

Gender Mainstreaming Oil and Natural Gas in Lebanon

Analysing the Current, Developing and Potential
Impacts of the Petroleum Sector on Women,
Men, Youth and Gender Relations from a Multi-
Stakeholder Group Perspective



**A Research Report by
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Preface by the Authors

This study is a first of its kind attempt to integrate the questions of gender and youth into the debate on good governance in the extractive industries sector in the Middle East. This intersectional and diversity management-based approach is already being applied to other sectors of society as we reach the end of the climactic year 2021. We see this research as a contribution to the improvement of the living conditions for everyone in our crisis-ridden part of the world.

The main message of this study remains relevant in particular when it comes to good governance and policies even under severe conditions of an almost total collapse of the Lebanese political and economic system, as seen by the authors from Byblos Lebanon in October 2021. Gas lines as far as the eye can see in a region rich in petroleum resources has illustrated once again that our real problem in Lebanon is not technical or financial but rather an issue of poor governance.

Key issues touched on in this study, such as the need for an intersectional approach to equality in the workplace and social justice in the Lebanese economy, or the necessity to overcome systemic corruption and the prevalent culture of impunity, have only been highlighted by the current crisis. This study not only points out the need to promote gender mainstreaming, youth inclusion, and diversity management, it also underlines the essential role that organized labour and faith-based social justice movements play in the mining and petroleum industries around the world.

Lebanon is at a crossroads. The manner in which the extractives sector masters this challenge will determine whether oil and natural gas become the proverbial 'resource curse' they are in many regions of the Global South. If the country's diversity, equality, faith and justice movements are to turn this potential curse into a 'resource blessing', civil society, the business community and the Lebanese government must totally revamp their collective approach to governance. The coming years will tell whether Lebanon can find its way back to the traditions of coexistence which made it a role model for the region in the past. Promoting gender equality and youth inclusion must be first major steps on this road to recovery and rejuvenation.

Work on this study on the reciprocal relationship between gender, youth and the extractive industries began at the request of the Women and Children Committee of the Lebanese Parliament in the fall of 2019 and was completed in April 2020. It was supported by both the Westminster Foundation for Democracy and Publish What You Pay. Despite the dual crises of the fall 2019 popular uprising in Lebanon (or 'Thawra') and the Covid 19 induced lockdown, the results of this study are highly optimistic, considering that Lebanon in the spring of 2020 looked very different than it does in the fall of 2021.

This study was produced by the Gender, Communications and Global Mobility (GCGM) studies unit in the Faculty of Law and Political Science (FLPS) at Notre Dame University (NDU) - Louaize in partnership with the Westminster Foundation for Democracy (WFD) and Publish What You Pay (PWYP) based on the request of the Women and Children Committee of the Lebanese Parliament Beirut.

Disclaimer: The views expressed in the paper are those of the authors, and not necessarily those of or endorsed by Westminster Foundation for Democracy (WFD) or the UK Government, who do not accept responsibility for such views or information, or for any reliance placed on them.

Table of Contents

I. Introduction	4
II. Research Report	6
III. Empirical Survey	24
IV. Good Practice Role Model Examples	36
V. Recommendations	42
VI. Conclusion	53
VII. Bibliography	55
Contacts	59



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I. Introduction

This project is the result of a partnership between the Westminster Foundation for Democracy (WFD) and the Publish What You Pay (PWYP) MENA Regional Coordination. Its overall goal is to assist in strengthening democratic mechanisms for reform, accountability and dialogue in the MENA region and Lebanon in particular. It was carried by the Gender, Communications and Global Mobility (GCGM) Studies unit in the Faculty of Law and Political Science at Notre Dame University (NDU) Lebanon.

Although this report focuses on the impact of the Extractive Industries (EI) sector on issues related to gender and age, it ultimately aims at enhancing the ability of civil society organizations (CSOs) in general to conduct advocacy and influence policy on the local, national and global level. Part of this process is to establish 'coalitions for change' as part of the multi-stakeholder group (MSG) process. It is within this context that this project has studied the unique ability of youth, women and men to become aware of their specific roles in society along gendered and age-related lines. Within this framework, 'gender' is understood as the social and cultural construct of roles, responsibilities, attributes, opportunities, privileges, status, access to and control over resources and benefits between men, women and youth in a given society.

By studying the significance of age and gender and their intersectional impact on other aspects of diversity including social class, religion/world view, language group, 'race', sexual orientation, citizenship and disabilities, this project illustrates how key stakeholders in the oil and natural gas (ONG) industry can play a role in insulating communities from its risks entailed in the petroleum industry and ensuring its gains are equitable and inclusive.

According to the WFD, "women and youth are often more vulnerable to the risks associated with extractive industries - for instance, environmental degradation and family disruption - whilst men are better positioned to take advantage of its benefits, such as employment or supplier contracts." This project will see all three - women, men and youth - as equal players within the MSG context. This complexity makes it clear that men should see themselves as gendered individuals and all of society needs to recognize masculinity as a gender and not the generic norm. It is only then that comprehensive progress can be made.

As set out by the partnership between the WFD, PWYP and the GCGM, this project has produced a set of tangible deliverables. These include a discussion paper ('**Research Report**') analysing the current, developing and potential impacts of the oil sector on men, women, youth and gender relations in Lebanon. The project also provides a research product ('**Empirical Survey**' and '**Good Practice Role Model Examples**') incorporating case studies from comparable countries, key lessons learned and best international practice. Finally, it provides practical '**Recommendations**' to ensure that the social, environmental and economic impacts of the oil and natural gas sector in Lebanon are gender-balanced.

This project is directly related to the ongoing movement to promote female and youth participation in EI exploration and production. It will not only point out measures which can be taken to combat the prevalent gender imbalance in the petroleum industries sector, but also discuss strategies for building coalitions which enable women and youth to play a key role in the fight against the impending resource curse in Lebanon.



(CC) "Negative - Lakes Entrance, Victoria, 1930" is licensed under CC PDM 1.0

Ultimately, this project intends to make a contribution to overcoming the historical legacy of global exclusion of women and girls in ONG. It also hopes to empower young people, women and men to collectively speak truth to power. They can best do this by using a tripartite MSG approach, uniting activists in the government, private sector and civil society, including NGOs and organized labor, the education sector and the media.



(CC) "Critical Reflective Discourse-Free Zone" by Shutterbug Fotos is licensed under CC BY-ND 2.0 Jack Daws, Vashon, WA

II. Research Report

This study highlights the nexus connecting Gender Mainstreaming (GM) and the Extractive Industries (EI) sector in Lebanon. It is action oriented and reviews developments during the past decade in order to propose steps for the next ten years. The ultimate goal of this research is to illustrate that gender equality and youth activism are two key components in assuring that the future oil and natural gas (ONG) industry serves the interests of the overall population; to assist in turning the impending threat of a 'resource curse' and 'Dutch disease' into a tripartite 'resource blessing' in the coming decade. Grappling with the interface of three key concepts: i.e. 1) multi-stakeholder decision making, 2) tripartite power sharing and 3) an intersectional approach to diversity and inclusion will be the primary achievement of this project. It will bring together perspectives on gender and youth along with civil society activism, sustainability and rule-of-law.

During the three month duration of this project - from late December 2019 to mid-March 2020 - Lebanon experienced an accelerated collapse of its banking system (e.g. Eurobond default), the continuation of the popular rebellion ('*thawra*') against systemic corruption and sectarianism, the beginning of offshore petroleum exploration in early March, and the cancellation of International Women's Day activities on 08 March 2020 because of the COVID-19 pandemic and the inability and/or unwillingness of the domestic healthcare system to deal with it. All four phenomena are interrelated because they all are linked to the pervasive culture of impunity which has plagued the country for many decades. Should the current exploration in blocks four and nine of the Exclusive Economic Zone (EEZ) off the coast of Lebanon prove successful, the influx in funds into the Lebanese economy will only

make matters worse. However, if radical changes to the country's system of governance are introduced, an impending resource curse can be averted and ONG can be used to leverage a transformation of the entire political system. Multi-stakeholder group (MSG) power sharing, which is embodied in the tripartite Dutch *poldermodel*, represents the very foundation of cooperation within the Extractive Industries Transparency Initiative (EITI), the Lebanese system of consociational confessionalism (*taeefiya/طائفية*), and various concepts promoting intersectional, diversity-based inclusion along lines of gender and age, but also race, disabilities, sexual orientation, religion and worldview, citizenship and language. Lebanese have very few reasons to be optimistic. ONG is a sign of hope, not because it provides new sources of revenue or energy, but rather because through the EITI's MSG mechanism the country is being offered the opportunity to turn the corner from a culture of impunity to a society based on rule-of-law.

