or not be related to the project at all. It is likely that new information will be revealed to facilitators, which will be of importance to the company, especially regarding social risks.

For example, one group identified increased insecurity as their key concern, as communities coped with the influx of population looking for work and others seeking opportunities directly and indirectly related to the project. This exacerbated a deteriorating economy and the lack of security outside the project fence. These factors led to the recruitment of community members into criminal groups that targeted both the extractive project and community members, presenting a significant risk to the company and community.

Another group of women explained that women were so busy they were unable to attend meetings. Even if they could attend, they explained, they could not speak out at community
meetings against male family members. Advocating for the company to engage directly with women was therefore a priority area for them.

8. Come to agreement on the different themes, concerns, and challenges identified. Group similar and related items together—these are Advocacy Areas.

9. Choose Advocacy Priorities. It's important to narrow down the list of Advocacy Areas so it is not overwhelming for communities to act on (3-5 is adequate). The final number will depend on the site, the community's issues, and the capacity to address them.
Community Stakeholder Analysis

This exercise helps participants identify and think about stakeholders who might be important in their advocacy efforts. Participants determine which stakeholders may react favorably or unfavorably to women’s empowerment and advocacy, and which stakeholders are influential and should be directly or indirectly engaged. Participants then develop a simple engagement plan for each stakeholder.

Process

1. Ask the group to think about the different groups and stakeholders in their community. What role does government play? What municipal, regional, and national government stakeholders exist in the community? Are they likely to support the group’s advocacy priorities and women’s empowerment? List these stakeholders.

2. Ask the group: Are there civil society organizations, NGOs, or churches active here? What role do they play? Are they likely to support your advocacy priorities and women’s empowerment? Add these stakeholders to the list.

3. As you create a list of stakeholders with the group, draw a “+” for supportive, and “-” for not supportive.

4. For each stakeholder, ask the group to think about which ones have the most influence on others. Which stakeholders do the women influence? (You may want to draw a line from influencers to influenced stakeholders if this makes it easier for the group to visualize the connections.)

5. Ask the group: What messages can we develop that can be shared with different stakeholders so they might work with us on our advocacy priorities?

6. Plan which participants will meet with those stakeholders and when. It may be helpful to do some role-plays so women can practice how they will talk with stakeholders and answer their questions and concerns.
Flipchart from a community stakeholder analysis

The photo at right was taken from a group of women conducting a community stakeholder analysis. The arrows symbolize the different stakeholders that opinion leaders have influence over. By meeting with key opinion leaders, women can better target and streamline their messages to more stakeholders that leaders can help influence.
Advocacy can take many forms depending on the context of the situation. The team's approach was to frame advocacy as a process similar to a negotiated agreement, with the identified advocacy priorities being the primary issues to address. Those priorities included:

1. Empowering women—The company sharing information with women and directly engaging them
2. Income generation around agricultural activities
3. Education—Addressing education challenges faced by children
4. Health—Improving health services
5. Security—Addressing the overall security situation in communities. It was widely understood by women that unless the security situation improved, any efforts on other advocacy priorities would end in failure.

For the participating women to develop an analytical approach toward addressing their advocacy priorities, the Karuna team used a simple problem analysis to get to the root causes. Often, communities do not adequately analyze these causes and jump to the first solution to address a problem. With a little more analysis, more durable solutions can be identified.

For example, one community group explained that education was a problem in their region, and the first solution that came to mind was to ask the company to build a new school. However, in this case, a school already existed, and the company was paying teacher salaries, but the teachers were not showing up. Women had been unaware that the company was paying salaries, and the company had been unaware that teachers were not showing up. Analyzing the root causes revealed issues surrounding communication, lack of understanding, lack of school desks, and other issues that women were able to advocate to the company, local men, and government officials to effectively address.

The Root Cause tool goes hand in hand with the tools for Identifying Interests and Shared Interests, Visions, and Contributions. Using these tools together enables participants to consider both their situation and that of the company, and to identify shared issues around which they can build a partnership.

**Process**

1. Break participants into small groups and assign an advocacy priority. Rephrase the priority into a problem.
2. Identify what is causing that problem and list all of the causes.
3. Discuss and analyze why each of these causes is happening in order to get to the root causes. To effectively address a problem, it is important to mitigate the root causes.

An example below regarding security provides a template of how participants can use this tool.

**PROBLEM ANALYSIS (ROOT CAUSE ANALYSIS)—EXAMPLE**

Women identify what is causing the poor security situation
1. Increase in bandits
2. Local men are recruited by bandits
3. Police do not follow up on incidents
4. Men are leaving the area to look for livelihoods (reduction of local militias)

For each problem identify “why” it is happening—these are the root causes. To fully address the poor security situation, the root causes should be addressed.

1. Increase in bandits
   a. Gendarmes don’t pursue them; gendarmes are poorly skilled
   b. The area is isolated with little government support
   c. Easy for bandits to hide and steal cattle, selling them outside the region
   d. Gendarmes have no backup support
   e. Fired company security staff join bandits

2. Local men are recruited by bandits
   a. Cattle are stolen, meaning men have no livelihood
   b. Few jobs or opportunities, so men are ‘employed’ by bandits

3. Police don’t follow-up on incidents
   a. Police are poorly trained with little resources (vehicles, guns, radios)
   b. Police are afraid of bandits
   c. Inadequate communication with other local units
   d. Police demand payment from communities to follow up on incidents

4. Men are leaving the area (reduction of local militias)
   a. Loss of livelihood
   b. No economic opportunities
Identifying Interests and Shared Interests

The Root Cause Analysis provides insights into why a problem is happening. The Identifying Interests tool provides an overview of how that same problem impacts not only women’s interests, but also those of the community and company. Identifying shared interests is important for each party to realize why women’s advocacy priorities are important to them, and to show where there is overlap and potential for partnering to address mutual concerns.

