



ASSOCIATION
OF WOMEN IN
MINING IN
AFRICA



FORD
FOUNDATION

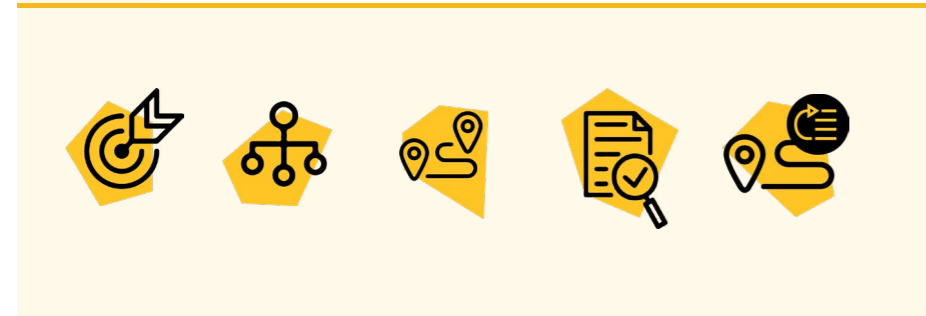
Enhancing Participation & Economic Empowerment

STRATEGIC PLAN
2022 - 2027

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The voice of women in enhancing the participation and economic empowerment of women in the mining and minerals sector.



Background and Objectives

The Association of Women in Mining Africa (AWIMA) is a **network of African women in mining, oil, gas and extractives national associations.**

AWIMA was created on August 19th 2015 in Nairobi, Kenya during the African Women Business Linkages Forum organised by the African Union Commission. The organization developed a Constitution in October 2018 and revised it in November 2019.

Since 2015, AWIMA has had three executives,

(i) from 2015-2019 led by Melody KWEBE from South Africa;

(ii) from 2019-2022 led by Georgette Barnes-ADDO-SAKYI from Ghana and

(iii) and the ongoing board since April 21, 2022 is led by OMGBA Balbine Pascaline assisted by:

- AWASES Zenzi Natacha, vice-president;
- MASELE Dorothee, Central Africa Representative;
- ABALO Rosine, West Africa Representative;
- NEMETSO Carr Violet, Southern Africa Representative;
- KARANGI Judith, East Africa Representative.



The purpose of AWIMA is to be the voice of women in enhancing the participation and economic empowerment of women in the mining and minerals sector, both in the continent and globally.

AWIMA is the continental voice of African women for greater participation and empowerment of women in the mining and extractives sector.

New leadership presented commitments to strengthen the association's core mandates, continental work, and further establish the association on the global mining landscape.

AWIMA designed a roadmap during the previous leadership (2019-2021) to address key obstacles for women in the mining sector in Africa. The previous roadmap had the following four areas of intervention:

1. Consolidation of AWIMA as a continental organization.
2. Training and capacity building for women involved in the mining sector.
3. Promotion of sustainable mining with processing valorization of local marketing of products.
4. Lobbying and advocacy

AWIMA's new leadership expressed interest in setting a strategic plan to further advance actions carried out in the 2019-2021 roadmap as well as expand to other areas of interventions with a strategic roadmap for the ongoing mandate 2022-2024.

The strategic planning process consisted of the following steps:

- Study and understanding of AWIMA organizational documents
- Evaluating achievements and areas of continuation of 2019-2021 AWIMA roadmap
- Environmental scanning and needs assessment through surveys of Executive and AWIMA members
- Design updated roadmap drawn from identified priorities
- Validate roadmap for AWIMA's implementation

AWIMA is a network of African women in mining, oil, gas and extractives national associations.



Vision

AWIMA aims to be a self-sustaining organisation that can support all women on the continent with at least five dynamic regional secretariates.

Objectives

1. To work with National Governments in the implementation of the Africa Mining Vision for the benefit of women in Africa;
2. To advocate for and support women's interests in the exploration and extraction of mineral wealth, including oil and gas and other natural resources;
3. To develop capacity-building tools and programs that attracts, and retain the advancement of women in the extractives industries;
4. To collaborate with sub-regional and national Women in Mining Associations and share knowledge and best practices;
5. To promote inclusivity through the inclusion of women in the mining sector and the minerals sector at the highest political and policy levels;

6. To encourage and promote the formalization of groups of women in mining sector.
7. To conduct a comprehensive needs assessment on the challenges affecting the women in the mining sector and implement the findings thereof.
8. To identify training and technical needs of women in mining and in collaboration with relevant and interested organisations, conduct training programmes to meet these needs;
9. To collaborate with relevant and interested organisations to train women who are involved in the informal mining sector in appropriate mining methods and mitigation of environmental degradation; To safeguard from vulnerability of women and promote economic and social resilience;

10. To promote access to financing and establish collaboration with financial institutions to enable women in mining to access the necessary finance and credit for their mining operations;

11. To establish a data base and a resource centre that will serve as a reference on mining continentally and internationally for women in mining;

12. To establish links with continental and international technical advisory services organisations in order to access volunteer technical experts;

13. To facilitate where possible, the marketing of members' mining products continentally and internationally;

14. To carry out such activities as would enhance the position of women in mining in Africa;

15. To lobby for access to land and mineral rights;

16. To encourage governments to strengthen and institutionalize the country-level associations through establishing partnerships and collaboration with the development partners

17. To promote responsible mining, and eliminating child labour and violence against women.

capacity building as a tool for attracting and advancing women in the extractives industry.



