Women and Mining in Peru

Achieving Equity in Governance, Social Benefits and Economic Opportunities

Women in their own voices

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We thank the many women leaders who have shared their knowledge, time, wisdom and experiences with us, as they welcomed us into their lives. We also would like to offer this in memory of Jose Luis López Follegati of Grupo de Diálogo Minería y Desarrollo, and his tireless service in creating more collaboration and dialogue for inclusive development in Peru.

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Women and Mining in Peru

Women’s exclusion from the formal mining sector, especially among the highly skilled (and therefore most lucrative jobs) and managerial and executive functions is particularly glaring. Beyond overt discrimination, many structural impediments to their full participation have been identified. These include, “equal pay, appropriate safety equipment, maternity leave provision, and appropriate (and separate) washing and toilet facilities, as well as challenging stereotypical ideas about mining as ‘men’s work’ (Jenkins 2014, p. 332).

As part of the Co-laboratorio Perú (CoLab Peru) initiative - Women in Their Own Voices, this case documents women who have taken an active role to create gender equity and transformation in the context of Mining and the role played by the Co-Lab to support these women in their efforts towards gender equity and inclusion.

In Peru, systemic exclusions of women from decision-making, participating in and benefiting from the sector have resulted in women accounting for less than 10% of the mining workforce in Peru. For example, in the 29 Peruvian governmental institutions (i.e. agencies, secretaries, ministries) 26 of them had less than 50% of management positions filled by women: 5 institutions 40-49%; 12 institutions 30-39%; 4 institutions 20-29%; 4 institutions 10-19%; and 1 institution with only 9.3% of women in management positions. Nevertheless, three public institutions (Trade & Tourism, Culture and Women) had more women than men in their representation (53.4%, 55.8%, 63.3% respectively). See chart below.

![Women in Management Positions at Public Institutions in Peru (MIMP, 2016)](chart.png)
Women often labour in obscurity as economic actors because much of this labour occurs in the informal (ASM) sector or in marginal and often precarious areas of mining. Discrimination, marginalization and exclusion characterizes women’s experiences as economic actors in mining related areas (Lahiri-Dutt & Macintyre, 2006). In Peru, unemployment and underemployment are almost twice as high for women as it is for men (PNUD) and almost half of rural women do not have their own income (INEI-ENAHO, 2014). Attendant issues such as lack of educational opportunities and attainment reinforces this inequity. In rural areas, where most of the mining activities take place, 65.3% and 28.2 % of women finish primary and secondary studies respectively. This compares with the 50.1% and 41.9% for men respectively and illiteracy among women stood at 37.4% in 2014 (INEI-ENDES, 2014).

Despite these systemic barriers, women in Peru have organized themselves in many areas to assert agency. Recently, women have protested domestic violence with large and unprecedented protest in Lima against domestic violence and by women using the platform of the Miss Peru pageant to speak out about women’s rights issues.

Miss Peru 2018 winner Romina Lozano was quoted as saying, “I represent the constitutional province of Callaomy and my measurements are: 3,114 women victims of trafficking up until 2014.”

These cases, while high profile, do not fully reflect the daily reality of the many cases of grassroots organization by women to address the challenges and systemic exclusions they face.

Women have formed resistance as well as taken active steps to bring a gendered perspective to the mining sector. Yet their lack of access to power and effective voice within Peru has muted these efforts. A variety of trends and developments both in Peru and internationally argues for the urgent need to find a path through these systemic barriers to ensure women contribute their
perspectives, skills, experience and expertise in order to achieve long term sustainable outcomes. Women in mining affected communities in Peru have taken a notable leadership role in organizing their communities to be able to make their voices heard as women and as members of these communities. With the help of Grupo de Diálogo, Minería y Desarrollo Sostenible (GDMDS, Mining and Sustainable Development Dialogue Group), women formed the Red Nacional de Líderes Sociales (National Network of Social Leaders) from mining communities and created a Women and Mining Agenda – this case is about them and the CoLab’s support provided.

