



WUSC &
WOMEN IN MINING

STRATEGIC PLANNING PROCESS

AN IN-DEPTH REVIEW

PREPARED BY
WUSC GHANA
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As part of our celebration of International Women's Day 2021, we highlight our work with a group of achieving women who chose to challenge and formed an organization that is truly inspiring for the advancement of women in extractive industries. This International Women's Day, we celebrate our partner Women in Mining Ghana, and congratulate them on all their achievements.

INTRODUCTION

World University Service of Canada (WUSC) through the West Africa Governance and Economic Sustainability in Extractive Areas Project (WAGES) recently collaborated with Women in Mining Ghana (WIM Ghana) in developing the organizations' 2020-2025 Strategic Plan.

WIM Ghana is the local arm of a regional non-governmental organization, providing economic and employment opportunities for women that work in the extractive sector in Ghana. This is not just limited to the extractive sector in practice, but also women who work in extractive areas, or as part of the extractives value chain. The WAGES project has been working closely with WIM Ghana in providing various capacity building training in the realm of communications and business development.

Over the past year, WUSC enlisted Organizational Development Advisor, Baba Bawah, to support WIM Ghana in developing their Strategic Plan. In order for WIM Ghana to reap more growth in the extractive sector, and provide more economic opportunities for women, a strategic outlook must be taken to see how the group can plan accordingly for its success.

In January 2020, WIM Ghana hosted a review of the Strategic Plan, in which participants discussed its eight strategic pillars, which are meant to propel WIM Ghana, allowing for more inclusivity in the extractive sector, as well as more market access for female miners in Ghana.

WHO IS WIM GHANA

Women in Mining (WIM) Ghana has the primary purpose is serving as an advocacy body for all women working in the mining sector (Industry, Academia and Government), as well as serving as a hub for training, mentoring, networking and research projects in the mineral extractive sector.

As an organization of women, WIM Ghana is dedicated to promoting business and enterprise and opportunities in the mining sector for women in Ghana by enhancing growth opportunities for women already involved in the extractive industry, assisting them to identify, develop and implement business and market development strategies, and to enhance the gender disparity of women in the mineral mining industry.

WIM Ghana's objectives:

- ◆ To work with the minerals and mining industry to develop tools and programs that facilitate increased attraction, retention and advancement of women.
- ◆ To collaborate with members and stakeholders in sharing knowledge, best practices, personal and professional development opportunities nationally and internationally.
- ◆ To provide a supportive network and a national resource for connecting members to public and private sector entities looking to fill their ranks with qualified women in the mineral extractive sector.

THE BEGINNINGS OF THE PROCESS

In January of 2019, Women in Mining launched a strategic planning process to set the direction for the organization's future. WIM was facing an important moment – shifts in emerging needs, concerns, and opportunities in the economy. Consequently, through the support of WUSC by the WAGES project, WIM designed a strategic planning process to involve our community and draw on best practices to determine how we could achieve the greatest impacts. As an organization, WIM works on a volunteer basis providing trainings and organically navigating through their tasks, however in the words of Rosemary Kwasi, the general secretary of Women in Mining (WIM), there were some issues that needed to be ironed out:

“ *We never had a working document to work with when we were working on mentoring women in the field. We realized we need a structured document or plan, a three to five year plan to allow us to grow our organization. Following a meeting with WUSC, we met with our advisor and proceeded to work together as a team to understand what it is we need to work on together.* ”

Some of the main elements of the restructuring process were focused on understanding where some of the current challenges lie, in order to best build processes that are efficient for the growth of WIM. Thus it was important to conduct interviews, surveys, and goal-setting sessions with members, leadership, and partners, to best get an introspective look of WIM, and identify key areas for improvement.

Through the leadership and guidance of Uniterra program volunteer Baba Bawah it was established that WIM first needed to learn more about itself as an organization. He challenged the process by asking WIM to answer and re-answer the following questions:

1 Why are we here?

The minerals exploration and mining industry is one of the most important sectors of the Ghanaian economy. Women in Mining are concerned about the future this valuable industry brings in relation to environmental and social responsibility. As a result, WIM encourages young women to seek careers in the minerals industry, and partake in a majorly underrepresented field

2 What are our values as an organization?

WIM's values were clearly separated into mission-oriented values, which focus on maximizing the utilization of the company's resources to carry out fundamental purposes, and people-centred values that represent the team's aspirations on how to do their work and strive to teach each other.