AWIMA Organizational Structure

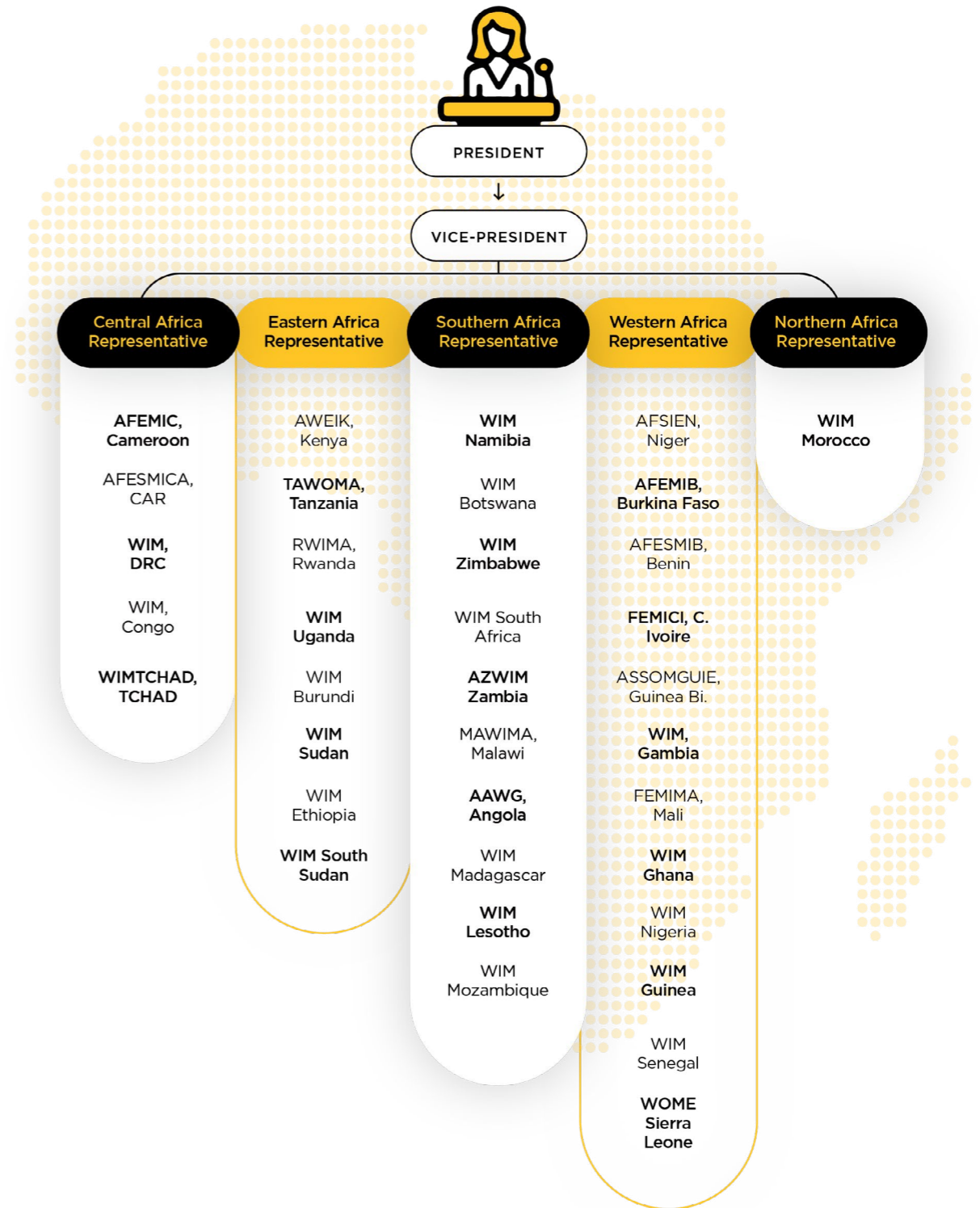
To date, the association has a membership of 36 national mining associations across five regions of the continent (Southern, Central, Western, Eastern, and Northern).

AWIMA's governance structure constitutes a Board with elected positions President, Vice- President, and regional representatives for West, East, Southern, Central and Northern Africa. National associations elect the President and Vice-President and each region their regional representative.