The Women and Mining Agenda
The Women and Mining Agenda consolidates the collective contributions of a number of actors involved in the advancement of the discourse around women in mining related contexts, in multiple spaces that have taken place over a number of years. The range of experiences of those actors includes women who have a leadership role in their communities, civil society organizations and NGOs.

The women from communities positively or negatively impacted by mining have had a history of self-organization and advocacy; some Peruvian and international organizations have lent support to these efforts (like the European Union, CARE Perú, Prodiálogo, Asociación Civil Labor, UNDP). Three organizations have spearheaded the process of consolidating an Agenda, through the convening of spaces of dialogue: GDMDS, the project Diálogo Sur, and Red Nacional de Líderes Sociales (RNLS – Social Leaders National Network).

The Agenda, as it is described, reflects the capacity on the part of the women involved, to propose and make valuable contributions; its purpose is to make visible how mining impacts women in a different way and to propose solutions.

With the Agenda the women seek to give more visibility to women in the spaces of dialogue and negotiation in a more integral way that includes possibilities for sustainability (health, ecology, capacity strengthening) and family harmony, in addition to economic aspects. The Agenda seeks to also empower women in decision making around local development, inclusion, equity, understanding and openness, and it takes into consideration the role of men as working partners in achieving a balance between investment and social-environmental development.
The women leaders see the women who are directly or indirectly involved in the mining activity (artisanal small, medium and large-scale mining) and those who live in zones of direct impact, as the principal beneficiaries of the Agenda.

Another aim is to reach out to those in decision making positions in government, industry, communal representatives and civil society, with a greater emphasis on spaces of demand, dialogue and negotiation, in which women are currently underrepresented, therefore having a heavy bias towards a masculine dominant culture.

The Agenda’s History: milestones and actors

Women leaders from the regions of Ancash, Apurimac, Arequipa, Cajamarca and surrounding communities came together in the project “Diálogo Sur”, which allowed them to synthesize and validate the Agenda. This event took place on 10 August 2015 with financial support of the EU. The Agenda details the following milestones in the process of its creation:

I. Workshops in Ancash;
II. The strengthening of capacities in men and women leaders in Apurímac, Ancash, Arequipa and Cajamarca throughout the “Diálogo Sur” project;
III. Meetings with Dialogue groups of Ancash and Arequipa that brought together women leaders from north and south of Peru;
IV. The work of the National Network of Social Leaders (RNLS) and the Instituto Red Social, through the project for the strengthening of women and young leaders of Cajamarca, Arequipa, Moquegua, Tacna and Lima in 2013, with support from the Canadian Fund for Local Initiatives;
V. The II National Summit of Social Leaders on November 12th & 13th, 2014 in Lima, where there was a special space for the enrichment of the Agenda;
VI. The Workshop for women Agenda in Mallay; and
VII. The presentation of the Agenda to the now former Peruvian President Pedro Pablo Kuczynski in May 2016, when he was a candidate, during a GDMDS gathering.

The process, as it is described by some of the women, has evolved from gatherings already back in 2002. On December 13, 2010 the National Network of Social Leaders was formed, and from 2011 the conversation started to concentrate on the theme of Women.
The Agenda as a living document

Those behind the Agenda acknowledge that it is not a definitive document, but that it sets a foundation for future proposals. The Agenda thus wants to be responsive to the realities of women in mining contexts, including their diversity. They express this as the *heterogeneidad vertical y horizontal* (vertical and horizontal heterogeneity) of women in mining (“Agenda”, 2016): their geographical spread (including differences between coastal, Andean and Amazon zones), social hierarchies, different roles, age groups and levels of involvement – those directly impacted and those whose communities are impacted regardless of involvement.