The Challenge of Oil and Natural Gas

How can youth activism and gender equality help master the challenges that the EI sector will bring with it in the foreseeable future? Along with the leading role that women and young people have played in the '*thawra*' as of 18 October 2019, students at the country's schools and universities are showing a growing interest in having a say in the way the political and economic elites will (ab)use potential future petroleum wealth. Of even greater significance is the impact that offshore extraction, onshore ONG production and the related upstream and downstream industries will have on the livelihoods of Lebanon's workers. EI not only offers young Lebanese the perspective of future employment, which could thus help stem the massive exodus of an entire generation. The introduction of modern industrial business practices in the ONG sector will also help overcome many of the antiquated labor laws, practices and traditions which have prevented women and girls from reaching their full potential in the past. The disciplining influence that the technologies involved in natural gas production bring with them will play a positive role in enhancing a spirit of accountability and due diligence. However, the cash flows emanating from this sector could easily exacerbate the corrupt Lebanese system of clientalism and sectarianism even further. There seems to be an impending tug of war on the horizon between the pervasive logic of impunity, cynicism and desperation in the country and the promise of accountability, sustainability and just governance that modern, global approaches to EI bring with them. Women and men and the people of Lebanon of all ages, will play a key role in this struggle.

The Youth and Gender Perspective in Civil Society Over Time

The challenge of ONG in Lebanon is not primarily about finances or fuel. It is about governance. Involving youth and women in the struggle for rule-of-law in this highly practical industrial sector will have the added effect of focusing the energies of the '*thawra*' on a concrete cause which actually has the potential of succeeding. In this study we will demonstrate the manner in which the education sector, as well as NGOs working in the fields of gender and ONG, has enabled both women and youth to find a voice in the nascent EI good governance movement. Emphasis will be placed on both awareness raising and capacity building, on the one hand, and the issues directly related to tripartite multi-stakeholder group (MSG) decision making and power sharing skills, on the other.

The sources upon which this report is based are numerous and highly diverse, but allow themselves basically to be divided into three areas. Firstly, the authors have a long history in the field. We have been working on the topics of youth and gender inclusion within civil society and

social justice movements for many years, leading to a variety of popular science and refereed scholarly publications. More specifically, we have been directly involved in the EI and good governance movement in the Middle East since 2012 and previously in Central Europe on related topics between 1987 and 1998. Secondly, a comprehensive and exhaustive literature review on the topics of gender, youth, diversity inclusion, power sharing and ONG was carried out by the authors and a team of students at the outset this project, laying the foundation for the empirical phase of the project. Thirdly and finally, a broad survey, a set of interviews and several group discussions were carried out on the topic at hand with key civil society players in the fields of ONG, gender and women's rights, the environment, education and just governance. A small number of government and corporate players were also surveyed.

Before we turn to the results of this study, a brief overview of the topic will help set the stage for a discussion on youth and gender-based inclusion, mobilization and coalition building in the ONG sector. Linking gender to petroleum extraction might seem to be counterintuitive. Common sense and personal experience appear to teach us that work in the EI sector is much too dangerous, grueling, dirty and exploitative for women. In following it will be demonstrated that mining has always been *'women's work'*. Attempts to remove female workers from the extraction of precious and industrial metals and minerals, oil and gas, sand and rock and other useful materials has a long and notorious history. The *'Her-Story'* of women's struggles for access to the EI sector is equally impressive, though not as well documented as the dominant patriarchal storyline.

Historical Context of Gender and the Extractive Industries

In popular imagination, women and mining don't mix. Throughout the 19th and 20th centuries female workers in this industry were even considered to bring *'bad luck'*. Although women and children were commonly employed in mines throughout recorded history, by the late 18th century the campaign to remove them had been largely successful. The only female influence which was considered to be *'safe'* and even beneficial in the entire EI sector was Saint Barbara, the internationally venerated patron and guardian of miners' and geologists' wellbeing. The process of removing women from well-paid and profitable EI careers - primarily in metal and salt mining - was partially reversed with the introduction of low wage coal mining

in the 19th century on a massive scale. Until recently women have rarely found work in the comparatively well paid oil and natural gas sector. This is now changing.



(CC) "Saint Barbara" by Peter Fristedt; CC BY-SA 2.0 Utility tunnel of the great railway tunnel project Citybanan (City Line) Stockholm

With respect to the exclusion of women from the off-shore petroleum extraction industry, a second issue is of significance. Similar to the case of mining, women have historically also been forbidden from following sailing and other maritime careers because, as the superstition goes, male seafarers were convinced by tradition that "their presence would anger the sea gods, who would cause rough waves and violent weather"¹ In both cases, be it in EI or the maritime economy, exclusion of

1- For more information check "Why Were Women on Ship Considered Bad Luck" by Debra Ronca. URL: <https://people.howstuffworks.com/why-were-women-on-ships-considered-bad-luck.htm>

women in the past was only partially based on justified fears for their health and safety. As early as 1545 miners in Central Europe filed a formal appeal with the courts to ban women from working in underground mines because they were prone to accept lower wages and their widespread employment by foreign corporations was forcing male breadwinners out of the industry. The local mining judge agreed with this line of argumentation leading to a total ban on women working underground, which was conveniently justified by their propensity to bring 'bad luck' (Sensenig 1990, 52-53). Saint Barbara remained the only female who was tolerated underground.

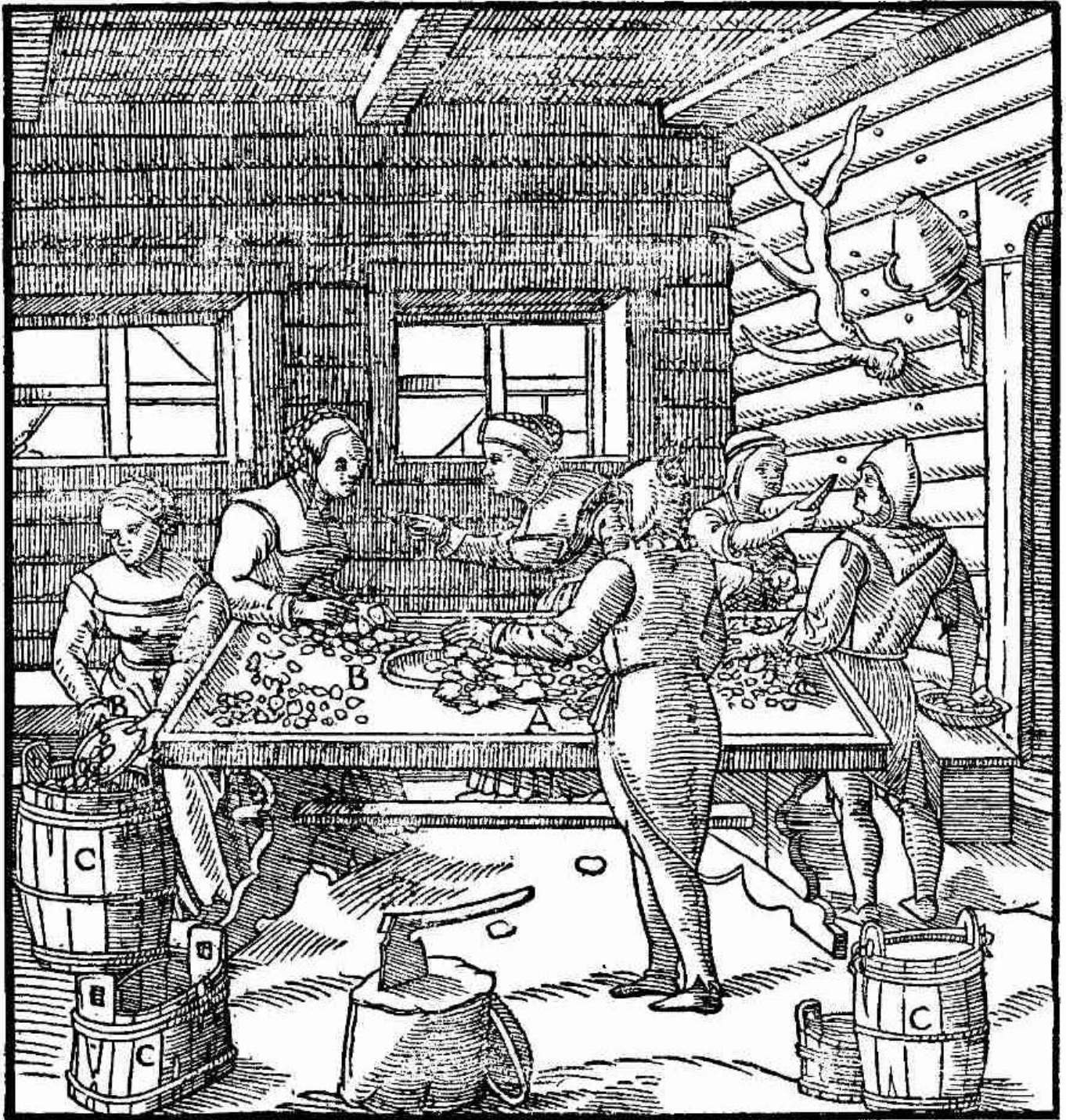
The main reason for the shift from mining as a 'family business' to a 'for men only' enterprise was the transition in Central Europe at the end of the Middle Ages from artisanal and small-scale mining (ASM) to large scale mining (LSM), dominated by newly introduced industrial practices funded by the large, international mining corporations of this era. Whereas women and youth worked with adult men in the Medieval ASM sector, LSM required mineral extraction to become an often transitory, high altitude, capital and labor intensive activity which was deemed 'improper' for females. As opposed to the superstition that women bring bad luck, the ASM-LSM dichotomy would appear to be the actual explanation for this misogynistic trend.