Membership profiles

AWIMA is composed of

- A General Assembly
- Board of Directors: with representatives from each sub-region
- The President and Vice-President
- Ordinary members: composed of Regional and National Associations of Women in Mining
- Affiliate members: eminent women business leaders or institutional representatives who have added value to AWIMA (no voting rights)





AWIMA 2019 - 2021 Roadmap Evaluation

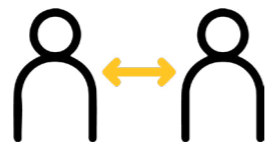
During the previous mandate, AWIMA was able to identify the following priorities:

- 1. Consolidation of AWIMA as a continental organization:** in order for AWIMA to be consolidated as a continental organization, setting its operations for internal and external partnership success was critical. Leadership had re-registered the company in Ghana and recruited an accountant and a coordinator.
- 2. Training and capacity building for women involved in the mining sector**
- 3. Promotion of sustainable mining with processing valorization of local marketing of products:** AWIMA launched the jewellery project in partnership with the World Bank which was successful and looking to continue it.
- 4. Lobbying and advocacy:** AWIMA was able to join in on several virtual forums in 2020 and 2021 where the voices and concerns of African women mining were amplified and enabled for greater partnerships with organizations

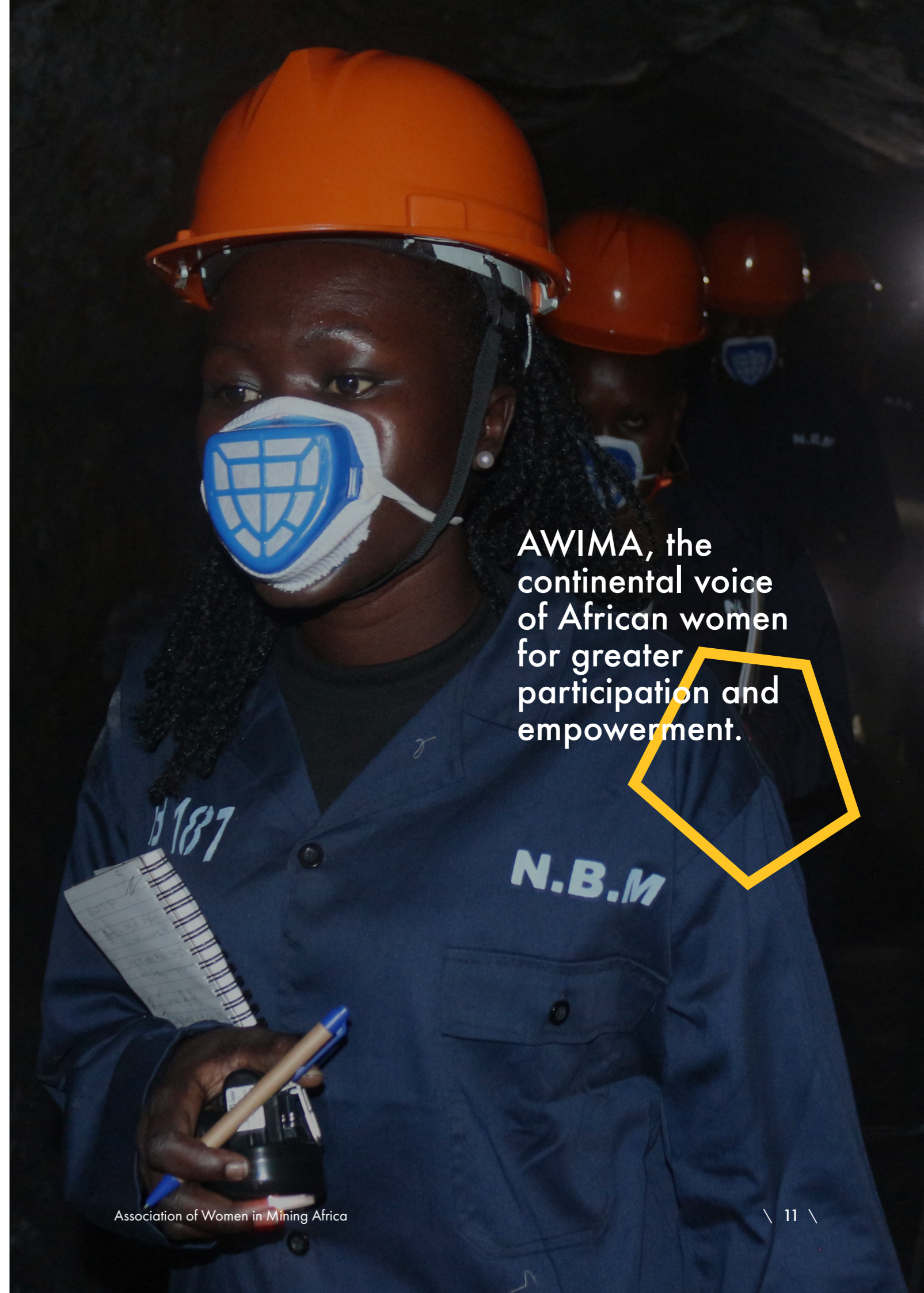
such as the World Bank, the African Union and the Ford Foundation.