Overarching themes

Through the spaces in which women have participated, the collective of women behind the Agenda, have identified 5 themes (*5 ejes*) that encompass a set of proposals they seek to advance. Under each one of these themes, they describe specific lines of action:

- **Theme 1 – Education and Capacity building**  
- **Theme 2 – Working Environments**  
- **Theme 3 – Participation, Citizenship and Environment**  
- **Theme 4 – Health and Security**  
- **Theme 5 – Family and Community Relations**

The objectives of the Agenda are to ‘visualize to the government authorities, companies, communities and society the realities of women in mining contexts, showing that mining impacts men and women differently because of the distribution of gender roles. It seeks to contribute to a greater presence of women in the spaces of dialogue and negotiation; to enhance women empowerment in decision-making process related to local development issues; and to make women visible and to work together with men to achieve a balance between investments and social and environmental development’. The Agenda is meant to benefit all women directly or indirectly related to mining. This involves women from different positions, age, qualifications.

Some of the specific actions identified as priority, in relation to the overarching themes, include:
The next section focuses on the women in their own voices – how they view themselves and their evolving roles as agents for change and transformation in Peru.

**Women, Mining and the Agenda – in their own voices**

The term ‘lideresas’ is one commonly used by the women who are part of the National Network of Social Leaders (RNLS). The way in which they refer to themselves is purposeful and worth elaborating on. The word “líder” in Spanish is traced back as derived from the English “leader”, unlike the majority of words in Spanish, which derive from the Latin or from the Greek. In Spanish, words can be subject to a masculine or a feminine form if a gender can be ascribed to them. In the case of official roles, this is a contentious issue as most roles do not require a gender distinction, nevertheless in some contexts there has been a push to make sure they are distinguished (e.g. presidente (m), presidenta(f), reportero (m) reporter(f), doctor(m) doctora(f)), especially if the word ends in “o” (masculine) or sometimes “e”. This is not consistent in all roles (e.g. poeta, cantante, paciente, estudiante, periodista, dirigente, dentista) especially if the words end in “e” (gender neutral) or “a” feminine. In few cases the practice is usually divided - i.e. either form is acceptable e.g. el/la juez or jueza (f), el/la líder. It is important to also know that by default when speaking about a group of people the gender form is masculine, thus in...
many cases having a female form of a word signals a clear distinction. This last reasoning qualifies the use of the word “lideresa” in Peru.

Although there are different opinions about to how proper this use is, lideresa has been included in the dictionary of the Real Academia de la Lengua Española (Royal Academy of the Spanish Language\(^1\)), recognized by many as the official dictionary of Spanish. It describes the term as a local one used in Bolivia, Ecuador, Honduras, Mexico, Nicaragua, Paraguay, Peru, Dominican Republic and Venezuela. For some, this term signifies progress in the emancipation of women\(^2\), for others this is seen as improper grammar attributed to lack of proper education\(^3\).

It is worth noting that in countries in which the word “lideresa” is used, it is rare to find a woman in a leadership role in the industry or in high levels of government referred as a “lideresa”. This appreciation is based on a more anecdotal revision on the contents of the media available online. The term “lideresa” is used more often in the context of women community leaders and may have to do with a perception of social class or social group to which they belong.

It is possible that these two terms for women leaders unwittingly portray different qualities and a distinction between a corporate leader –seen as “true leader”, or that in fact a female community leader needs its own specific term because of its unique leadership style, because in many cases they do not receive income for this activity, do not seek personal benefit, and the purpose is to bring harmony, equity, health and prosperity to the communities to which they serve. The fact that they are women is integral to their role (e.g. see how Rebeca Azurrín describes her role as lideresa here [https://youtu.be/nPzexIJm7Lo](https://youtu.be/nPzexIJm7Lo)).

In this sense, the term ‘lideresas’ becomes a form of assertion and acknowledgement of the important role the women leaders have in terms of their social actions and how they have become permanent change agents in their communities. The women in the communities engaging in these type of activities, did not see themselves as leaders, despite showing leadership. Only after several years, the women who are now part of the RNLS refer to themselves as lideresas (women+leaders) and this has contributed to an increase in their confidence and self-esteem. The detailed recount of the reality and challenges of the story of Yrma Requelme provides a good illustration of what many leaders have to face [https://youtu.be/FHtmv91rNhU](https://youtu.be/FHtmv91rNhU).