Process

1. Break participants into small groups and assign each group an advocacy priority. Ask them to analyze their interests relating to that priority.
2. Ask them to consider the company’s interests relating to that priority and to list them.
3. Then, ask them to discuss and list the shared interests each has.
4. Ask each small group to report back to the group.
5. Discuss if there are other stakeholders or government actors that might have concerns about that advocacy priority also. What are their interests? Do they share common interests with the women and company? How can they be engaged?
6. It is important to clarify that while this tool gives training participants an idea of the company’s interests, the only way to really know is to have discussions with the company and others to fully understand their interests and to identify shared interests. Not only will this help to build relationships, it will also likely reveal more common interests than previously identified.

An example on the following page relates to the previous security issue and provides a template for how participants can use the tool.
## INTERESTS

### Interests Surrounding Security

<table>
<thead>
<tr>
<th>Women</th>
<th>Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Safety of family and community</td>
<td>• Safety of workers</td>
</tr>
<tr>
<td>• Ability to farm and work, not have produce/property stolen,</td>
<td>• Not have facilities attacked</td>
</tr>
<tr>
<td>kids able to go to school, not be attacked</td>
<td>• Not have property stolen</td>
</tr>
<tr>
<td>• Police keep order</td>
<td>• Not contribute to insecurity of the region</td>
</tr>
<tr>
<td>• Men maintain their herding livelihood</td>
<td>• Be accepted by the community and not targeted by locally recruited</td>
</tr>
<tr>
<td></td>
<td>bandits</td>
</tr>
</tbody>
</table>

### Shared Interests

- Safety
- Produce food, produce oil
- Prevent local men from becoming bandits
Vision

Developing a shared vision enables women in impacted communities and the company to discuss expectations and aspirations, and to imagine how things should be. This can help guide parties as they address issues, build their relationship, and develop shared goals. For many community members, this may be the first time they have actively discussed what should be, rather than what always has been. It is important to remind them that realizing a vision requires perseverance and the buy-in of parties—key components of any advocacy framework.

Process

1. Break participants into small groups and assign an advocacy priority to each group. Ask them to analyze their vision relating to that priority.

2. Ask participants to consider the company's vision relating to it and to list elements of it.

3. Then, ask them to discuss the shared vision and list key elements of it.

4. Report back to the group.

5. It is important to clarify that while this tool gives participating women an idea of each side's vision, the only way to really know is to have discussions with the company and others.

An example on the following page relates to the security issue and provides a template for how women in impacted communities can use the tool.
### Security Vision

<table>
<thead>
<tr>
<th>Women</th>
<th>Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Region is free of bandits, no cattle raiding, women can work without fear of attack</td>
<td>• Region is free of bandits, no threats on lives or assets</td>
</tr>
<tr>
<td>• Police don’t demand sexual favors for protection and are well-disciplined</td>
<td>• Reduction of security forces</td>
</tr>
<tr>
<td>• Children safe to go to school</td>
<td>• Well-disciplined police force with resources to respond</td>
</tr>
<tr>
<td>• All roads are safe and free of bandits</td>
<td>• Police and security forces adhere to human rights training</td>
</tr>
</tbody>
</table>

### Shared Vision

<p>| |</p>
<table>
<thead>
<tr>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Region is safe for all its inhabitants</td>
</tr>
<tr>
<td>• Community feels safe and can improve agricultural output and sell products to company</td>
</tr>
<tr>
<td>• Disciplined, responsive police force that respects human rights</td>
</tr>
</tbody>
</table>
Contribution (Shared Responsibilities)

Any partnership requires shared responsibilities in order to be meaningful and sustainable. Training participants may need to be reminded that companies, as businesses, cannot function by giving too many things away. Using the metaphor of a community market can reiterate this point, as participants realize that if the shopkeeper (or woman who sells cooked meals) cannot make a profit, they will go out of business and their family will suffer.

Most companies want to be good neighbors and contribute to the good of the community in a way that is fair, helps the community, and also helps the business be successful. Providing opportunities for local contracts to small farmers helps communities and provides the company with lower cost, higher quality products than importing from far away. The health concerns a community has also likely affect a company’s local workforce and similarly are concerns for a company. A company may be able to lobby government to take a more active role in a region, connecting government to rural, isolated communities. Companies can also ensure their social investment or community development programs are in line with the government’s own plans, thus leveraging resources and impact.

Looking at shared problems, interests, and visions can help lay out what each party can contribute to realize those advocacy priorities. This creates a higher likelihood for success as the company and community have joint ownership over the advocacy process, and it is mutually beneficial to each party.

Process

1. Break participants into small groups and assign an advocacy priority to each group. Ask each group to look at the related problem analysis and their shared interests, and discuss contributions that they can make to realize the shared vision.

2. Then ask each group to consider the company’s contribution and list it.

3. Have small groups report back to the whole group and discuss, “If there are still gaps to meeting our shared vision, how can we best manage it?”

4. These materials now give a blueprint for discussions with the company to address different advocacy priorities.

An example on the following page relates to the security issue and provides a template.
CONTRIBUTION

Looking at the problem and our shared interests, what can we contribute to meeting our own vision and our shared vision?

<table>
<thead>
<tr>
<th>Women’s Contribution</th>
<th>Company’s Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Community food preparation for men participating in daily community militia patrols</td>
<td>• Oversight of police/ human rights reporting</td>
</tr>
<tr>
<td>• Provide food/cleaning for local police stationed near the community</td>
<td>• Provide more security to the region</td>
</tr>
<tr>
<td>• Production of vegetables for sale to the company (related to the income generation priority)</td>
<td>• Ensure all police and security are trained in human rights</td>
</tr>
<tr>
<td></td>
<td>• Hold regular meetings with women and men on the security situation</td>
</tr>
<tr>
<td></td>
<td>• Advocate to the government to provide more security</td>
</tr>
<tr>
<td></td>
<td>• Train, support, coordinate with community militia</td>
</tr>
</tbody>
</table>

If there are still gaps to meeting our shared vision, how can we best manage them?
Men and Women Joint Analysis and Action Planning

It is clear that women need to be involved in these advocacy efforts for them to be successful. But if men are not also involved and supportive of women’s advocacy, success will likely be limited or short-lived. Including men in the process is essential to ensuring sustainability and alleviating potential conflict within communities.