Limitation: The COVID-19 pandemic greatly hampered capacity building opportunities and in-person gatherings with the last physical Assembly General Meeting being held in 2019.



AWIMA, the continental voice of African women for greater participation and empowerment.





Needs Assessment Results

Needs identified by the Presidency

Engagements with AWIMA Presidency have led to identify the following core needs:



Institutional, organizational and technical support: helping in set functioning office in Accra, equip team with strategic planning, management skills and project elaboration



Project management support: organize team to successfully manage projects from start to finish



Advocacy in regional and continental



Effective involvement of members

AWIMA members

A survey was conducted in September 2022 to identify AWIMA members and their understanding, interactions with AWIMA and core priorities for the organization. The survey which had 38 responses, however did not distinguish between mining professionals in large scale mining and those in artisanal

small scale mining which could have varying priorities according to their sectors of operation.

Who are AWIMA members



Over **70%** aged between 35-50 years



Over **60%** with over **10+** years' experience in the field



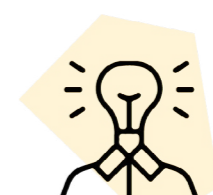
Mostly **Geology and Mining** graduates



Either **business owners or professionals** with majority in the private sector

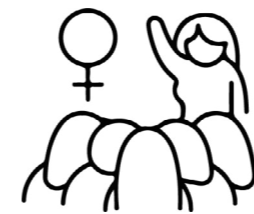
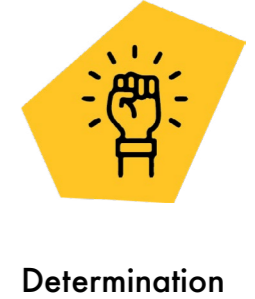
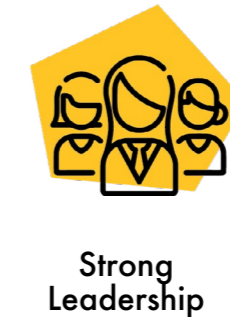
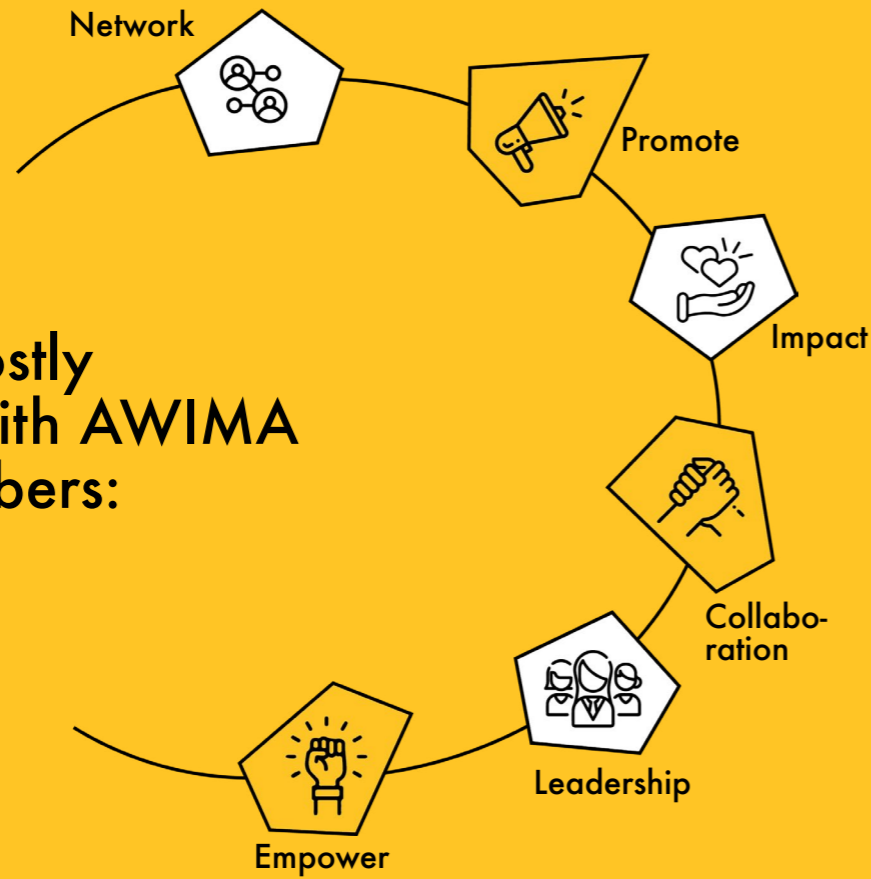


Over **50%** have been AWIMA members between **1-5 years**



21% are **founding members** of their Women in Mining Associations

The terms mostly associated with AWIMA from its members:



AWIMA members asked to **improve networking opportunities** through more regular in- person and virtual gatherings

04



The most important mandate identified by AWIMA members for the association has been **advocacy and lobbying**.