The cause for the disappearance of women from all well-paid positions in the extractive industries, for example the hewer, can be found elsewhere. The professionalization and increasingly scientific nature of the mining profession as of the 16th century required miners to receive proper vocational training. Adult women were only permitted to work away from home during the approximately ten year period before marriage. They were thus excluded from the vocational training programs which were carried out in the high altitude Alpine mines. Along with the women previously working as bakers, weavers, or brewers, women were now either completely excluded from working as miners, or were relegated to low income and low prestige activities in the mineral processing sector (Sensenig 1990, 53).

Detailed contemporary reports on the role of women in the EI sector date back to the late Middle Ages in Europe. Similarly rigorous scientific reports dating from the period of early industrialization are not available for the Middle East, Africa, India, China and the highly sophisticated mining economies of North and South America. More recent gender-based research has revealed that women were common in the mining industries throughout the world. Before the modern era of global exploration and colonization, mining in Europe was focused on the center of the continent, primarily within the Holy Roman Empire. In Medieval Central Europe women played a key role in the processing and transport of precious and industrial metals, salt and stone, but were also often employed in the construction of mineshafts and in some cases, as just mentioned, worked deep within the mines themselves.

In following, one of the first European mining engineers and historians, Georg Bauer, better known by his Latin name Georgius Agricola, describes the work that women and girls carried out in the mines of Central Europe in the 16th century. "De Re Metallica" was published in 1556 in Latin and remained the most important text on the topic of scientific mining for the next century and a half.

When, either through ignorance or carelessness, the miners while excavating have mixed the ore with earth or broken rock, the work of sorting the crude metal or the best ore is done not only by men, but also by boys and women. They throw the mixed material upon a long table, beside which they sit for almost the whole day, and they sort out the ore; when it has been sorted out, they collect it in trays, and when collected



A—LONG TABLE. B—TRAY. C—TUB.

Agricola (1556) *De Re Metallica* Gutenberg EBook Project (<https://www.gutenberg.org/files/38015/38015-h/38015-h.htm>)

*they throw it into tubs, which are carried to the works in which the ores are smelted.*²

Records of women working in the mining industry of the Arab world date back to Agatharchides, a Greek geographer of the second century BC. Quoted by Diodorus, he portrays not only the working conditions under which female miners were forced to work, but also an acute awareness on the part of the author for issues related to age and gender discrimination.

In the confines of Egypt and the neighbouring countries of Arabia and Ethiopia there is a place full of rich gold mines, out of which with much cost and pains of many

2- Georgius Agricola. *De Re Metallica*. The Project Gutenberg EBook. Translated from the First Latin Edition of 1556. p. 269. URL: <https://www.gutenberg.org/files/38015/38015-h/38015-h.htm>

labourers gold is dug. (...) Those that are over thirty years of age take a piece of the rock of such a certain quantity, and pound it in a stone mortar with iron pestles till it be as small as a vetch; then those little stones so pounded are taken from them by women and older men, who cast them into mills (...). No care at all is taken of the bodies of these poor creatures, so that they have not a rag so much as to cover their nakedness, and no man that sees them can choose but commiserate their sad and deplorable condition. For though they are sick, maimed, or lame, no rest nor intermission in the least is allowed them; neither the weakness of old age, nor women's infirmities are any plea to excuse them; but all are driven to their work with blows and cudgeling.³

Over the millennia, the Arab mining industry focused primarily on industrial and precious minerals (e.g. gold, copper, lead, zinc, as well as later coal and phosphate), which was only supplanted by the petroleum sector in the early 20th century. Records show that EI in the MENA region has up until recently been exclusively a man's world. Considering that even today ASM is widespread in several Arab countries, including Sudan and Egypt, and that artisanal mining is not well regulated – as opposed to the situation in Sub-Sahara Africa, it can be assumed that women are currently still active in the non-petroleum sector. LSM is gaining in significance throughout the MENA and is seen as a future field of diversification even for the oil-rich countries of the Arab Gulf.

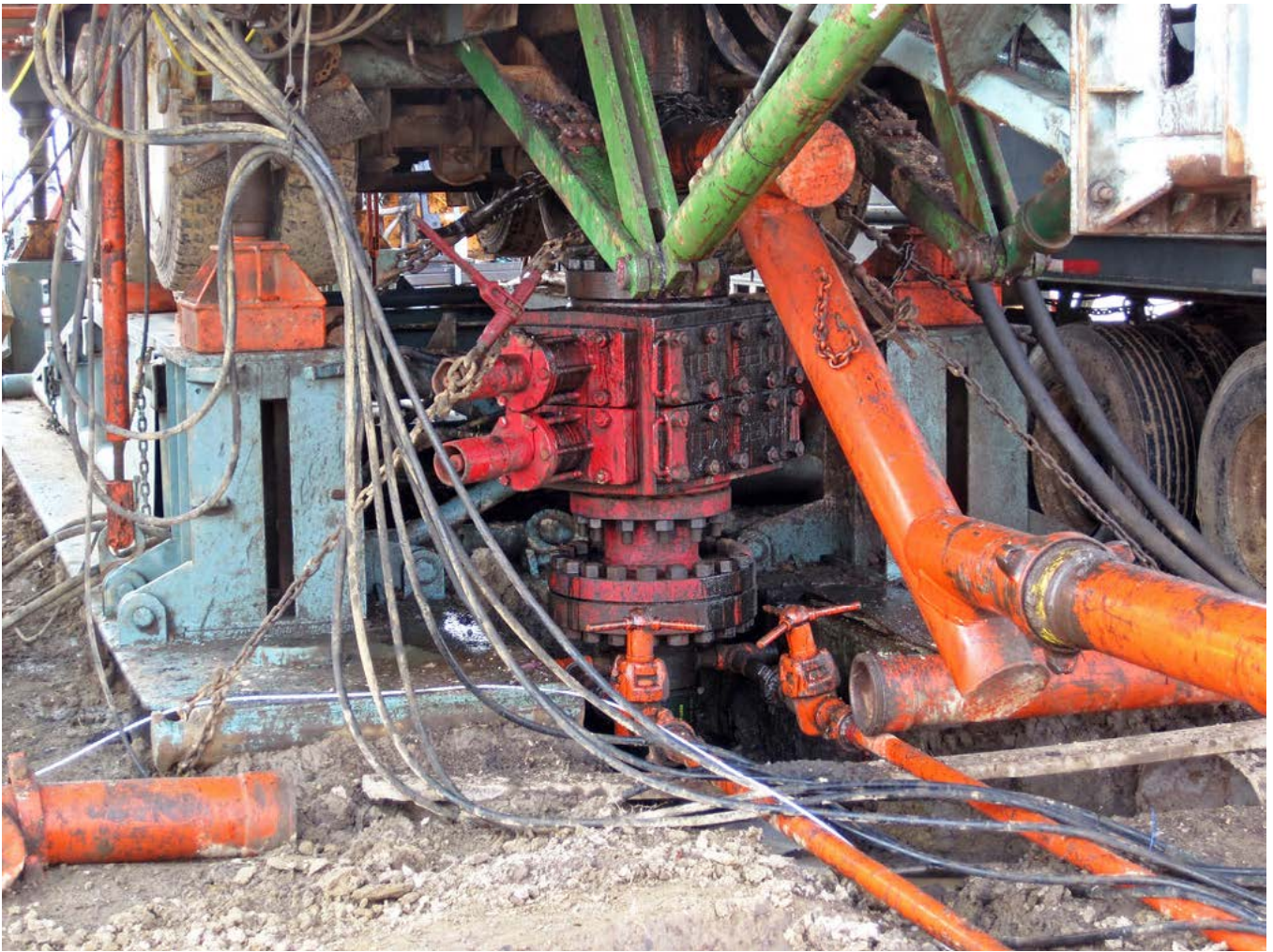
Driven by British and American exploration, ONG now dominates the extractive sector in the Arab world. Both international and local enterprises and governments have followed the male dominated culture predominant in what is today referred to as the Global North. Research on gender and EI has also focused on the impact of the sector in promoting Dutch disease and a resource curse, which not only perpetuates, but also accentuates discriminatory practices against women and youth in the MENA. Further below we will deal with the heated debate surrounding the 'nasty cocktail' of oil, religion, and political oppression and corruption, often described as the main cause for official and day-to-day sexist practices in the region (Ross 2008; 2009). Of particular interest for Lebanon will be the role played by both Christianity and Islam with respect to social justice in the overall EI sector, and the role of women and girls in particular.