The tools included can be adapted to include men in the process and address their concerns about involving women in decision-making processes. See the appendix for a sample agenda that adapts the tools for use in a Men’s and Women’s Joint Analysis and Action Planning workshop.

Engaging men in Lifting Women’s Voices: Lifting Our Communities.

www.karunacenter.org
Including Women in Company Engagement Efforts

While companies have tools they use to engage communities, women's insights are not heavily prioritized. This section looks at how companies engage communities and describes why more actively engaging women is important to maintaining operations.

Companies use various tools in their consultation efforts. These include stakeholder mapping and analysis, the development of stakeholder engagement plans to address stakeholders’ concerns, social investment or community development activities, and social risk management. These processes highlight community issues or concerns that could become threats to operations, and identify local procurement and employment schemes that target the communities affected by a company's footprint. These and other tools comprise a company’s social performance management system—the system of how it plans, executes, measures, reports on, and integrates community stakeholder feedback with business objectives.

Often these tools tend to focus on different male stakeholder groups—most engagement activities target men. When female stakeholders are included in these tools, they tend be seen as a homogenous group. Efforts to engage them on their own are minimal, as companies tend to hold community meetings that include men and women. As noted, however, most women will not feel comfortable speaking their minds in such settings. The first step for companies to better engage women is to prioritize engagement with women on a regular basis.

Role of Women

Women are disproportionately impacted by projects as land and water resources are affected, and influx may bring increased risk of sexual violence. If women are not engaged, companies miss important feedback and insights from half the population, open themselves to social risks, and reduce their return on investment. By not engaging women, companies create risks to the business in preventable ways.

For example, women often take the lead in family farming. Company projects typically rely on land expropriation that impacts those farms, meaning that women lose the ability to produce food for their families or to earn extra income, which decreases their financial power. This not only diminishes the influence of women within their families and communities, but also reduces a community's ability to provide for itself.

Conversely, during such projects, men's power and influence increases through employment and income, which can have unintended impacts on women and families. Women are often forced to pick up tasks men once did, in addition to their existing work. Additionally, as water and land become more scarce, women must spend more time searching for firewood and fetching water. With more
money in men's pockets, along with an influx of workers, speculators, and economic activity, prostitution can increase, along with the risk of HIV/AIDS, violence against women, and unwanted pregnancies. Any one of these issues can have long-lasting negative impacts on women, children, future generations, and entire communities, and contribute to overall societal insecurity and instability. Companies associated with these impacts, therefore, also face reputational and other risks that can damage the business.

A meeting between women community leaders in the Lifting Women's Voices, Lifting Our Communities project and the CEO of Madagascar Oil.
Purpose of Community Consultation and Engagement

Effective community consultation and engagement by companies should be systematic, rigorous, and strategic, addressing the questions of Why, How, What, Whom, and When.

**Why.** Companies engage communities ultimately to attain social license for their operations and meet their business objectives. Reducing risks from the community that affect the business is critical. Lenders and authorities often have requirements that communities, especially vulnerable populations, are adequately engaged. In areas where women are excluded from community decision-making, they can be considered vulnerable populations. By failing to engage women, companies may not meet their commitments, and they lose opportunities to have a full understanding of how their operations impact everyone, exposing them to social risks (external risks that are rooted in the community).

**How.** Companies strive to create shared understanding with communities to attain their business objectives. This requires dialogue, sharing information, and listening. If women are not involved, a critical asset in the community is missing and will limit understanding and result in a company only understanding half a community's population, needs, and interests.

**What.** Companies engage communities around impacts, benefits, risks and opportunities. To understand how these affect women, it is important to use a gender lens to determine how women
are affected by a project, to include them in benefits, and to analyze the risks a project poses for women and the critical role they play in society.

Women are likely to be forced to travel further to find other areas to farm, collect firewood, and fetch water, increasing security and safety risks to them, as well as adding to their workload. To offset such burdens, companies should directly engage women, ensuring they benefit from projects and are included in community development, social investment, local employment and contracting opportunities, and impact benefit agreements. Engaging women not only reduces risk of harm to women and communities, but also enhances a company’s return on investment for social responsibility activities, because women tend to invest more labor in community development projects that target families and children, while men tend to expect more larger scale infrastructure project benefits.

**Whom.** Companies need to engage not only community stakeholders, but also their other departments internally, in terms of how projects affect communities. As women are engaged, internal departments can become aware of how operations may affect women, and assess how best to reduce those impacts or potential risks.

**When.** Engagement and consultation need to begin early in the process, during project licensing and exploration, and continue all the way through closure and restoration. Women should be part of that process.
Company Engagement Drivers
Companies have an impetus to engage with communities around several factors, including social risks, impacts, operational requirements, and legal commitments.

Legal Requirements and Commitments
As noted, companies have different legal requirements to comply with while engaging project-affected people, and lenders often require projects to directly engage and mitigate impacts on “vulnerable populations.” In many communities, women don't have a voice in community decision making structures, so their interests are not adequately represented, making them even more vulnerable. Most girls (and their mothers) would rather go to school than be married early, yet they have little choice in the matter, propelling a cycle of vulnerability.

Social Risks and Impacts
While some companies rely on male staff to engage women in order to understand social risks and impacts, they often are unable to gather sensitive information from women, and this can result in serious risks to companies.