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1 see [www.rae.es](http://www.rae.es)
2 see [https://blogs.20minutos.es/mas-de-la-mitad/2013/10/28/es-lo-mismo-lider-que-lideresa/](https://blogs.20minutos.es/mas-de-la-mitad/2013/10/28/es-lo-mismo-lider-que-lideresa/)
3 see [http://www.elclubdeloslibrosperdidos.org/2015/06/sobre-ignorantes-e-ignorantas.html](http://www.elclubdeloslibrosperdidos.org/2015/06/sobre-ignorantes-e-ignorantas.html)
Towards concrete actions

The Agenda signifies a first attempt to document in clear and concrete terms where they are and where they want to go and will continue to refine. The women acknowledge that the Agenda will have new iterations, not only to reflect advancements in its content, but also regarding its style and the language employed, in a way that involved those it seeks to engage. For example, in recent reflections they found that “it needs to be easier to digest”, to consider women at different levels of participation in the problem solving – both from those women affected by an inadequate access to education, as well as professionals in the industry, government and other sectors of civil society. An example of this articulation is summarized by Rosa Rivera as she speaks about the role of each actor in contributing to dialogue and development here [https://youtu.be/nH-mu0X4F8c](https://youtu.be/nH-mu0X4F8c). In other words, although they have been able to reach people in influential roles, they perceive that some of them who the Agenda is presented to “don’t read it”.

Although there is a long way to go in terms of engaging people in the discourse around women in mining contexts and especially the regional governments, the Agenda has been shared with some authorities, including the Ministry of Women and Vulnerable Populations (MIMP). They have also been interviewed in the media and have collaborated with universities while continuing to engage with other women leaders. These efforts have also lead to valuable conversations for the leaders. Such is the case of one leader, who shared how much these conversations have helped her have a more profound understanding of the reality, giving the example of a recent conversation with a “very humble woman”, with very little education, and how she demonstrated the “strength to fight for her people”, she goes on to describe:

> I liked her a lot. I learned a lot from her because many times we [as leaders] study together, we have meetings, ... but [this woman] had the initiative to act. That’s it. She just went ahead. Always acting, and sometimes we lack that, because we analyze, we have projects; but we don’t actualize them, and then we don’t have results.

The Agenda is bringing them together as women leaders from different regions to help them identify who has been missing and who needs to be included; it has helped them “see all Peru” and how the “problems of regions are almost similar, but differ in contexts”. This close interactions are also reflected in the expressed opportunity to begin bridging the distance to problems:

> it is one thing to collect information that they tell you, to listen about them on the radio, the newspapers. Another thing is [directly] with the actors, with the women who have lived through it and tell you ‘this is missing’, ‘this must be included’...

Through the advancement of the Agenda, other emerging aspects that they mention needs to be included is the presence and representation of indigenous peoples and the ‘campesinos’, as well
as intercultural themes. Additionally, a reality that the women consider as one of great importance now is the one of the “pallaqueras”. These are women who select gold from the ore that is discarded by men, which provides a clear illustration of an economic activity in which “the gender gap is marked by the positions and roles that men and women take in the supply chain and representation”, and “are not recognized by the Peruvian Government in the formalization process”\(^4\).

Co-Lab Peru’s Women Leaders Learning Circles:

The purpose of these leadership learning spaces was to give women voice, visibility, access to resources, strengthen their capacities. Empowerment of this group of women in their decision-making, for inclusive economic opportunities and as agents of change, leading to more resilient action and solutions was a major Co-Lab goal. Co-lab’s interventions with this group of women leaders started at the very beginning of the Co-lab project and the Co-Lab team continued to engage with them throughout, including four formal circles supported by additional sessions that helped informed the process.