The Trajectory of EI in Lebanon

In Lebanon, EI has traditionally centered on quarrying and sand extraction for the burgeoning construction industry. Women were excluded by law from working in this sector. ASM was of no significance according to historical record. With the signing of a bilateral agreement with Norway's Oil for Development program (OfD) in 2006 – following the war with Israel – the two countries focused on establishing the regulatory framework needed to pursue petroleum exploration⁴ and help rebuild the country. This conclusively marked the shift from construction driven extraction to the petroleum sector. The Lebanese Code of Labour of 1946 (LCL) – and its more recent amendments up until 2008 – still regulates the EI sector in Lebanon (Ch.2 Article 27 and Annex 1). Its antiquated rules are rooted in the mentality of the late Middle Ages in which women and children were seen as objects and not subjects of their own destiny. Accordingly, children, adolescents and women are forbidden from being employed in underground mines, quarries, stone extraction, the production and handling of explosives, operating, repairing and cleaning driving engines and asphalt production. These provisions were initially meant to protect women, especially those of childbearing age, from dangerous and unhealthy working conditions such as those typical of EI in the past. Barring women from exposure to driving

3- IBID. p. 288, emphasis added.

4- See URL: <https://logi-lebanon.org/Timeline>



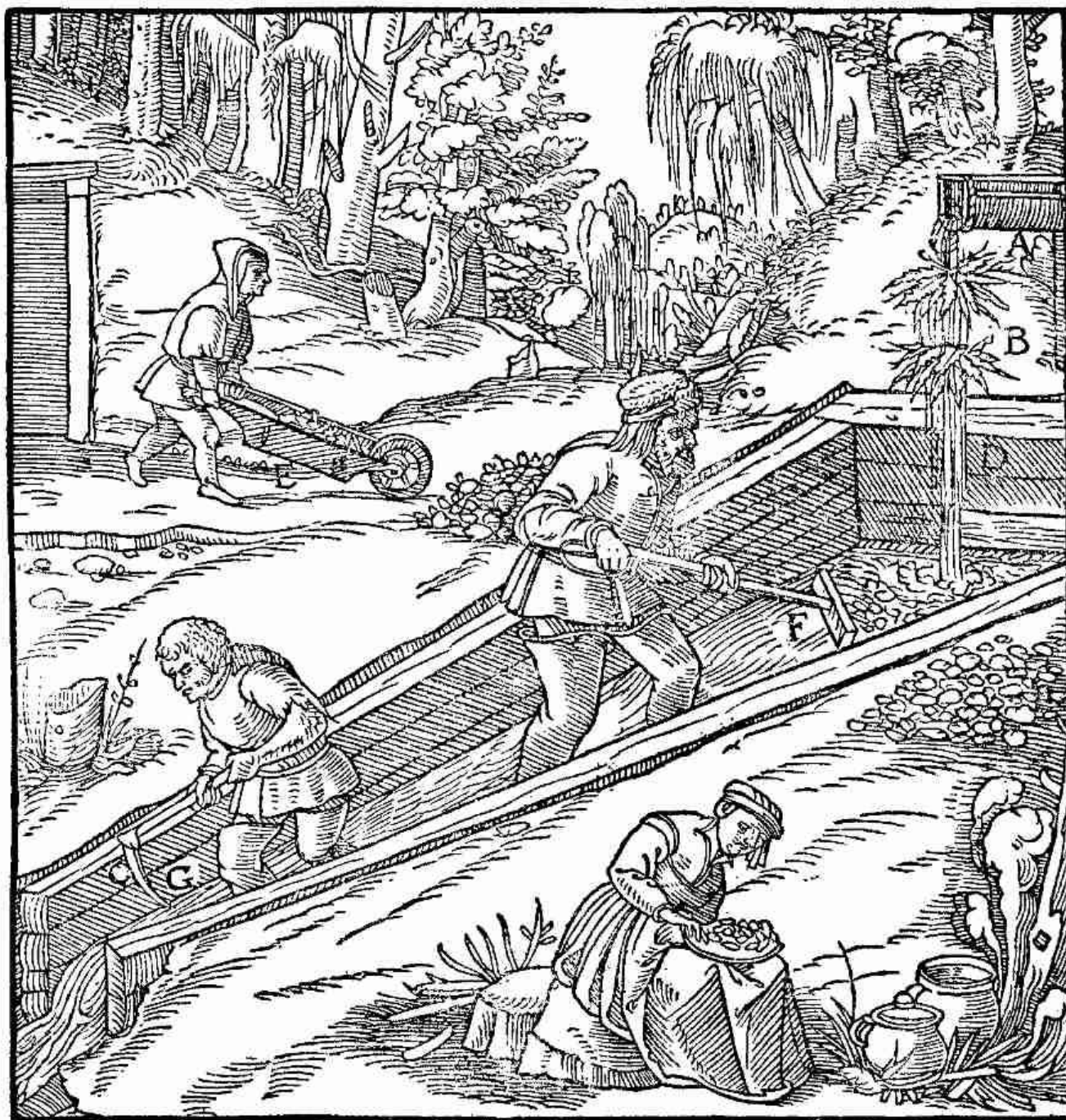
(CC) "Well head at Hendren Century Farms # 2 petroleum well (north of Johnstown, Ohio, USA)" by James St. John is licensed under CC BY 2.0

engines of all kinds (Annex 1, items 14 and 15) could however prevent women from working in the offshore ONG sector in the future. As will be discussed later on, allowing women to serve in precarious, frontline positions is a prerequisite for career advancement. This runs parallel to Lebanon's allowing women to serve in the military except in combat and combat support units. Young people within civil society and higher education in particular, are already involved in the struggle to amend the antiquated, misogynistic aspects of the LCL, partially as a direct result of this project.

This study, which was carried out based upon the initiative of Publish What You Pay (PWYP) Lebanon, under the auspices of and fully funded by the Westminster Foundation for Democracy (WFD), follows a number of lines of inquiry. The declared goals of the research endeavor are to a) analyze the current, developing and potential impacts of the oil sector on men, women, youth and gender relations in Lebanon. Furthermore, to b) collect case studies from comparable countries, key lessons and best international practice. Finally, to c) determine what must happen so that the social, environmental and economic impacts of the oil sector in Lebanon are gender-balanced. Building on these general objectives this study focuses on the following issues and unique aspects of EI in Lebanon. It should be noted here that this project, by its very intervention into the fields of youth and gender-based inclusion, has already begun to affect the positive changes its donors and organizers have set out to achieve.

Following the introduction, this **second section** of this report deals with the **impact of ONG on youth and gender-related issues** in Lebanon and provide an overview of ongoing activities

in this field. It is based on references to existing data on the topic, as well as the empirical survey, interviews, and group discussions carried out specifically for this study, along with the authors' personal experience as activists in the field. This section is thus perhaps one of the most subjective by its very nature and intent. The results of this step of the project are also geared towards the recommendations which will be presented in section five of this report. The **third section** provides a detailed overview of the **results of the empirical research** carried out specifically for this project. It breaks down the research of a broad survey of key NGOs dealing specifically and primarily with the petroleum sector, as well as women's and gender, educational, youth, environmental, governance and media NGOs whose mandate deals



A—LAUNDER. B—INTERLACING FIR TWIGS. C—LOGS; THREE ON ONE SIDE, FOR THE FOURTH CANNOT BE SEEN BECAUSE THE DITCH IS SO FULL WITH MATERIAL NOW BEING WASHED. D—LOGS AT THE HEAD OF THE DITCH. E—BARROW. F—SEVEN-PRONGED FORK. G—HOE

with the EI sector as well. A number of other stakeholder organizations, community activists, entrepreneurs, educators and experts in the field were included in this survey. The results of this original research component were linked to several expert interviews and discussion group assessments. A total of 150 potential respondents were contacted for this study of which 42 responded to the survey.