For example, in one project a company provided security by contracting with local police, who demanded sex from project-affected women in exchange for access to the site. In another,

Source: Larry Dixon and Triple R Alliance
international workers on a three-month project met “local girlfriends” after hours, leading to the birth of several project babies by young girls long after contractors left. Both cases placed women in abusive situations that continued to affect them long after the project was over, and for the companies involved, this also led to legal, human rights, and reputational damage. In each case, the women and girls subjected to abuse did not tell male community relations staff about their situations due to the sensitive nature of the incidents, nor did they feel comfortable filing grievances. In a different instance, women who were not consulted by the company quietly supported a lawsuit by opposition leaders that challenged a project’s land concession, out of fear that their sons and husbands would need to travel farther to graze their livestock in an insecure area. Because the company had only male community relations staff and were unaware of women’s concerns, it cost the company financially and through lost community trust. Evidence and best practices show that women employed as community relations staff are more likely to gather sensitive information from women early on, making it easier to mitigate risk before it causes greater damage to the community and becomes a social risk for the company.

**Operational Requirements**
Companies can also address impacts in ways that support the business. For example, company policies can be good for women in positive, unforeseen ways. The use of breathalyzers onsite not only is an operational health and safety issue, but also helps reduce domestic violence and curtails alcohol consumption by men who are employed directly or as contractors. Men save money by not frequenting the local bar, freeing up disposable income for their children's education. Including women in social investment, community development, and income generating activities ensures their perspectives are included and helps to build their capacity. Return on investment within communities is likely to be higher as women tend to spend their income on family health, nutrition, and education. Paying women via cellular banking helps ensure that women control their earnings, as opposed to cash, which may be demanded by a husband primarily for his purposes.

**Managing Stakeholder Engagement**
Strategic stakeholder engagement and consultation is a rigorous, systematic process that ensures a company meets its business needs while gaining social license to operate. Without proper management of the process, the effect on the company will be that projects will at best be inefficient and at worst be forced to close operations due to unmanaged social risks or company-community conflict.
Women tend to make up more than half the population of rural communities, as men often leave to look for work in urban areas. When companies do not engage women, they are ignoring more than half the adult population and are ignorant of how different stakeholders interact and influence each other. This exposes companies to preventable risks. Ensuring that women are part of the stakeholder engagement process addresses such risks and can be done in several ways.

Adding women to the project’s stakeholder map and analysis is the first step. By doing so, a company can determine whether it is meeting with women that “matter” or only those who are easy to reach. This also provides an overview of how women are impacted by project activities, which women influence others, what their interests and concerns are, and how women are represented. Without knowing which women “matter,” a company may waste its efforts engaging women who are not impacted, do not have concerns, or are not influential in their communities.
Understanding how a project affects women, what their interests are, and how those interests align with the project, can help companies conduct a social risk analysis to determine unwanted events that may hinder a project, as well as the causes and consequences of those events. As this is determined, likelihood and impact can be rated and controls developed. A project’s environmental and social impact assessment (ESIA) is a place to begin to understand how a project impacts women, but those impacts need to be played out through a gender lens.

Conducting a Gender Division of Labor analysis (included in the tools section) can help. Through such an exercise, a company can determine the project’s impacts on women’s time and workload, security incidents and threats, the incidence of sexual violence and/or rape, and women’s role in socio-economic development, as well as other socio-cultural factors that could potentially cause harm to community members, and also lead to threats to an operation if not addressed proactively. The tool can also help companies identify opportunities to improve overall engagement with the community as a whole and develop and design social investment, local contracting and employment initiatives, and impact mitigations that are achievable and needed in the community.

Using information from a company’s stakeholder map, analysis, and social risk analysis, targeted engagement strategies for women can be developed that lead to engagement activities. The stakeholder engagement plan should include women and articulate what the purpose of engagement is for that particular group. It should ensure that engagement plans align with internal business objectives, and that projects have the right capacity, skills and competencies in place. Female community relations staff are in a far better position to engage with women than male staff, and are more likely to be successful at gaining sensitive information and leading activities with women to address social risks, impacts, and opportunities. Moreover, it is essential to ensure that female community relations staff feel confident to speak up regarding their activities and that company management listens to them and treats them as equals to men. All the good work done in a community to win women over and treat them as respected partners of the company would be for nothing if female staff are unable to provide needed feedback to influence project plans and impacts.

An engagement schedule should include who in the company will engage with which stakeholder, how often, when, where, and around what. Any meeting should be aware of the constraints on communities—especially of women—and minimize the burden on women. Meet where women are, not where you want them to be. For example, rather than meeting women in a community setting at mid-day, going to their rice fields or other farms may save women up to half a day’s walk. It also demonstrates respect, and minimizes possible resentment. Monthly targets should be added for engaging the most relevant and impacted women stakeholders, ensuring not only that women leaders are engaged, but also average women. Several cases exist where projects have engaged leaders but not their constituents. This leads to preventable risks to a project and potential conflict, as leaders may over-represent their own views rather than act on behalf of their constituents.

As activities are implemented, it is important to document them and provide needed follow up. Measuring and reporting on impact provides opportunities for a project to clarify men’s and women’s issues and more importantly, understand how these issues inter-relate. As mentioned, women face
multiple challenges that limit their empowerment and prevent them from having a voice in community decision-making. Power is not balanced—it tips heavily towards men. A key learning is that men have a role to play in women’s empowerment. When a project works closely with women, men need to understand why and recognize how this helps not only their own family, but also the community as a whole. Discussions with men and women together can be very useful for aligning them around the important role each plays in the community, how a project impacts them differently as men and women, and how their issues inter-relate. Companies can analyze these discussions and use this information to further refine engagement strategies as the project continues, so that risks are mitigated, opportunities capitalized on, and mutual benefits between the company and community increased.
Lessons Learned

The following key lessons were learned through the implementation of Lifting our Voices; Lifting our Communities and have relevance for other rural communities in emerging markets where extractive projects are being undertaken or planned.