Circle 1: Lima, Dec. 2015

In this first circle, needs and goals of potential future collaboration opportunities, possible interventions and collaborators were identified. The women leaders who participated in this circle also enhanced their capacities of **strategic planning** and identified their own leadership capacity needs. The women leaders were methodologically supported at the beginning to move from their ideas on improving the wellbeing of their communities to more strategic action and planning. It is in this first circle that the *Agenda de la Mujer en Contextos de Minería* (Agenda for Women in Mining Contexts) was presented as well as the reasons for why it was critical to have a gendered perspective of mining.

\(^4\) See https://www.solidaridadsouthamerica.org/es/publications/pallaqueras-entre-piedras-y-oro-0
The women planned for action, choosing 3 themes from the Agenda to focus on. Using various participatory methods designed by Co-lab they were they were taken through a process that led to them describing their vision and the steps necessary to achieving this vision, in relation to women’s perspectives and participation in environmental well-being; representation and citizenship; and education & capacity-building in three mining-intensive regions. Participants self-selected which group they wanted to work in. Each of the three groups then created a drawing representing their Vision for the Ideal Scenario related to their theme (what would it look like if they achieved their goals?). Each group then worked on creating a 10-step action plan of steps they could take over the next 1000 days to bring them closer to their vision (one step for every 100 days). Each group then shared with the larger group.
Circle 2: Arequipa, March 18th, 2016
This session was titled: “Developing Women’s Priorities in Mining Areas” and convened women leaders from mining communities from Arequipa, Cusco and Apurimac. The purpose was to explore the ways in which a Change / Innovation Lab in Arequipa (later known as the CoLab AQP) could support the women in solving complex social problems in their communities, with a particular focus on generating sustainable employment and income-generation opportunities and increasing women’s participation in decision-making.

In this circle the women identified areas of support that included:

- how to develop and implement strategic plans for advancing the Women and Mining Agenda;
- how to maintain and develop partnerships for conflict resolution and media;
- how to develop strategies for economic diversification in mining communities (during and after a mining operation);
- economic strategies to benefit women;
- how to develop strategies to address issues around domestic violence connected to mining and partnering with men; and,
- the creation of spaces or processes that bring together women, information, resources and expertise for local economic development.
From all the areas of support, a list of priorities was identified by the women summarizing, their opportunities in three areas:

1. Communication strategy for a peace culture: to reduce social conflict using technology and digital literacy
2. Enterprise: Promotion of entrepreneurship activities. They identified specific localities where it could take place, potential associations and value-added agricultural products.
3. Training and Capacity-building in:
   a. Local economic development, community economic development
   b. Business management and entrepreneurship
   c. Leadership and positive empowering traits (e.g. self-esteem)

**Circle 3: Lima, Feb 2017**

In this circle the discussion focused on how to articulate the Agenda across sectors, and foster opportunities for collaboration: *How to generate collaboration and articulation for the Women and Mining Agenda across sectors, including the Government*. In addition to women leaders, this circle included representatives from government ministries (Ministry of Women and Vulnerable Populations and the Ministry of Education) in addition to representatives from a major Peruvian Feminist organization, Flora Tristan. With this in mind, participants revisited the contents of the Agenda in light of their current experience and identified gaps, and generated further actionable strategies, policies and projects to work with the government (through MIMP). Participants were also presented with preliminary research insights from CoLab’s work in Peru gathered from past circles, discussions with MIMP and more problem mapping regarding Women and Mining in Peru. In addition, some of the discussions in the group were sparked through presentations by the MIMP, the Ministry of Education, the Co-Lab team and the Flora Tristan organization.

Themes included: Economic empowerment of women; Gender inclusion in education; Gender violence in mining areas; Gender inclusion in decision making (MIMP); ‘*Transversalización Vertical y Horizontal*’ (i.e. cross-functional integration).
The participants also explored how the Agenda can be better aligned with government priorities, policies, and other initiatives. The aim was to create a space of conversation about the local and regional agendas around which CoLab Peru could subsequently help convene future Circles with women leaders groups, to also include MIMP and other stakeholders.