Section four will provide the reader with a **selection of case studies from comparable countries around the world**, a brief snapshot of key lessons learned and examples of good practice on how women, youth and activists in the field are dealing with age and gender-based exclusion and integration. The examples chosen will be directly related to the key issues in section three.

The **fifth section** finally offers **recommendations for practical work in the fields of youth and gender** equality. It bridges the two decades dealt with in this study, i.e. approximately from 2010-2020, from the discovery of potential ONG reserves, and 2020-2030, from the beginning of exploration in sectors four and nine to the period in which Lebanon will be confronted with the impact of actual income generated by the EI sector. This section will be partially speculative and largely descriptive for the first decade and only partially descriptive, but primarily speculative and prescriptive for the second decade.

Direct impact of ONG on youth and gender - an overview

This section will review the current and potential impact of EI on youth and gender-related issues, on the one hand, and the ways in which young people, as well as women and men in general, are influencing the trajectory of petroleum extraction and its related industries, on the other hand. The sources used for this this assessment include interviews and discussions with a variety of key players, an analysis of the survey carried out specifically for this project, the concrete experience of the authors in this field over the last several decades and a comprehensive literature review on the topic.

The primary front line in the struggle over the impact of EI on youth, and especially girls and young women, is the potential impact it will have on job creation in the fields immediately associated with ONG, but also in related upstream and downstream industries servicing the sector, as well as the overall economy. Exploration for oil and gas started the beginning of March 2020 at the very end of the period in which this study was being carried out. Although it is still much too early to assess the actual impact on the job market, anecdotal evidence from job postings online indicate that the potential will be significant. Numerically, estimates range around 1500 additional long-term jobs created in Lebanon directly through petroleum extraction and 13,000 ONG-induced long-term positions in other sectors (FES Summary 2019, Hoteit 2018).

Furthermore, rights holders must adopt transparent procedures during the recruitment, employment and promotion process to guarantee equal opportunities and diversity among the qualified specialists conducting petroleum related activities. Approximately 70% of this new employment is expected to benefit engineers, technicians and managers. Upstream and downstream employment from construction, hospitality, or education and training to petrochemicals, manufacturing and transport will involve the entire economy. Public and private universities have already begun to offer a wide variety of academic degrees and specialized programs ranging from engineering, geology, and environmental sciences to ICT, finance and law. However, difficulties are expected with respect to finding skilled technicians in all fields on the Lebanese labor market. Rights holders in the EI sector are required to give preference to goods, services and labor from the domestic Lebanese market - e.g. at

least 80% of all employees must be Lebanese citizens - which could lead to severe impasses. Without targeted and intensive training and development programs it could prove difficult to find enough local talent to meet specific needs (Abou Jaoude 2015, Hoteit 2018). According to recent statements made by Fadi Jawad, CEO of Eurotech Training and Consulting,⁵ “the nationalisation of the Lebanese workforce in the sector will generate nearly \$20 million in investments. We estimate that the sector will secure about 25,000 jobs in the first period and the number will increase based on the size of the discoveries at the beginning of the drilling phase” (2018). According to Roudi Baroudi, CEO of Energy and Environment Holding, an independent consultancy based in Doha⁶:

Lebanon can count on its highly acclaimed higher education sector to churn out the necessary architecture, chemistry, finance, management, and various engineering professionals. There also will be extensive requirements for qualified tradesmen and other technicians to build, operate and maintain both on- and offshore facilities. This means qualified pipefitters, electricians, welders, and other skilled workers - and only suitably equipped and oriented vocational institutions can provide the necessary training. These kinds of jobs entail not just the provisions of excellent pay and benefits, but also the acquisition of valuable skills and experience that are easily transferable to other regions and other industries. In short, they are the building blocks for long and productive careers for today's youth, whose spending will, in turn, contribute to sustainable long-term economic growth (2018).

Both scenarios foresee a top down approach to the training and employment of women and youth. Neither of these two top executives takes the MSG approach into consideration. Whether their prognoses are realistic or not, a truly tripartite approach to job creation and training will require a radical rethinking of economic development. Along the lines of shared decision making between civil society, the government and the business sector, a multi-stakeholder system will open up economic and social planning for women's organizations, youth initiatives, the ecology movement and activists in the field of higher education.

Active Labour Market Policy and Network Building

An active labour market policy (ALMP) dealing with the overall EI based economy, which assesses potential needs and coordinates with the academic and vocational training sectors, is still missing. Tripartite mechanisms can help prevent supply and demand from operating on parallel, and most likely fully disjointed, tracks. Without the input of civil society, including higher education, a significant mismatch would seem almost inevitable. According to Carole Nakhle, founder and CEO of Crystol Energy and member of the Natural Resource Governance Institute (NRGI) board of directors, civil society - and especially women's voices - must play a key role in the development of labor policies. The 80% employment quota “gives the rather misleading impression that tens of thousands of jobs would be created in the oil and gas industry. Frustratingly, such expectations are also being raised in the renewable sector where thousands of jobs are being promised. While such promises appeal to the electorate, they are red flags for the experts, as they highlight the incompetence of the plans (Nakhle 2020).” Juxtaposing the euphoric positions taken by Jawad and Baroudi, on the one hand, with the sober and socially inclusive perspective proposed by Nakhle, on the other, makes the tug of war between the resource curse and resource blessing more evident.

5- For further information read Exclusive Interview with Fadi Jawad, Chief Executive Officer (CEO) of Eurotech Training and Consulting. URL: <https://liog-summit.com/article/developing-lebanese-skills-for-the-petroleum-sector>

6- For more information see, URL: <https://en.annahar.com/article/871024-educating-lebanons-oil-and-gas-generation>

A random Google search of careers in ONG in Lebanon revealed openings as expected in engineering (e.g. contract and procurement engineer; drilling engineer; health, safety and environmental (HSE) supervisor; HSE engineer; HSE assistant; quality assurance engineer; implementation engineer; network operations center (NOC) engineer; TS mechanic) as well as in finance (e.g. water and wastewater investment coordinator, cost controller, financial accountant). Positions could also be found in law (e.g. legal oil and gas consultant), ICT (e.g. software development (DEV) and information-technology operations (DEVOPS) administrator), business management (e.g. project manager for oil and gas projects; logistics supervisor; oil and gas executive) and even in the NGO sector related to ONG (proposal and grant writing specialists). According to Nakhle, but also Walid Nasr, Chairman of the Lebanese Petroleum Administration (LPA) and head of its Strategic Planning Department, the young generation has been enticed by the prospect of lucrative careers in the sector. They have rushed to attend the newly introduced petroleum related academic degree programs, specialized courses and more recently vocational training programs. There is, however, little hope - for the majority of them - of finding a long-term position upon completion of their education (Nakhle 2020; Nasr 2020). "They were encouraged by a rule that government imposed on oil and gas companies operating in Lebanon, requiring them to have at least 80% of their workforce be locals. Of course, it is important to develop local expertise and give priority to homegrown talent, however, it is unclear why such a percentage was set" (Nakhle 2020). Universities and technical schools have yet to coordinate their supply of graduates with the actual demand of industry. A MSG approach to supply and demand in the EI sector would have a highly beneficial spin-off effect. Involving gender-based and youth organizations, key ONG and environmental groups, along with the government and the private sector in this process would focus and mobilize the country's resources along the lines of the 2018 Transparency Law No. 84. This law and its reciprocal impact on the MSG approach will be discussed below.

An early example of this focus on youth and gender in building networks and coalitions using an intersectional approach is the University Initiative for Electoral Reform (UIFER) which collaborated in 2006-2007 with the Civil Campaign for Electoral Reform (CCER) in a to date unsuccessful attempt to pass democratic and non-sectarian electoral laws in Lebanon. Lebanese American University political scientist Jeffrey Karam reflected, in a 2018 Brandeis University Crown Center for Middle Eastern Studies piece, on his role as a young NDU student activist and member of UIFER over 15 years ago. Of significance here are the lobbying skills which will be dealt with below in 'Recommendation Two', Section V, on the youth, gender and the Lebanese Parliament.