Women have limited influence in decision-making processes at the communal level. Several factors limit women’s ability to engage with companies and be part of community decision-making structures:

- Heavy workload prevents attendance at community meetings.
- Women tend not to express their opinions at meetings if they differ from men in their family.
- If women do attend community meetings without their husbands it is typically to give their husband’s input.

Consulting and engaging women separately, away from men, ensures that they can attend a meeting that fits within their workload, enabling them to provide meaningful input to companies. Engaging women empowers them and builds their confidence while providing critical information to companies that will enhance ROI and prevent social risks.

Enabling women to analyze their situation is empowering to women and useful for companies.
Enabling women community members to analyze their situation empowers them to make informed and objective decisions that they can agree on, builds their self-esteem, reveals their socio-economic priorities, and provides companies improved opportunities to know and mitigate social risks. Through the use of analytical tools, participating women can develop their understanding of the responsibilities of government versus responsibilities of the company. Women in the three Menabe communities are now starting to advocate to government officials on areas of concern, including for materials for local schools, rather than advocating to the company. Facilitating a process in which women in impacted communities analyze their own situation allows them to “learn by doing” rather than by listening, and to develop their own conclusions about what to advocate for, how, and to whom, and how to engage others. While effective, such an approach requires considerable facilitation and capacity building assistance specific to women’s needs, all of which may be beyond the scope of a company but within the role of NGOs or civil society. Opportunities for partnership may exist and should be explored.

A Gender Division of Labor can be used as a participatory risk assessment by companies.
The use of this exercise led to clear and objective analysis of how women spend their time, where many of their advocacy challenges lie, and what their advocacy priorities are. Through the use of prodding questions aimed at understanding root causes and how things have changed, several issues
were exposed including sexual violence, insecurity and banditry, women’s lack of control of earnings, prostitution, lack of women’s voice in community decision making, and other areas which carry potential risk of harm to communities and to companies.

Likewise, doing a Gender Division of Labor with men can encourage constructive dialogue with women.
Facilitating discussions among men and women using this tool makes it possible to: (i) raise awareness not only among women but also among men about the roles women have in their homes and in the social and economic development of their communities; (ii) catalyze women’s sense of self-esteem; (iii) encourage women to express themselves and share their ideas; (iv) sensitize men to engage in constructive dialogue with women.

Women tend to feel intimidated engaging companies.
While the women the team worked with felt empowered to go to the company and meet officials to address their concerns, it can be a very intimidating process even when the company is located right in the community. Gates, security (armed and unarmed), radios, and fences all create an unwelcome feeling for people to go to a company, especially for women on the lower rungs of the socio-political ladder. Finding ways to better welcome community members can help companies and communities better address concerns before they become risks. Information offices in communities are one way for companies to share information about their activities and understand community concerns. Hiring women as community relations staff can also help reduce intimidation and help empower women.

Organizing women can create divisions.
The use of training of trainers (TOTs) and trainings for a limited number of women made sense due to logistical constraints. To help organize women in impacted communities, trainees created new associations to follow-up on action plans, communicate across communities, and lead efforts. However, some women who were not trained felt no ownership of the process or activities that the new associations led. Creating new groups or associations can also create a sense of winners and losers in terms of who is part of the group and who is not, limiting efforts to unite women. The use of TOTs may have helped exacerbate this, and in the future more effort to ensure that information and learning filters to all women may help.

Women and men can discuss and address taboo subjects.
It is difficult to enable women and men to discuss taboo subjects such as sexual violence and domestic abuse, which limits women’s empowerment. However, finding opportunities to do so can be effective for both men and women to understand the negative impact violence has on the wellbeing of individuals and families and start to address those impacts. Companies can better understand how their local staff are involved in such issues and develop policies to prevent such abuse.

Men have a role to play in women’s empowerment.
Men and local authorities may feel threatened by the idea of empowering women and including them in community decision-making. However, by creating opportunities for men and women to analyze
their interests together men can understand that empowering women is in the interest of their families and start to create opportunities for women to raise their voices.

But men also need time to process their own situations. In the three communities, men listened to each other as they shared stories about their own challenges that arose with the onset of widespread cattle raiding. Men who lost their cattle lost their traditional livelihoods and felt emasculated as providers. By sharing such stories, they started to understand that other men were in similar situations, and that although they were powerless to stop the raiding, they found they could gain some level of acceptance through dialogue. Turning the discussions to the role of women, men identified additional value women provide them, beyond bearing children and maintaining their home, including their role in bringing money to the family now that many have lost their cattle, and companionship. Some went on to say that their wives helped them cope with the loss of their cattle. Others noted that women have taught them to grow new crops such as cassava, which has given them a way to help provide for their family. Through such activities, men are beginning to see women as leaders and not a threat, and realizing women often have good ideas that they themselves don't consider.

Because women are acting as leaders, communities see them as leaders. Women noted that as a result of their efforts to raise concerns and to step up and take initiative on economic and community development, men and other authorities are now listening to them and respecting them. Men have also started to work more closely with women to share household chores, women's farming duties, and village cleanup through women's direct advocacy efforts.

By engaging and sharing information with women, companies can have effective discussions with them, as women learn the “company is not the enemy.” Because women are often busy doing farm work, household chores, or income generating activities, they are often unable to attend meetings and hear information from companies, leaving them in the dark. Additionally, companies often provide too little information to communities, which can exacerbate expectations. Sharing information directly with women has helped them better understand some of the company's activities. At one point, women complained to the company that the community needed teachers, but the company had been providing funding for teachers who had not been showing up. Women agreed to let the company know when teachers were not around, and the company agreed to communicate more often with women on the matter. While there will always be differences, it's important to show where communities and women share the same interests.