01



The leading weaknesses identified by members have been **insufficient funding** and the **lack of committed volunteers** to enable sustainable and smooth operations. Other obstacles noted were not enough avenues for members to meet/network with at times language being a barrier.



02



AWIMA's leading strengths have been in its worldwide and strong network of mining professionals as well as the strong implication of women in the sector.

03



I am equally thankful for the sharing of experience that promotes training in different mining projects for women across the continent and finally the networking opportunities are unparalleled.

- AWIMA member

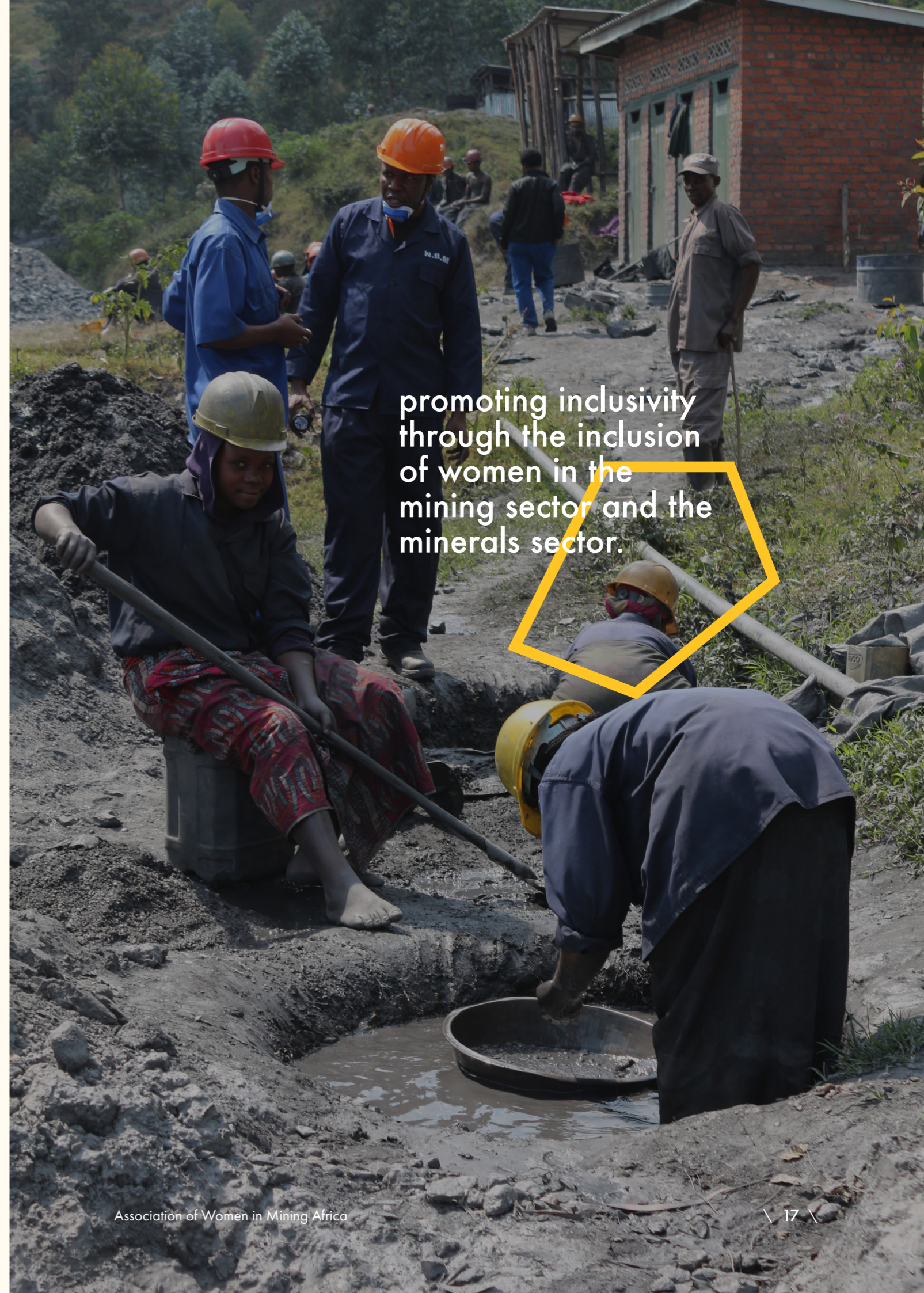


Our members are dedicated to see a change in the industry and remain dedicated to be the change they want to see. As such, we use our influence to approach leadership on national and a continental level.

- AWIMA member

05 New activities by members revolve mostly around **stronger collaborations with governmental and non-governmental partners, regular virtual markets, matchmaking business opportunities, annual or quarterly gatherings, training for members in transferrable skills** (fundraising, human resource management etc..) and specialized skills for the Artisanal and Small Scale Mining operators.