In fact, the Lebanese Transparency Association, the Lebanese Center for Policy Studies (LCPS), LADE, and eighty-five other civil society organizations (CSOs) formed a coalition called the Civil Campaign for Electoral Reform (CCER) to draft proposals for new electoral laws and lobby parliamentarians and ministers to reform the current sectarian-based law. Alongside these CSOs, several Lebanese universities collaborated to form the University Initiative for Electoral Reform in Lebanon (UIFER), which similarly calls for reforming existing laws. UIFER, composed of university students and civil society activists, examines draft proposals of electoral laws and lobbies parliamentarians and ministers to consider their analyses of various laws.

According to one of the organizers at the time, Dean of Arts and Sciences at Haigazian University Arda Arsenian Ekmekji, this initiative can be seen as a role model for youth activism within civil society. Along with the overall issues related to electoral reform, topics of direct relevance for youth and women, such as the gender quota for parliamentary elections and lowering the voting age from 21 to 18 were dealt with by student working groups from AUB, AUST, BAU, HU,

LAU, LU, NDU, UoB, USEK and USJ. UIFER also worked with intergovernmental organizations and international NGOs including the International Foundation for Electoral Systems (IFES) and the UNDP, as well as the Issam Fares Institute for Public Policy and International Affairs at the American University of Beirut (IFI). Attempts to revive UIFER in recent years have proven unsuccessful (Arsenian Ekmekji 2014).

Situated as it was during the so called Cedar Revolution in Lebanon immediately after the assassination of former Prime Minister Rafic Hariri, UIFER is significant as a role model for more recent attempts to form youth and student coalitions. An initiative by the Students Section in the Lebanese Kataeb Party attempted in 2013 to set up a youth coalition around key policy topics in order to bring youth activists together within all major political parties. Titled "The Role of Youth in Sustaining Democracy through Political Parties", the primary focus of this initiative was at the time to develop a comprehensive strategy for higher education and vocational training in collaboration with the government and the private sector (Sensenig and Moufawad 2013).

A partisan youth coalition, or youth groups in any given political party, should focus on concrete and tangible issues, e.g. a platform on higher education in Lebanon, and then narrow it down even more, e.g. what role should industry, private enterprise play in influencing and funding the curricula and research agenda in the public and private unis?

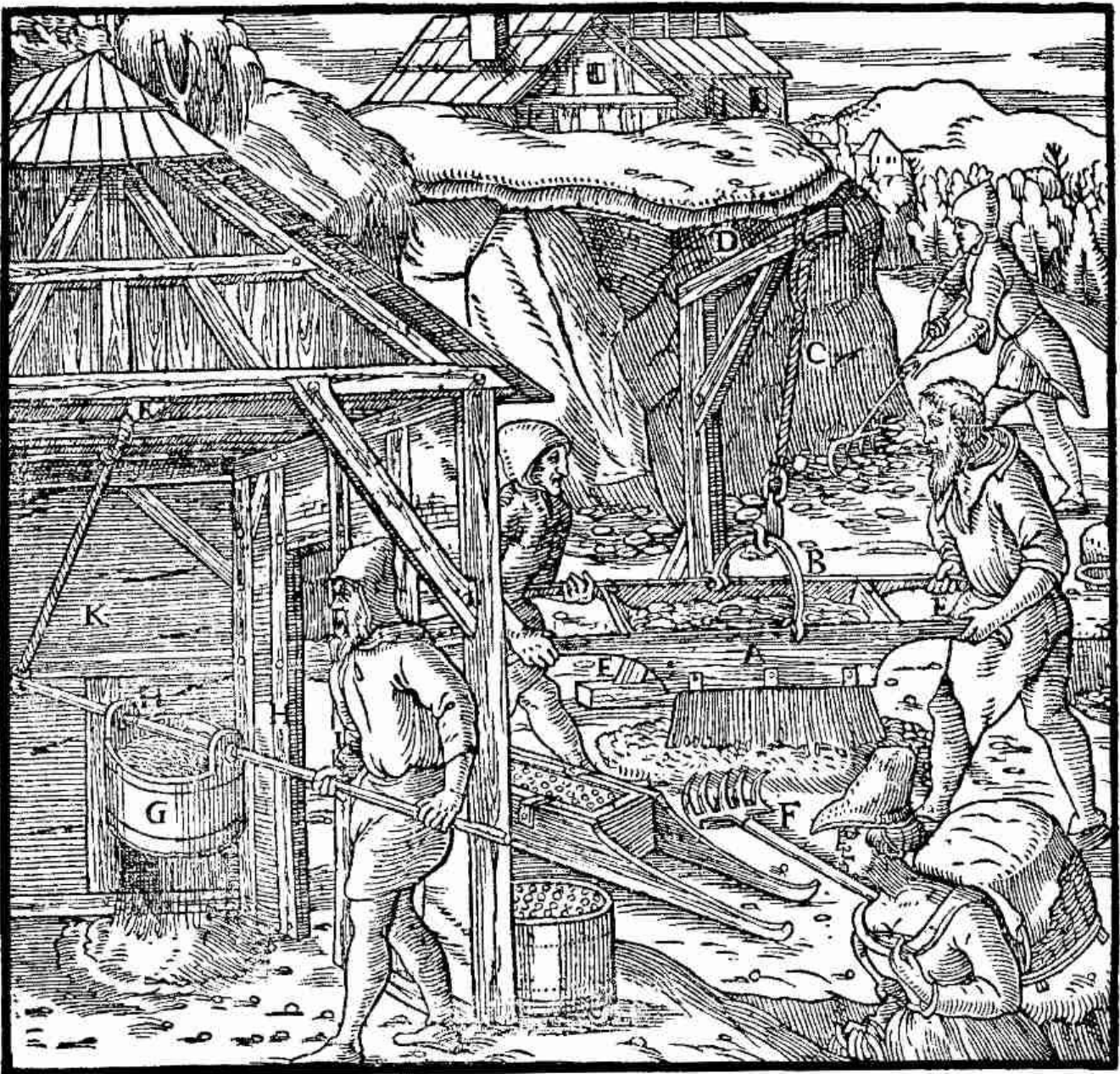
Similar to UIFER in 2007, this experiment also proved to be unsuccessful. It was followed, however, by an initiative in 2014 situated directly in the field petroleum extraction and organized by International Alert with the support of the Norwegian Ministry of Foreign Affairs. "The Politics of Petroleum" brought together youth leaders from most of Lebanon's political parties in dialogue with the LPA. Throughout 2014 these young partisan leaders studied the early stages of the EI sector in Lebanon and drafted proposals for the government and private sector. This 'MSG by default' created the nucleus for what would later become one of the two key youth-driven NGOs in this field in Lebanon, the Organization for Petroleum and Energy Sustainability (OPES). Here again we see the relevance of lobbying skills which youth were developing and planned to apply when dealing with the Lebanese governmental ministries and parliamentary committees.

Their greatest strength, the group agrees, is that all the youth leaders from this round of dialogue agree on the important principle that the sector must incorporate transparent measures from the start. "The good thing about this sector is it's new, it's a fresh start. So by doing things right from the first step, being transparent and not having corruption. That's why we're emphasizing this matter," Souaid says.

It is this cohesion the youth leaders believe will give them strength in their efforts to influence the direction of the sector with government officials, "We're going to the ministry and to the [ministerial] committee and we're telling them we are youth organizations representing 95 percent of the political parties in this country," Bou Hamdan iterates.

The recommendations will not be the culmination of their work, the youth leaders insist. They say they plan to continue following up with the issue, by potentially forming a representative committee of youth leaders away from International Alert to follow the topic, as well as within their own political parties.

To date, there have been no attempts to link the issues of youth and gender with ONG and the MSG approach in an intersectional manner. A wide variety of community based studies have dealt with aspects of this nexus. The 2014 International Alert “The Politics of Petroleum” project focuses on youth, but did not take a gendered approach, nor did it deal with the inclusion of women and girls in the EI sector. A more recent Common Space Initiative “Policy Recommendations on the Role of Local Authorities in the Oil and Gas Sector” (2018) follows a MSG agenda, but does not deal with issues related to gender or youth. As the empirical survey carried out for this project has documented, the key ONG players in Lebanon, both domestic and international, have well established gender equality and family-friendly practices on an informal level. Most of them have however yet to firmly anchor them in their human resources policies, work with other organizations, or training, funding and development schemes. Inversely, the youth and gender equality organizations and initiatives rarely deal with education, training and workplace related issues in the EI sector.