If companies don't include women in their social performance management systems, it is unlikely engagement will continue. The Karuna team worked closely with the company to coordinate meetings with women and plan activities. Ideally the company would take the lead in meeting with and engaging women themselves, rather than rely on a third-party. Incorporating women's engagement directly into company social performance management systems would better align activities with companies' own needs, and improve the impact on women. Including women in the company's stakeholder map and analysis,
stakeholder engagement plan, social risk management, social investment and benefit opportunities, grievance outreach, and other areas can do this. Company production was put on hold due to external market factors, and a majority of staff had been laid off until those market forces shifted. Incorporating women’s engagement into a company's social performance management system throughout the license, construction, and operations phase would likely yield higher levels and more sustainable success.

**Recognizing limits.**
The Karuna efforts generated favorable results in several ways outlined above. However, transforming these results into concrete impacts is a long process that cannot be fully achieved in a single year. This process of transformation needs ongoing facilitation and revitalization to continue and achieve the desired effects.
Useful Materials/Bibliography


This page intentionally left blank
APPENDIX
Men and Women Joint Analysis and Action Planning Workshop

Men and Women’s TOT Facilitators’ Agenda

Project’s goal: Women’s empowerment in advocacy and dialogues within their communities and with the company.

Training Objectives
1. Men and women analyze how their interests are linked
2. Develop pathways that enable women to play a larger role in community decision-making
3. Action plan on how men and women can better work together going forward with the company

Part I, Men Only Training (run simultaneously with women’s training)

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Objective</th>
<th>Process</th>
<th>Materials</th>
</tr>
</thead>
<tbody>
<tr>
<td>45 mins.</td>
<td>Welcome and Introductions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>45 mins.</td>
<td><em>What is Advocacy?</em></td>
<td>Men know what advocacy is.</td>
<td>Get men in pairs, talk about how they have advocated but may not know it.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• We are advocates all the time in daily life, although we may not think of it that way.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Talk in pairs about examples of when you wanted to get something from someone or get them to change a behavior and discuss what approaches were effective and what were not.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• When you debrief, get at the need to understand the other person’s interest so that you can pitch your interest in terms that will appeal.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Ask them what are the challenges they experience when advocating.</td>
<td></td>
</tr>
</tbody>
</table>
Advocacy is a planned, deliberate, and sustained effort to make change.
It enables underserved communities to have a voice in the issues that impact their lives and bring about lasting change by looking deeper into the invisible, root causes of the problem.

1. Understand problems
2. Plan for action
3. Act
4. Reflect and Learn

Purpose of the project is to build skills of women, so men and women can advocate to the company and in their communities.

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Objective</th>
<th>Process</th>
<th>Materials</th>
</tr>
</thead>
<tbody>
<tr>
<td>(continued from above)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 hour</td>
<td>Who has power to make changes?</td>
<td>Sources and Use of Power: Participants begin to understand different types of power, and their own power and potential</td>
<td>Exercise: Identifying the Sources and Uses of Power (New Weave, p43)</td>
<td>Photos, copies for groups</td>
</tr>
</tbody>
</table>

1. Get into pairs
2. Hand out copies of the illustrations on page 16 with the following questions:
   - Identify and describe the kind of power depicted in each of the four drawings.
   - Explain the impact of this kind of power on citizen participation.
3. Report back
4. Brainstorming discussion guided by two questions. Responses are recorded on flipchart paper.
   a. What are the main sources of power?
   b. What are your potential sources of power as a citizen?
5. Present the Advocacy Framework we came up with at the TOT1.
<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Objective</th>
<th>Process</th>
<th>Materials</th>
</tr>
</thead>
</table>
| 1 hour | **Men’s and Women’s Interests in the Community** | Provide an overview of interests and positions, men identify their interests and the interests of women. | Coconut story\(^1\) to demonstrate positions and interests
  
  Break into groups and assign men, women, or company interests to each group.
  
  1. What is most important to that group (men, women, company)?
  2. Why is that important (interests)?
  3. Report back—really push them to ensure they are talking about interests (the “why” it is important?)
  4. Where are the common interests? [Start to set the attitude that if they have the same interests, how can we partner more effectively?] | |
| 1 hour | **Key Stakeholders, Roles, and Rights** | Participants will have an understanding of the roles and interests of key stakeholders (women, men, the company, government, other civil society orgs (churches, etc)) that might be key in their advocacy efforts.  
  
  In this kind of very isolated environment with an absent state, it’s important to clarify who is responsible for what in terms of protecting and respecting human rights—it’s not the company's duty to provide education, but the state’s; it’s not the responsibility of the company to provide water, but the community’s, etc. | Women, men, and the company are important groups of stakeholders that have some of the same interests. What other stakeholders are in our communities and have some of the same interests?
  
  1. What role does government play—what are their interests here?
  2. Are there other civil society organizations active here (churches, NGOs, other organizations)? What are their interests?
  3. What are the common interests across all these groups?
  