SWOT overview



promoting inclusivity through the inclusion of women in the mining sector and the minerals sector.



2022-2027 Priority Roadmap

Both the Executive and members highlighted the leading aim to become a self-sustaining organization that can support all women on the continent, which was reflected in the pillars below:

1. Consolidation of AWIMA as continental organization that will yield results of AWIMA being structured and operational (equip team with strategic planning, management and project skills) AWIMA to operationalize activities to unite all its member,

- collaborate with other global WIM organization;
- organize physical AGMS during which AWIMA members can report on national progress, share knowledge and experience,

HOW? lobby AUC for support to facilitate AWIMA AGM, targeting to piggyback on their annual mining meetings.

2. Training and Capacity Building of its members which will enable an effective involvement of its members (greater networking opportunities beyond the annual AGM through shared learning sessions, virtual coffees etc.

3. Promotion of Sustainable Mining by addressing needs within the sectors of

Artisanal Small Scale Mining and Large Scale Mining and promote safe and income generating practices.

4. Advocacy and Lobbying in regional and global level to continue the longer term policy and behavioural changes that will reflect more women in high earning positions across the extractives sector in Africa and **encourage greater access to lands and mineral rights for women.**

become a self-sustaining organization that can support all women on the continent.

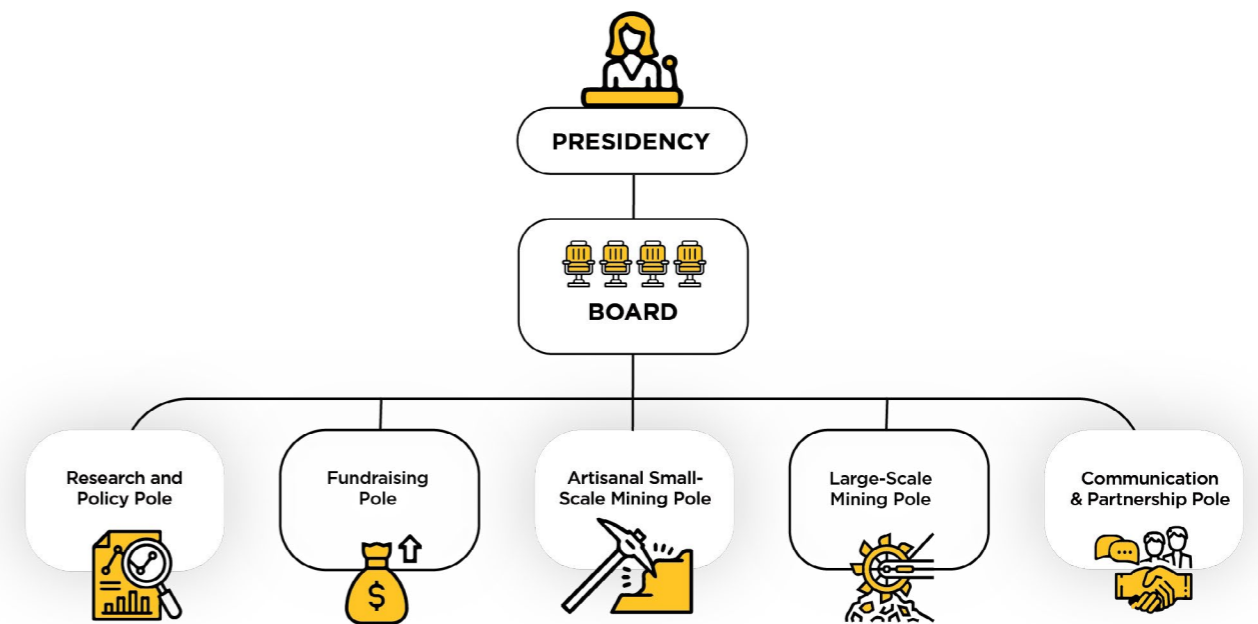
Consolidation of AWIMA as continental organization

1. Staff recruitment and knowledge management tools: knowledge management is crucial for institutional memory and improved communication internally and externally (strong social media/digital platform presence (twitter, facebook) providing daily sector update.

2. AWIMA can redesign internal structures and communicate stronger on it with for example an Artisanal Small-Scale and Large-Scale Mining programs / Fundraising pole / Research pole / Advocacy and Outreach pole.

3. Strengthen its communication strategy: it will be important for AWIMA to conduct regular communication internally and externally for member and partners engagement.

4. AWIMA would have to list out strategic partnerships and apply to different projects in order to gain a stable flow of self-generated and project-based funds.