A—BOX. B—BALE. C—ROPE. D—BEAM. E—HANDLES. F—FIVE-TOOTHED RAKE.
G—SIEVE. H—ITS HANDLES. I—POLE. K—ROPE. L—TIMBER.

The 2018 Law No. 84 'Enhancing Transparency in the Petroleum Sector' and the Lebanese Code of Labour of 1946

Law No. 84 'Enhancing Transparency in the Petroleum Sector', issued on 10 October 2018, enacted by the Chamber of Deputies and disclosed the President of the Republic, foresees a wide variety of activities bearing the hallmarks of ALMP. Geared towards coordinating the academic education and vocational training of youth, the retraining of the unemployed, and the recruitment of employees from one sector or region into another (Crépon and van den Berg 2016; OECD 2019), ALMP is a unique MSG policy mechanism which enables the 'social partners' (i.e. business and civil society, along with the government) to plan the labour market of the future. Article 13 of Law 84 governs the labor related activities of the ONG sector and links them to the government and employees' interests. With respect to this study, paragraph 2 of this article is significant because it requires employers to "follow transparent procedures to recruit employees, guaranteeing equal opportunities and diversity (..)." This issue will be dealt with in more detail below. What is significant here is that these legal obligations are being only partially implemented at the moment (Kulluna Irada and LOGI 2019). Foot-dragging seems to be the order of the day.

The Right to Access Information law has been used by the LPA to publish sector specific information and contracts. Nevertheless information needs to be disclosed automatically and not upon request. Both the Whistle Blower law and Enhancing Transparency law, requiring no implementing decrees, remain to be used. The first statements done by the newly selected Minister of Energy and Water, HE Nada Boustany, addressed the issue of fighting corruption and leading a more transparent path in the management of Lebanon's energy sector. Following up on these very brave commitments, we expect the minister to put the transparency laws into good use by publishing the details and contract of the Rosneft deal. Such an act would definitely contribute to improving Lebanon's perception of corruption (LOGI 2019).

This generally hesitant approach on the part of the Lebanese government to actually applying the law is not new or unique to ONG. However, petroleum extraction adds a new element to the mix. What ONG and the EITI offer civil society are the legal and technical tools to organize and mobilize around demands and goals which will advance the interests of Lebanon's youth, women and men, and thus promote rule-of-law and sustainability within the entire social, political and economic fabric of the country.

The anecdotal listing of job offerings presented above all have one thing in common, they do not mention 'equal opportunities and diversity' in their list of specifications and qualifications, as should be the case in all countries abiding by the policies and stipulations promoted by the EITI. Although this selection of career openings was gathered through an admittedly random Google search, it would seem to be indicative of the situation on the domestic labour market. This explicit deficit and implicitly intentional gender imbalance can also be seen as an opportunity. It offers both youth organizations and gender equality rights groups - along with other diversity based movements dealing with disabilities, racism, citizenship, or sexual orientation - the chance to use Law 84 as a tool to not only leverage the EI sector, but society as a whole. The need to amend the misogynistic 1946 LCL opens up the entire social legislation sector to reform. The MSG approach can transform Lebanese society from the bottom (industrial and commercial base) up (political and cultural superstructure).

As described by Abdul Rahim, the Lebanese Oil and Gas Initiative (LOGI) and OPES are today key players in the ONG sector, but started out as youth movements, largely organized and

supported by students (2019, 39, 65). Along with Lebanese NGOs working on the rights of young people, the youth movements within the political parties have also play an important role, as described above with respect to educational and electoral reform policy networks, in the past. At the initiative of PWYP and with the support of the Norwegian Development and Cooperation Agency (NORAD), a project aimed at linking civil society players to Lebanon's political parties was initiated at the beginning of 2020 (PWYP 2020). This initiative will connect the majority of the country's universities with the key NGOs in the EI sector, as well as partisan decision makers and the government. The ultimate goal of this initiative is to link the educational sector within civil society to the NGOs active in the coalition. This coalition is being set up to take part in the MSG, which will be participating in EITI tripartite, self-governance scheme in Lebanon. Through the newly established Publish What You Pay-Notre Dame University Student Society (PNS), youth in the education sector will be able to play a role in the MSG, which the PNS is helping to set up. Currently civil society is in the process of completing this important step.

There are three steps required for Lebanon to be officially declared a candidate country implementing the EITI Standard. The first step, already completed in January 2017, is for the Lebanese government to publically declare its intention to implement the EITI. The second step is to assign a champion and a national EITI coordinator who will be responsible for the unfolding of the EITI process in Lebanon. Both the energy and water minister and the chairman of the Lebanese Petroleum Administration respectively, have been assigned these roles. The third step is for the multi-stakeholder group - MSG - to be formed. Indeed, last March the of energy and water minister called upon civil society to elect their representatives for the EITI Multi Stakeholder group. Civil society is proceeding to the elections in conformity with a code of conduct that has been developed by civil society through a long and inclusive participatory process (Kulluna Irada and LOGI 2019).

The Tripartite Approach to Community Action - The Multi-Stakeholder Approach

The MSG approach was introduced on the international level at the 1992 United Nations Conference on Environment and Development (UNCED), also known as the Rio de Janeiro Earth Summit or "Rio 92". Today, the EITI is one of the most well developed examples of this tripartite model of cooperation between government, business, and civil society, including organized labor. However it builds on over 40 years of multi-stakeholdership, which made multilateralism more inclusive and responsive to women, people with disabilities, youth, indigenous peoples and ethnic minorities. These initiatives include Corporate Social Responsibility (CSR) Coalitions, the Clean Clothes Campaign, the Ethical Trading Initiative, the Fair Labor Association, the Forest Stewardship Council, the Global Alliance for Workers and Communities, the UN Global Compact (UNGC), Global Framework Agreements, the Global Reporting Initiative, the Marine Stewardship Council, ISO 26000, the Caux Round Table (CRT) and the Worker Rights Consortium. What makes the EITI unique is that it is linked to one specific and highly significant industrial sector and that it requires member countries to continuously maintain the multi-stakeholder approach (Bäckstrand 2006). Thus, the EITI clearly moves multi-stakeholdership beyond the previous business models based on entrepreneurial benevolence, including charity, philanthropy, entrepreneurial paternalism and CSR. The MSG approach championed by the EITI places the neo-corporatist model of tripartite 'social partnership' on an international level, similar to the International Labour Organization (ILO) which was founded by the League of Nations in 1919. The EITI was founded in 2003; the multi-stakeholder board of the EITI was introduced in 2006 during its third international conference

in Oslo. It is the MSG mechanism which promises to provide Lebanese civil society with the leverage in needs to implement the wide-ranging set of rights and reforms foreseen in the Transparency Law No. 84 described above. As will be illustrated below with respect to the Technical, Vocational and Education Training (TVET) National Strategic Framework (ILO 2018), inclusion of youth and gendered voices will enhance the integration of ONG employment opportunities in economic and educational planning.

The survey carried out for this project revealed that currently both women and youth are playing an important role within the EITI process in Lebanon. As shall be described in section three of this report, all of the NGOs active in the ONG sector in Lebanon maintain gender parity or are run overwhelmingly by women. LOGI and OPES were initially set up as student and youth driven reform movements. The ongoing PWYP/NORAD funded projects in Lebanon are bringing larger numbers of students into the EI sector. Finally, although many of the women's and gender organizations in Lebanon currently do not yet prioritize occupational, vocational, and work-life balance issues, the Lebanese 'thawra' movements and initiatives, made up of professionals, professors, and students active in the revolution, have placed women in the workplace and women in leadership positions - specifically with respect to energy and ecology issues - on their agenda.

Finally, the leveraging of social, economic and political reform by civil society in Lebanon through cooperation with the EITI must be seen in the larger context of international collaboration between global certification bodies, donor organizations and interest groups. As will be described below, youth and gender-based movements have learned many lessons over the years about work with the EITI and similar organizations. At the end of 2017 a special issue of the scholarly journal 'The Extractive Industries and Society' reviewed the first 15 years of the EITI. Important conclusions for civil society were summed up in two areas, i. e. 1) the need for increased citizen engagement and 2) the positive impact of a high level of perceived corruption and impunity on the reform process. With respect to corruption perception, the Filipino researchers Cielo Magno and Dante Gatmaytan (University of the Philippines Diliman, Quezon City) demonstrated that both an increase in the perception of corruption and of government ineffectiveness simultaneously increases the likelihood that a country will comply with the EITI requirements. This goes hand-in-hand with the need for greater political freedom and stronger civic space, which also increases the likelihood of compliance with the EITI requirements.