3 What is our organizational mandate?

WIM recognized that its organizational mandate is simple, and that is to economically empower women in the mineral extractive and mining sector in Ghana.

4 How does our strategy move forward?

Based on the strategy, it is projected that by 2024, Women in Mining (WIM) Ghana will provide a high on the investments of members and partners through a member-first system that leverages the unique strengths and resources of the organization. This objective is time-specific in that 2024 is identified, but it does not preclude achieving the objective before then. In fact, WIM is already delivering on some parts of this strategy. This renewed and collective focus only improves the activities of the organization further.

During the strategy review and planning process, it was noted that:

Strategy review and planning is necessary as it was essential to build a strategy that is tailored to the economic success of women.

Establishment of a trade arm is crucial for member's access to markets and the sustainability of the organization.

Strengthening of WIM's organizational and institutional capacity is necessary, through human resources and partnerships.

Participation and involvement of stakeholders in programming is important since it promotes ownership throughout the organization.

Participation and involvement of stakeholders in programming is important - this will promote ownership of programmes and projects.

Seeing as WM did not have a functional system of information gathering and sharing, which is necessary as a pioneering organisation with an advocating background on the extractive industries, more focus on research and development was necessary.

CREATING AN INTERGENERATIONAL STRATEGY

In response to these restructuring processes, the 2020 - 2025 Strategic Plan reflects an updated mission, guiding principles, vision, and goals that will guide WIM's work for at least the next five years.

“ *Women in mining's experience rests on eight strategic pillars, each of which is critically important to our success: implementation of the SDGs goals by building partnerships to end poverty in all its forms, achieve gender equality and empower all women and girls, through the collaborative delivery of services, we will work together to put our member's interest first. Our focus on research, innovation, and entrepreneurship brings respected expertise together to solve real-world challenges for women in the mineral extractive industries.*

Our strategic relationships and partnerships allow us to take advantage of the global and unique set of organizations and the opportunities they bring. Our teaching, mentoring, learning, and programming create lifelong impact for women in the mining sector and a return on their commitment to the organization. Our Advocacy and Lobbying promotes women participation to ensure actual review and development policies affecting women in the minerals extractive sector. And we support an environment that fosters members' engagement, which allows members to cultivate lifelong, positive relationships. Our final pillar addresses strategic foundations; activities that will help us create a sustainable, dynamic strategic infrastructure. We have intentionally designed the strategic planning process to be as inclusive as possible using the principles of Appreciative Inquiry¹.



Our goal has been to activate the wisdom of our leadership and members. In addition, we have designed this process to build and to help our members define their unique role in determining our future direction. The result is a plan that represents the collective voice of the entire Women in Mining family.

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GEORGETTE BARNES,
PRESIDENT, WOMEN IN MINING GHANA

¹ Appreciative inquiry (AI) is a positive and collaborative group of techniques aimed at improving effective leadership and organizational and societal change. In organizations, the method is used to boost innovation by analyzing best practices, strategic planning, organizational culture, and initiatives. (Investopedia, 2020)

OBJECTIVES

As indicated by WIM CEO Georgette Barnes, the organization has identified the following eight items to be strategic and relevant in the context of its operations based directly from the strategic plan:

- 1 Implementation of selected SDG goals**
To build partnerships to end poverty in all its forms, achieve gender equality and empower all women and girls.
- 2 Collaborative delivery of services**
To strengthen our service-oriented culture by identifying and eliminating barriers to increase efficiency and support accessibility.
- 3 Research, innovation, and entrepreneurship**
To leverage WIM activities, research, service, and partnerships to support members who excel in their fields and generate economic and societal prosperity for the country and beyond
- 4 Strategic relationships and partnerships**
To engage the WIM community in creating innovative, strategic, and deliberate win-win partnerships.
- 5 Members' engagement**
To provide an inclusive, diverse member-centered experience through a holistic support-system
- 6 Teaching, mentoring, learning, and programming**
To deliver accessible, experiential, high- quality programs that address the diverse professional development needs of WIM members and mining communities
- 7 Advocacy and Lobbying**
To promote women participation to ensure actual review and development policies affecting women in the minerals extractive sector
- 8 Strategic foundations**
To ensure that the organization is structured, organized, and resourced to deliver on WIM's strategic plan.