	Fundraising Pole (5 members)	Research and Advocacy Pole (5 members)	Communications and Partnerships Pole (5 members)	Artisanal Small-Scale and Large Scale Mining Poles (5 members each)
Core functions (non exhaustive list)	Define funding goal and strategy Convene with Board and Executive to present fundraising strategy Execute fundraising strategy once approved by Executive	Compile and prepare reports, briefs on priority topics for AWIMA. Design advocacy briefing points	Design communication and partnerships strategy Implement the strategies once approved by Executive	Identifying priorities of each mining sector and design training program

Promotion of sustainable mining for professionals in both Artisanal, Small-Scale and Large Scale Mining

With many members requesting to have their skills strengthened, trainings can add a lot of value to the mining professionals. Training being a core need identified could also be facilitated between members through knowledge sharing sessions and involving external partners or private firms to provide technical knowledge in improved Artisanal Small-Scale Mining practices (There are potential funders that already supporting such programs

promoting sustainable mining and capacity building for ASM; Solidaridad, ACP-EU Development minerals program, World bank, Conservation labs etc..AWIMA can target such partnerships at national, regional or continental level)

Advocacy and Lobbying on regional and global level

AWIMA could explore varied partnerships with institutions such UN Women, AFD, International/ Intercontinental women organizations (trade, business, human rights, policy makers) and further explore engaging with the African Union beyond support for the annual AGM.

AWIMA is also encouraged to further highlight (producing and circulating electronic monthly newsletter highlighting AWIMA ongoing projects, partnership opportunities, accomplished projects, achievements, WIM success stories, positive changes) the career fairs held by their members and showcase the success stories for regional and global advocacy efforts.

exploring more partnerships for a sustainable and more enduring relationship.

AWIMA DRAFT STRATEGIC PLAN 2022-2027

Areas of intervention	Objectives	Priority actions	Activities/tasks	Expected results	Indicators	Year of realisation	Start period	Personal responsible	Cost	Source of funding
I. Consolidation of AWIMA as continental organisation	Organize and make AWIMA functional	1. Institutional and organizational strengthening of AWIMA	Knowledge-management tools set up <ul style="list-style-type: none"> Organizing sector related webinars Collaboration with other global organizations with similar objectives such as UN Women, International WIM alliance, IGF 	AWIMA is structured and operational	Shared Drive with all AWIMA reference documentation and procedures and minutes set up	2022	January 2023	AWIMA Presidency & Coordinator	\$100 Google Drive storage yearly	AWIMA Funds

AWIMA DRAFT STRATEGIC PLAN 2022-2027

			Staff recruitment (coordinator and accountant)		One local (Ghana) staff recruited	2023	Jan 2023 – Dec 2023	AWIMA Executive Board		Partner donations
			Structured monitoring and supervision of AWIMA activities. AWIMA members (national WIMs to report to AWIMA their annual workplans and accomplishments. AWIMA to keep a data base of all completed projects and all reports of all engagements		Participation reports for different events	2023	Jan 2023 – Dec 2023	Coordinator		Partner donations
		2. Internal decision making procedures of AWIMA	Holding of the General Assembly (annual) hold atleast AGM physical (need to lobby institutions like AUC, for funding to support physical attendance	AWIMA has clear internal decision-making process	Reports of organized events	2023	Jan 2023 – Dec 2023	AWIMA Presidency		Support from partners
		Holding board meetings (quarterly)	Meeting reports and minutes issued and		2023	From Jan 2023				

AWIMA DRAFT STRATEGIC PLAN 2022-2027

		Development of projects, roadmap, action plan, activity reports etc and design implementation strategy at National, regional and continental levels Develop annual workplans		Stored in Shared Drive			AWIMA Presidency	0	AWIMA funds
	3. Communication and visibility	Management of digital platforms (Facebook, twitter, Instagram) Maintain active digital media presence especially Twitter, facebook; sharing timely sector related information/ updates	AWIMA is better known and more visible on the national, sub-regional, continental and	Yearly social Media Planning document designed (each region getting monthly highlight with posts for example)	2023-2028	From Jan 2023	AWIMA Presidency and Coordinator		AWIMA Funds

AWIMA DRAFT STRATEGIC PLAN 2022-2027

		Production of communication and promotion tools (Flyers, newsletters) and AWIMA magazine (annually or quarterly) Maintain an updated and active AWIMA website	International levels	Bi-annual newsletter issued (December and September compiling highlights from social media posts)	2023	Feb-March 2023	Coordinator and Regional representatives		AWIMA Funds
		Participation in continental and intercontinental meetings (Mining Indaba, PDAC and other conferences)		Partnership matrix, listing identified	2023-2024	From Q1 2023	Coordinator and AWIMA Presidency		AWIMA Funds Partners support
		Partnership agreements signed							
		Organization of forums, symposia and conferences Organize regular webinars on various sector related topics		One annual event organized (with AGM or outside of AGM)		Jan 2023- Dec 2023	AWIMA Executive Board		

AWIMA DRAFT STRATEGIC PLAN 2022-2027

			Production of an annual female skills directory		Online directory issued and production of WIM Africa award show / book (AWIMA100 (top 15) list in partnership with journalists)	2023-2027	Q3 2023-2024	Board compiling data to Coordinator		AWIMA Funds
	4. Network and partnerships		Networking with other continental and international associations	AWIMA is connected to other networks and has an	Partnership agreements with quarterly joint events/participation	2023-2027	Jan 2023-			AWIMA Funds and