  Ask:
  
  • Should government or the company address community concerns? What are each other’s roles in addressing community concerns? What is your role?
  • Where do men, women, and the company’s interests overlap? How can these be built on? Men and women need to work together to advocate together. | Donkey Picture |

---

\(^1\) The story can be embellished, but the essential pieces are as follows. There is one coconut and two children. They both want the coconut and have an argument about it. Their positions are the coconut, making it a win-lose scenario. However, if they ask more questions as to why each of them wants it, they would get to the interests. One of them is hungry and wants to eat the meat of the coconut. The other is thirsty and wants the coconut milk, making this now a win-win scenario. This story can be useful in understanding that once the core interests or needs are learned many solutions can be found.
<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Objective</th>
<th>Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 hour</td>
<td><em>What is Women’s Role in Community Decision Making?</em></td>
<td>Understand how men see women’s role in community decision-making and demonstrate how men/women have many of the same interests.</td>
<td>In men’s own words, have them explain in very practical terms the role of women in community decision-making.</td>
</tr>
<tr>
<td></td>
<td>• Why is it like this?</td>
<td></td>
<td>• Why is it like this?</td>
</tr>
<tr>
<td></td>
<td>• Do women like this? How do you know?</td>
<td></td>
<td>• Do women like this? How do you know?</td>
</tr>
<tr>
<td></td>
<td>• Could we accomplish more together if women were involved in decision-making? Why (shared interests, also more people that buy into the decision), why not?</td>
<td></td>
<td>• Could we accomplish more together if women were involved in decision-making? Why (shared interests, also more people that buy into the decision), why not?</td>
</tr>
<tr>
<td></td>
<td>• What constrains women’s ability to have a bigger role in community decision-making?</td>
<td></td>
<td>• What constrains women’s ability to have a bigger role in community decision-making?</td>
</tr>
<tr>
<td>1 hour</td>
<td><em>Men’s Concerns about increasing women’s decision making power</em></td>
<td>Men clarify their concerns about women taking a larger leadership role, and prepare to meet with women to discuss it.</td>
<td>If women had an equal role in community decision-making, how would you feel and why (would it be a good or bad thing)?</td>
</tr>
<tr>
<td></td>
<td>• How do you think other men in the community would feel?</td>
<td></td>
<td>• How do you think other men in the community would feel?</td>
</tr>
<tr>
<td></td>
<td>• Would it help you advance men/women’s joint interests? Why/Why not?</td>
<td></td>
<td>• Would it help you advance men/women’s joint interests? Why/Why not?</td>
</tr>
<tr>
<td></td>
<td>• Identify the challenges and opportunities for giving women more voice and say in community decisions.</td>
<td></td>
<td>• Identify the challenges and opportunities for giving women more voice and say in community decisions.</td>
</tr>
</tbody>
</table>
Part I, Women-Only Training (run simultaneously with men's training)

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Objective</th>
<th>Process</th>
<th>Materials</th>
</tr>
</thead>
<tbody>
<tr>
<td>45 mins.</td>
<td>Welcome and Introductions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>90 mins.</td>
<td>Review of On the Ground Activities Since last meeting</td>
<td>Women report back their activities they were charged with</td>
<td>Facilitator reviews actions they agreed on from last training. As a full group, women provide updates on activities relating to advocacy efforts (10 minutes each) 1. Communication/Organization across the communities with women 2. Role in Community Decision Making 3. Communication and information sharing with the company 4. Security 5. Income generating activities/Agriculture 6. Education Flipchart notes as they report back</td>
<td></td>
</tr>
<tr>
<td>1 hour</td>
<td>Identifying and Analyzing our Challenges</td>
<td>Women identify the challenges they have had since the last training, and conduct a root cause analysis to solve the root causes.</td>
<td>Break the women into 2 cross-community groups and give each group 3-activity areas (from previous session). For each area identify: 1. Challenges they are having for each of the 3 activity areas 2. Why they are having those challenges (via a root cause analysis, asking why at least 3 times to get to the root cause) 3. Develop solutions to solve the root cause</td>
<td></td>
</tr>
<tr>
<td>Time</td>
<td>Session</td>
<td>Objective</td>
<td>Process</td>
<td>Materials</td>
</tr>
<tr>
<td>-------</td>
<td>--------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-----------</td>
</tr>
</tbody>
</table>
| 1 hour| Next Steps and Action Planning                                           | Women have a clear understanding of what needs to be done over the next 2 months.                                                                                                                                                      | In women's own words, have them explain in very practical terms what their role should be in community decision-making.  
• Why should it be like this?  
• What do men think of this? How would you advocate for a larger role in community decision-making?  
• What constrains women's ability to have a bigger role in community decision-making?  
• Could we accomplish more together if women were involved in decision-making? Why (shared interests, also more people that buy-into the decision), why not? |           |
| 1 hour| What is Women's Role in Community Decision Making?                      | Understand how women see their role in community decision-making and explain how men/women have many of the same interests.                                                                                                                   | | |
| 1 hour| Women's Concerns about working with men to increase women's decision making power | Women clarify their concerns about advocating for a larger leadership role, and prepare to meet with men to discuss it.                                                                                                                 | What are men/women's joint interests when it comes to family and community?  
What concerns do you have advocating for a larger leadership role in the community?  
• If women had a more equal role in community decision-making, how do you think men would feel and why (would they see it as a good or bad thing)?  
• How would it help you advance men/women's joint interests?  
• Identify the challenges and opportunities for giving women more voice and say in community decisions. | |
## Part II, Men and Women Together