UNITERRA PROGRAM ADVISOR BABA BAWAH, WHO MENTORED WIM THROUGH THEIR STRATEGIC PLAN PROCESS, AT THE REVIEW OF THE STRATEGIC PLAN IN JANUARY 2020.



PARTICIPANTS OF THE REVIEW DISCUSSED WIM GHANA'S EIGHT STRATEGIC PILLARS, WHICH ARE MEANT TO PROPEL THE ORGANIZATION, ALLOWING FOR MORE INCLUSIVITY IN THE EXTRACTIVE SECTOR, AS WELL AS MORE MARKET ACCESS FOR WOMEN.



WIM MEMBERS WERE INVITED TO THE REVIEW OF THE STRATEGIC PLAN IN JANUARY 2020. A DISPLAY OF VARIOUS FEMALE MINERS' ARTISANAL JEWELRY WAS ALSO SHOWCASED DURING THE EVENT.

IMPLEMENTING THE PLAN

The strategic plan required focus from the leadership and committed members and partners on specific plans and growth. The strategy initiatives were sorted into three “tiers” to indicate the level of focus required, responding to the various needs of the organization.

- ▲ **TIER 1** initiatives are big, bold, or essential, high-leverage activities that are prioritized for immediate action.
- ▲▲ **TIER 2** initiatives are strong, important initiatives with moderately high leverage that should be started when possible and as soon as resources can be identified to support them.
- ▲▲▲ **Tier 3** initiatives are important, provide moderate leverage in terms of impact, should be supported as soon as possible, but will only be resourced after other aims are addressed.

IMPLEMENTATION SO FAR

The strategic plan is intended to be dynamic in that it will be updated as implementation unfolds. Ultimately, it was through the collective efforts of the WIM team and their dedication to the process that allowed for the formation of this strategy. The strategy was designed with a specific planning component inclusive of providing roles for all members of the organization. That in turn fosters a sense of ownership within the membership, essential for the growth and sustainability of Women in Mining Ghana.

The extractive sector in Ghana only sees a low participation of women in the sector, be it through direct management or ownership of mines, or through technical support in mining areas. Organizations like WIM are essential for the fair and equitable participation of women in extractive industries, thriving to foster strategic processes that enable them to increase the participation and capacity of women working in extractive industries.

Through the new business plan and strategy, WIM Ghana was able to narrow down its objectives and commence a new project in Northern Ghana targeting artisanal and small scale female miners (ASM). The aim of the project is to promote responsible mining in the various areas of the extractives value chain.



Photo: Golden Star Resources

The West Africa Governance & Economic Sustainability in Extractive Areas (WAGES) is jointly implemented by World University Service of Canada (WUSC) and the Centre d'étude et de coopération internationale (CECI) in Burkina Faso, Ghana, and Guinea. The project aims to break the vicious circle in which local communities, especially women and youth, are excluded from the benefits of mining investments. Additionally, the project works to ensure the participation of local communities, and specifically, the integration of women and youth in the governance of natural resources, entrepreneurship and the sustainable development of these areas. Working in partnership with communities, local government, mining companies, and other stakeholders, the project will enable communities, particularly women and youth, to maximize the socio-economic benefits from extractive resource investment in West Africa.

The project's principal areas of focus include local governance, sustainable and inclusive economic growth, and regional knowledge-sharing on development best practices in mining areas.

WOMEN IN MINING (WIM GHANA)



Women in Mining (WIM) Ghana, was incorporated as a company limited by guarantee in the year 2015. The main purpose among others is to serve as an advocacy body for all women working in the mining sector (Industry, Academia and Government) by offering training, mentorship, networking and research projects. Thus, WIM incorporates women from upstream to downstream (i.e. whole value chain) in the resources sector.

WUSC



WUSC (World University Service of Canada) is a Canadian non-profit organization working to create a better world for all young people. We bring together a diverse network of students, volunteers, schools, governments, and businesses who share this vision.

CENTRE D'ÉTUDE ET DE COOPÉRATION INTERNATIONALE (CECI)



CECI is an international cooperation organization founded in 1958 that combats poverty, exclusion and inequality through sustainable development projects in Africa, Asia and the Americas.

THE WAGES PROJECT IS FINANCIALLY SUPPORTED BY THE
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