Participants were able to create a matrix (see Table 1) by topics, for possible cross-sector stakeholders (from government, local leaders, etc.), and actionable strategies for collaboration and articulation for the Women and Mining Agenda. This included the activities and or proposals to implement the points of the women's Agenda at the level of State, Company (in policies and business standards), and civil society/community.

<table>
<thead>
<tr>
<th>Area of intervention</th>
<th>Strategies for collaboration and articulation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>With Mining Companies</td>
</tr>
<tr>
<td>Education</td>
<td></td>
</tr>
<tr>
<td>Economic Empowerment</td>
<td></td>
</tr>
<tr>
<td>Health &amp; Wellbeing</td>
<td></td>
</tr>
<tr>
<td>Environment</td>
<td></td>
</tr>
</tbody>
</table>

Table 1: Matrix for actionable items in Women’s Circle 3
Main ideas of articulation and recommendations from collaboration in working groups included:

- Asking the mining companies to include gender equality when contracting their workers (economic empowerment)
- Local governments should apply the working laws in favour of women (economic empowerment)
- When the mining companies offer scholarships women should ask for gender equality (education)
- Work with the government in the gender perspective of the curriculum (education)
- Work with the government for the productive diversification (education)
- From the civil society to follow these processes and make the norms to be applied (vigilance)
- Work with the mining companies in terms of socio-environment responsibility (ISOS), respect for the ancestral practices, strengthen women organizations (environment)
- Regional governments should be involved in environmental monitoring (environment)
- DREM should promote training for women in the environmental topic (environment)
- Transversalization from the national to the local government in terms of environmental topics (environment)
- Government should have laws about pregnancy and ETS, that the mining companies should follow and the civil society follow their application (health and welfare)
- The civil society should be attentive to make the laws and norms to be approved (health and welfare)
- Work with the police in the local and regional and local levels to start a process of ending with gender violence (health and welfare)

Circle 4: Lima, 21 March 2018
This circle was titled Women Innovate (for inclusive economic opportunities) and brought together women representing multiple perspectives, including government, academia, private sector and civil society, for a full day session. It was co-organized by the PUCP and CoLab Peru.

The session started with an introduction to see the day as an opportunity to create a learning community in order to advance the topics of the Women in Mining Agenda. The session then focused attention on and invited participants to reflect on the dimension of women as economic actors, including the multiple spaces they participate in – as consumers, as members of a community, in the supply chain, in the workplace, in the organizational governance and value creation, and investment decisions. They continued to explore how this economic space could be an ‘arena’ for the advancement of equal opportunities and the rights for women as well as the systemic barriers for women, and specifically in mining contexts.
The session invited participants to consider three areas of opportunity to later work collaboratively to ideate gender-inclusive and equitable economic opportunities:

- Decisions – Inclusion and Participation
- Employment
- Business and Enterprise

Using the Co-Laboratorio’s ‘systems-centred design approach’, participants divided into groups and worked on identifying the most pressing issues in these areas of opportunity and what could be addressed that would make the greatest positive change. They then constructed an ecosystem of a selected problem, identifying who the actors are. Reframing the challenge as an opportunity, the women looked at inclusive, forward-looking solutions that promote collaboration between actors/sectors and provide decent and lucrative opportunities that aimed to strengthen, coordinate and align system solutions.

Using CoLab’s *Systems Change Model Canvas* each group identified their: (1) Value Propositions, (2) Beneficiaries, (3) Key Partners, (4) Key Activities, (5) Assets & Resources, (6) Budget Structure, (7) Outcomes & Impacts, and (8) Buy-in & Engagement strategies.
Through the collaborative work each of the 5 groups – which was designed to have a balanced representation of sectors and experiences – examined the system around a pressing issue, its causes and consequences, the actors and sectors that have an impact and are impacted. They then brainstormed and ideated possible solutions and using the canvas tool they proposed actionable solutions. These included:

- A set of policy propositions for inclusive measures for salary standardization for men and women.
- Financial education for women
- Training for the development of capacities for female leadership in 5 indigenous communities of the Amazon
- Training for micro-entrepreneurs with online components
- Public-Private partnership for technical skills building for women in mining areas

The following are reflections that some of the participating women had about the Co-Laboratorio process and methodology:

*What I liked was that it was very practical, and we women are very practical, we make everything very easy [...] as a woman, I am actually strengthened by these ideas.*
I am very happy indeed, it has been one of the most productive days I have had in the many [similar events] I have been able to attend. I loved my group; I really don't know how you designed it, but I loved my group [...] There were people who were from my own region, but whom I did not know [...] There were consultants who had worked all over the world, who had a completely different vision –different from the one we usually have [...] [and] people who work for companies [...] and the whole picture was very diverse.

I really liked the workshop, especially to see that approach you gave it, that systemic approach; to see all the problems first, to identify the actors and see how we can –the different actors- interconnect in order to make it work.

...being able to bring all the actors together. It is not easy. [to have every attend].. social organizations, the local government, the mine, all the actors – something like the one you did yesterday. So that we can sit at a table, share the same problems, and look for solutions. We don’t always get all the actors involved. Despite the fact that we hold meetings by region. The macro southern region: Arequipa, Moquegua, Tacna; the macro northern region: Cajamarca, Ancash, Oyón...So, how to get all these actors to be there, not only to build the problem, but also to find solutions.

I think it's important that we've had different actors [from] companies, academia, and civil society [...] they have a different vision that is not always seen in cities [...] We feel that this methodology is very valuable, and I believe that with your support we will be able to make many things a reality.

I'm very grateful. Thank you very much for these two days of sharing so many topics, I leave enriched and I also hope that it will not be the last time we sit down and see each other and hopefully that this support in the Agenda will make it happen.
Lessons learnt and recommended next steps

The word *Co-Laboratorio* itself blends the words ‘collaboration’ and ‘laboratory’. Ever since the project’s inception, collaboration was seen as a crucial capacity to develop in the multiple activities that were implemented. Laboratory in turn refers to the lab-based practice of research in action, and embeds a constant posture of learning and innovation; of **not imposing a solution**, but to **propose a set of actions and questions based on a careful analysis of the reality and existing capacities of those involved**, to collaboratively advance knowledge and understanding **with those involved**.

Lessons Learnt

1. **Women are self-organizing for change as illustrated by the Women and Mining Agenda**
   This case illustrates the grass-root leadership that is being shown by women as they seek more equitable and sustainable benefits from mining for their communities. Their Agenda is not ideologically “anti-mining” but they are seeking change to ensure mining is more inclusive of the aspirations and need of women for themselves, their families and for their communities.

2. **Women leaders have valuable ideas and aspirations but lack the voice, capacity and access to influence key decision makers**
   Women have valuable ideas and approaches, contained in the Agenda that have the potential to create more inclusive and sustainable development in mining impacted communities. However, their systemic exclusions mean they have lacked the power, access and strategic capacity to influence processes for change. Capacity is important as they seek to engage and influence the decisions made by key actors across the sectors, particularly those of the mining companies and government. They want to make sure their intentions are understood, that the purpose is to open the dialogue:

   *We are not against [the mining companies], we want them to operate, but we also want them to be responsible, and we are working on this for women. That is the Women's Agenda.*
3. **The Co-Laboratorio Approach helped develop their strategic capacities to organize and influence more effectively**

The Co-lab approach was valuable in advancing the capacity of women to plan strategically and create action plans to advance their agenda. Although there had been some prior progress in reaching out to the actors that the women seek to influence with the Agenda and in participating in spaces and processes related to it, they had not been able to develop concrete proposals and obtain real commitments of support from the groups of interest. They would like further support in project management and related methodologies to take them from launching ideas strategically to ‘landing’ them including better implementation support.