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Objective</th>
<th>Process</th>
<th>Materials</th>
</tr>
</thead>
<tbody>
<tr>
<td>45 mins.</td>
<td>Welcome and Introductions</td>
<td></td>
<td>Advocacy is a planned, deliberate, and sustained effort to make change.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>It enables underserved communities to have a voice in the issues that</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>impact their lives and bring about lasting change by looking deeper into</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>the invisible, root causes of the problem.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>1. Understand problems</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2. Plan for action</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>3. Act</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>4. Reflect and Learn</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Purpose of the project is to build skills of women, so men and women</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>can advocate to the company and in their communities.</td>
<td></td>
</tr>
<tr>
<td>30 mins.</td>
<td>Review advocacy efforts to date with men</td>
<td>Men understand the path to advocacy that the women have been on over the</td>
<td>Women review advocacy efforts to date with men</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>last year (TOTs, trainings, and coming girls’ training), and include the</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>priorities that they have been working on:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Karuna Center for Peacebuilding
<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Objective</th>
<th>Process</th>
<th>Materials</th>
</tr>
</thead>
<tbody>
<tr>
<td>(continued from above)</td>
<td></td>
<td>• Engaging and sharing information with the company&lt;br&gt;• Security&lt;br&gt;• Health&lt;br&gt;• Income generating activities/Agriculture&lt;br&gt;• Education&lt;br&gt;• Increasing their Role in Community Decision Making</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 hours</td>
<td>Planning to Increase the Voice of Women in Community Decision Making</td>
<td>To be effective and change our community for the better, we all need to work together. Men can't do it alone, women can't do it alone...we need to increase women's voices. We share the same common challenges and opportunities:&lt;br&gt;• Engaging with the company&lt;br&gt;• Security&lt;br&gt;• Health&lt;br&gt;• Income generating activities/Agriculture&lt;br&gt;• Educating our Children for a Better Life</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>In 3 groups of men and women across the 3 communities discuss how to Increasing the Voice of Women in Community Decision Making. Assign one group each to identify the&lt;br&gt;• Concerns&lt;br&gt;• Challenges&lt;br&gt;• Opportunities</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Report back to the group. Then get back into the groups to plan how to address these concerns, challenges, and opportunities.

- Identify stakeholders back in our communities who are like-minded and can be allies. Decide how you will engage them on the issue, actions to take, who will do what, and be when.
- Identify which stakeholder might not be allies. Decide how you will engage them, actions to take, who will do what, and be when.

Report back to the group. What Commitment can you make to each other to follow through?

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Objective</th>
<th>Process</th>
<th>Materials</th>
</tr>
</thead>
<tbody>
<tr>
<td>(continued from above)</td>
<td>Report back to the group. Then get back into the groups to plan how to address these concerns, challenges, and opportunities.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 hours</td>
<td>Analyzing Our Key Community Challenges and Opportunities</td>
<td>Break into 5 mixed groups. Each group take one of the Key Challenges and Opportunities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Security</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Income generating activities/Agriculture</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Education</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Health</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Information/Engagement with the company</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>For each,</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1. identify the root causes of the challenge (asking why at least 3 times to get to the root cause),</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. identify how the community can better contribute to improving these areas,</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. identify which gaps remain, and</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. determine if these remaining gaps overlap with the company's interests and how they do so.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time</td>
<td>Session</td>
<td>Objective</td>
<td>Process</td>
<td>Materials</td>
</tr>
<tr>
<td>--------</td>
<td>--------------------------------</td>
<td>---------------------------------------------------------------------------</td>
<td>---------</td>
<td>-----------</td>
</tr>
<tr>
<td>1 hour</td>
<td>Joint Action Planning and Next Steps</td>
<td>Develop action plans for men and women to work together to address women's involvement in decision making and addressing key community challenges.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
This page intentionally left blank
Karuna Team

• **Larry Dixon—Project Lead.** Larry has two decades of stakeholder engagement experience with community, business, nonprofit, and government stakeholders. Over the last 12 years, Larry has assisted extractive companies and made over 75 site visits involving 18 companies worldwide advising on company-community agreement making, and assists companies to reduce social risks and operationalize social performance tools aligned with International Finance Corporation (IFC) Performance Standards. His experience includes work with CARE, Save the Children, IFC, Newmont, Rio Tinto, Barrick, and Tullow Oil, as well as Sherritt/Ambatovy in Madagascar. He can be reached at ldixon02@gmail.com.

• **Haingo Randrianarivony—Trainer and Mentor.** Haingo has 25 years of experience in the private sector and NGOs. She has served has led civil society organizations and numerous projects from feasibility and design, to implementation and through during evaluation and learning. As a defender of sustainable and inclusive development, she intervenes in projects aimed at vulnerable populations, women, and young people, to improve their socio-economic situations in Madagascar, Africa, Asia, and Eastern Europe. She intervenes throughout the project cycle. She can be reached at haingorandrianarivony@yahoo.fr.

• **Voahangy Alice Rasoarinivo—Trainer and Mentor.** Alice has 22 years of experience, particularly with NGOs in development projects and is an expert in civil society organizations. She is well versed in field missions, and her know-how as a community organizer is an asset. She is an accomplished trainer and facilitator of multi-stakeholder workshops, and skilled at project evaluation and capitalization. She can be reached at rassoarinivo@gmail.com.

• **Olivia Stokes Dreier—Project Advisor.** As Executive Director as well as trainer at Karuna Center for Peacebuilding, Olivia has experience in the development, design, and delivery of multi-year programs in peacebuilding, inter-communal dialogue, reconciliation, and conflict-sensitive development. She has worked in more than 15 conflict-affected countries and with diverse sectors of society, from grassroots communities to national governments. Olivia has conducted conflict assessments for USAID and has consulted with the World Bank and the Asian Development Bank on conflict sensitive development. She can be reached at olivia@karunacenter.org.

• **Tantely Andriamasinoro—Company Liaison.** Tantely has 17 years’ experience in the extractive sector in Madagascar, including 12 years executive experience with the two biggest mining companies in Madagascar, QMM Rio Tinto and the Sherritt project Ambatovy. Through AMF Consulting, he spreads best practices to different mining companies by providing corporate responsibility advisory services, aligned to international recognized standards, related to company’s social license to operate. He can be reached at tantely.andriamasinoro@gmail.com.

• **Emmanuel Tehindrazanarive—Community Liaison.** Emmanuel has over 30 years experience leading and coordinating NGOs and associations, and consulting for governments and the private sector across Madagascar that intersect with culture, social, education and gender mainstreaming, and economic issues. He is Professor at Antananarivo University, an ordained minister, and member of the Council of Churches National Committee on Reconciliation. He can be reached at emmanueldjacula@gmail.com.