AWIMA DRAFT STRATEGIC PLAN 2022-2027

			Partnerships with AU/CDMA/UNDP and other institutions, International WIM alliance	extensive network of partners	in conferences, training opportunities (virtual/in person)			Coordinator		Support from partners
			<ul style="list-style-type: none"> subscribe to receive newsletters/communications from global institutions/organizations with similar objectives, follow all potential partners on their social media to receive timely updates on collaboration and funding opportunities 							
I. Consolidation of AWIMA as continental organization	Organize and make AWIMA functional	5. Fundraising	Identify funding goals and priority areas and Mobilization of registrations and annual contributions.	AWIMA has a stable flow of	Fundraising campaign strategy designed and funding goals: internal membership	2023		Coordinator and Regional Representatives		Support from partners

AWIMA DRAFT STRATEGIC PLAN 2022-2027

(continued and End)	(continued and End)		<p>Identification of potential donors</p> <p>develop a directory/ database of all potential partners, contact persons and their addresses</p> <p>subscribe to receive newsletters/communications from global institutions with similar objectives, follow all potential partners on their social media to receive timely updates on collaboration and funding opportunities</p> <p>empower national WIMs to take advantage of funding opportunities available in their respective countries.</p> <p>develop and keep various proposal templates that can easily be used</p>	self-generated and project- based funds	fees and external partnerships		Jan 2023- Dec 2023			
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AWIMA DRAFT STRATEGIC PLAN 2022-2027

			<p>especially for funding opportunities with shorter deadlines</p> <p>design proposal templates to suit different funding opportunities</p>							
			Submission of projects for various financings			At least 5 successful ongoing project proposal requests issued every year (at least 20 project applications submitted yearly through consultants supporting adhoc basis)	2023 2028	Jan 2023-	Fundraising pole	AWIMA funds / project-based funding
II. Training and capacity building for women involved in mining development		Training and capacity building	Provision of training information on the website, social media platforms	Women are better equipped to address the challenges of their industry	Training schedule developed followed		2023		Coordinator with dedicated training and mentoring pole	

AWIMA DRAFT STRATEGIC PLAN 2022-2027

			<p>Beginning of the implementation of a mentoring system</p> <p>undertaking training needs assessment, develop training programmes</p> <ul style="list-style-type: none"> collaborate with institutions of learning to design sector related training courses that can be undertaken during conferences like the the mining indaba, AWIMA annual conferences OR <p>that can be implemented by AWiMA through national WIMS</p> <p>such courses can also be offered on AWIMA website (self-paced courses)</p>	<p>Attraction and retention of female talent in the mining industry</p>	<p>by project reports issued</p> <p>Call for mentors/mentees identified</p>	<p>From Q2 2023</p> <p>2025-2027</p>			<p>Support from partners</p>
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AWIMA DRAFT STRATEGIC PLAN 2022-2027

			<p>identify the top 5 capacity building requests: i.e use of adequate equipment / the mining value chain / safer mining techniques / women's entrepreneurship in development minerals/ environmental risks and safeguards in ASM...</p>						
			<p>Study trips and exchange of experiences</p>					<p>Training and mentoring pole</p>	<p>Partner funding</p>
<p>III. Promotion of sustainable mining with processing valorization local marketing of products.</p>	<p>Promote valorized local mineral products from WIM members for greater economic growth</p>	<p>Marketing of mineral products</p>	<p>Relaunch AWIMA Broche Project 2</p>	<p>AWIMA members feel empowered in their skills and can generate sustainable income</p>	<p>Virtual or in-person sale launched Project implementation - need funding to produce brochures and disseminate within WIMs (target lower minerals for lower costs)</p>	<p>2023</p>	<p>Q1 2023</p>	<p>Broche/ Special project team</p>	<p>Support from partner funds</p>

AWIMA DRAFT STRATEGIC PLAN 2022-2027

IV. lobbying and Advocacy	Strengthen the network of Professional African Women in Mining	Advocate for policy change to ensure gender inclusive practices.	Partnership/joint event hosted with government or private sector on gender inclusiveness in mining industry		Regularly collecting best practices and areas of concerns through members	2023-2027	Q3 2023 - ongoing	AWIMA Presidency and Board+ Research Pole		
		AWIMA Mentoring and Coaching program			Internal members skillsets identification and availability (2-3h month) and to match			Coordinator and training and mentoring Pole		
	Create Awareness of and promoting careers in the mining industry		Promote and highlight regional career fairs	Reports relayed by AWIMA			Regional representatives and national WIMs + Research and advocacy pole			
	Promote Gender inclusive practices in the mining industry	Partnerships and participation on international forums and events		Key international and regional fora/ stakeholders identified to engage in dialogue on gender equality concerns			Research and advocacy Pole + AWIMA Executive			





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