... *for the documents to become a reality, there has to be schedule; and that means that each one of us, who have come here to receive what you have given us, should replicate it there [in our communities]...*

4. **Expanding this strategic collaborative learning to local communities is a key ask of the women leaders**

The Co-Lab approach, which encourages women leaders to share what they are continually learning in their local context and setting, was seen as valuable. However, women Leaders felt that replication of the processes in each local community and in different spheres would be required to truly advance the issues and opportunities. Participating in the Co-Lab’s Women Learning Circles, dialogue tables, innovation labs and workshops, have given them the opportunity to be able to replicate part of this knowledge in their communities. Some of them mention that even being able to take it to their communities would be very useful, but it is a challenge to be able to carry it out in an organized way and, critically have it connected to accountability. They advocate for mechanisms to replicate these capacity building initiatives with leaders in all regions, at all levels of local governments, with the Ministry of Women, the MIDIS and all the entities that provide support for women.

5. **The Co-lab Circles were seen as an effective use of collective spaces to form and strengthen communities of practice**

The Co-lab approach, which fosters and support collaboration allowed the women to form “communities of practice” with individuals they would otherwise not be able to connect with. It also allowed them to gain perspectives from other places, groups, sectors and perspectives to broaden their horizons and connect efficiently and effectively beyond their normal circle. Traveling distances and the costs are a considerable hurdle, but once they are able to bring
all actors in one space, the challenge then becomes in how to make it not only inclusive but focused, and make effective use of the people involved.

... how to get all these actors to be there, not only to construct the problem, but to find solutions too...

Recommendations

1. Continue support for the Agenda, women Circles and the Co-Lab Approach
   It is critical that the Agenda continue to receive strong support to continue to what has been accomplished by these courageous women leaders. This Agenda needs to be made even more visible to mining companies, civil society, the relevant Peruvian ministries and governments at all levels to ensure policies and decisions are influenced by this Agenda. Developing a formal document and strategy that aligns and articulates the Agenda with current and proposed policies would help create visibility and adoptability for the Agenda. Importantly, having spaces and processes to ensure the women circles not only remain engaged but have the Agenda projects advanced is critical to ensure this work is not squandered. The Co-Lab approach would be an ideal mechanism to continue the development of the capabilities and voice of these and other women leaders.

2. Provide adequate financial resources to overcome barriers to participation that women face
   Financial support is of course critical. Meeting collectively and bringing the majority of actors across sectors together is very difficult logistically and expensive financially for these women, given the distances and cost and other difficulties that traveling poses. Many of the women incur considerable expense in order to be able to participate. This is exacerbated by their responsibilities of having jobs and being mothers, grandmothers, and many being of limited resources in a vast country.

3. Expand linkages to industry, government and academia
   The community seeks the inclusion of a growing number of women not only from the communities, but also from the industry and government. Being able to give impetus for this participation, or to help make their voices heard should be highlighted as especially valuable and worthy further avenues of support.

4. Support Virtual Platforms
   Participatory process that take advantage of virtual meetings and conversations - through support for social media and on-line participatory platforms – should be considered to encourage and support these “communities of practice” inbetween face-to-face encounters.
5. **Accelerating learning into action**

Processes that can accelerate the learning, of reaching conclusions and practical solutions were particularly helpful. As women mentioned, process that really help them ‘land’ their ideas, or to ‘put them in action’. and, as the Co-Laboratorio did successfully: provide opportunities for wider participation, access to inspiration to strengthen their vision, rather than providing opinions and giving direction.

6. **Systematization and documentation of learning**

This report of the women and mining agenda seeks is to make visible and bring forward these issues and the Agenda in the form of a case, not only to bring more attention, but to also encourage a growing participation of others and possible contributions. Additional ways to support the creation or consolidation of their experience as systematized learnings would prove helpful.

**References**

Agenda de la Mujer en Contextos de Minería (1st ed.) (Marzo, 2016). Lima, Perú


MIMP (2016) IX Progress report in the fulfillment of the Equality Act Opportunities between Women and Men, Law N°. 28983