An unexpected and counter-intuitive claim is also made by these researchers, namely that an increase in the perception that the government is willing to uphold legal standards and procedures actually makes it less likely that a country like Lebanon will comply with the EITI requirements. "An increase in the perception of the rule-of-law decreases the likelihood that a country will comply with the EITI requirements" (EITI 2017; Magno & Gatmaytan 2017). Thus, civil society needs to recognize that tripartite interaction with government and industry is a never ending battle. Accordingly, youth and women can never 'rest on their laurels', so to speak. If they let down their guard, government and industry could very easily abuse the situation. This will play an important role moving forward when dealing with the LPA and the three major petroleum companies active in Lebanon. Civil society in Lebanon will also need to focus on the other players, both domestic and international, which are involved in EI and related activities (Magno 2020). Countering the threat - and implicit rewards - of the resource curse will require civil society to hone its own self-governance skills. The massive amounts of wealth and prestige that EI provides can easily entice civil society players to succumb to temptation and become part of the culture of impunity.

Maintaining citizen vigilance and participation within the EITI-MSG process is a two way street according to the Ghanaian researcher Timothy Adivilah Balag'kutu (University of Massachusetts, Boston). On the one hand, "active citizen engagement under the EITI remains key for resource governance. Citizen input to reports can enhance governance mechanisms targeting socio-environmental issues." The tripartite players must reciprocate by introducing measures "that sustain citizens' interest in the operation of the EITI (and) can improve engagement. Widening the scope of reporting can generate more interest in the process. Reforms in the operation of EITI need to encourage citizen input to reports" (2017).

All of the initiatives described above are in their early stages in Lebanon. One cause of the nascent character of this movement is obviously predicated by timing, i.e. that exploration only began in March of this year. Another reason for the lack of experience with the MSG approach in Lebanon is the fact that the so called 'sulta', or power elite in Lebanon, has never been forced to take civil society seriously. The leverage provided by the petroleum sector and the EITI will give NGOs, higher education, professional associations and the media its first real chance to successfully speak truth to power. For those active in the youth and gender equality sectors, this also means building expertise and coalitions with the core NGOs active primarily in ONG. These include the above mentioned youth driven organizations, LOGI and OPES, but also the international ONG players active in Lebanon following the discovery of potential petroleum reserves in the Eastern Mediterranean, including PWYP, Revenue Watch Institute and the Natural Resource Charter initiative, both of which merged in 2013 to form the Natural Resources Governance Institute (NRGI). Also of importance are domestic and international NGOs with a strong EI governance emphasis including the Lebanese Center for Policy Studies (LCPS), Caritas and Secours Catholique, Catholic Agency For Overseas Development (CAFOD), Catholic Relief Services (CSR), Common Space Initiative, EITI, Global Witness, Human Rights Watch, International Alert, Middle East Strategic Perspectives, National Endowment for Democracy, Open Society Foundation, Oxfam, Pax Christi, Samir Kassir Foundation, Save the Children, Secours Populaire Français, Transparency International, Westminster Foundation for Democracy and the various German (FES, FNS, HBS, HSS, KAS, RLS) and American (IRI, NDI) partisan organizations (Leenders 2019; EITI 2020). Many of the above mentioned organizations participated in the survey carried out for this project.

In conclusion, the beginning of ONG exploration in Lebanon has ushered in a new phase in the country's democratic development. Considering its track record, it would appear more likely that the wealth which will be potentially generated in the coming decade will accelerate Lebanon's downward spiral into a semi-failed state. The only thing new in this dire future scenario would be the 'added value' of a resource curse making rule-of-law, sustainable development, transparency and accountability increasingly unlikely. However, ONG could also be transformed into a resource blessing leveraged by the MSG process linked to the EITI criteria. At a recent EI university forum in Beirut Fouad Makhzoumi, chairman of the Makhzoumi Foundation, called on Lebanese youth to leverage the future ONG wealth of Lebanon and return home from the diaspora to fight for jobs inside the country. "Lebanese youths should force politicians to stop messing with their future by ensuring transparent performance of all economic sectors" (Halawi, 2016). Linked with the EITI's MGS, the TVET National Strategic Framework - supported by the ILO and United Nations Children's Fund (UNICEF) - can offer youth and women just such an opportunity to speak truth to power.

A high-quality TVET system in Lebanon will seek to promote the employability of all residents and improve their competencies and qualifications, and provide equal opportunities for all, welcoming marginalized populations, women, youth, minorities and persons with disabilities. It will work to insure the availability of a competent

workforce for the development of businesses in Lebanon, and contribute to inclusive and sustainable development. (ILO 2018).

Understanding this complexity will be a challenge for Lebanon's youth. The links between the above mentioned active labour market policy (ALMP), the TVET National Strategic Framework, the EITI's MSG and the potential of the tripartite decision making process in the ONG sector will push the country's future youth leaders to their limits and out of their comfort zone. However, they are not without assets and vibrant partners. The various civil society players described above have spent the last decade developing the skills and resources needed to facilitate this process. Harnessing this potential will enable Lebanon's youth and women to avoid the resource curse. It just might be the last chance this country will get in the foreseeable future.



A—SIEVE. B—ITS HANDLES. C—TUB. D—BOTTOM OF SIEVE MADE OF IRON WIRES. E—HOOP. F—RODS. G—HOOPS. H—WOMAN SHAKING THE SIEVE. I—BOY SUPPLYING IT WITH MATERIAL WHICH REQUIRES WASHING. K—MAN WITH SHOVEL REMOVING FROM THE TUB THE MATERIAL WHICH HAS PASSED THROUGH THE SIEVE.

III. Empirical Survey

Empirical Study of Key Players in Lebanon

The Interface between Gender, Youth, Oil and Natural Gas (ONG) and the Multi-Stakeholder Group (MSG) Approach

The empirical study carried out for this project combines face-to-face interviews, group discussions, and telephone and email correspondence with a survey of the key players in the ONG, gender, youth and MSG sectors. A total of 150 leaders, experts and activists were contacted in the following categories:

- 1. Core NGO Players in the extractive industries (EI) (6 responded)**
- 2. Core Gender Equality Organizations (5 responded)**
- 3. EI Stakeholder Organizations (working partially in ONG sector) (5 responded)**
- 4. Community Players (interested in topics related to ONG) (10 responded)**
- 5. International Donors and Activists (supporting work in topics related to ONG) (9 responded)**
- 6. Business Community, Entrepreneurs, CSR Activists (with commercial activities related to ONG) (7 responded)**

Of the 150 organizations and individuals contacted, 42 responded positively, fully, and reliably to the survey, resulting in an almost one third response rate. Six out of the eight key players in the ONG sector in Lebanon responded, leading to a high level of insight into the activities and perspectives within this group. Significantly, of the nine gender equality organizations contacted only five agreed to participate. This was primarily justified by the fact that their activism in the field of gender mainstreaming should be self-evident and/or that they did not have the capacity at the moment to participate.

Whereas this study attempted to be comprehensive and exhaustive when dealing with the ONG and gender key players, potential respondents from the other four groups were selected based on a convenience sampling approach. These four groups included various domestic and international organizations which have worked in the ONG, gender and/or youth sectors in the past; environmental activists; researchers, academics and professionals working on ONG; international donors; and members of the business community currently active in petroleum exploration and/or working on the economic and structural impact of ONG on the Lebanese political system. All of these potential respondents are known personally by our research team. In a few cases we were able to compensate for a lack of participation in the survey with direct personal contact in the form of face-to-face interviews or email correspondence.

Furthermore, as authors of this study we are ourselves currently activists in the ONG, gender equality and environmental sustainability sectors based on the MSG approach. As university educators, we work with youth on a regular basis on promoting their involvement in policy research, development and the monitoring of its implementation. This section of the report will first offer an overall self-assessment of the participants based on their responses to the 19 questions included in the survey. It will then focus in on four key topic areas and include information gleaned from the interviews, conversations and correspondence.

Rational of the Survey

The objective of this empirical section of the study was to determine the link between gender and youth policies within an organization, on the one hand, and their promotion of youth inclusion and gender equality in their work with their partners and society in general, on the other.

Along with the percentage of women in leadership positions within each organization, issues related to formal and informal gender, family-friendly, diversity and youth policy promotion were assessed. Following the section on the internal reality within each organization, work with domestic and international partners was studied. Finally the impact of international norms on gender and youth were assessed in order to determine whether the donor-grantee relationship can have a positive impact.

The survey guaranteed unanimity, thus the overview provided here will refer to groups of respondents, rather than individuals or organizations. The responses to each individual question will be presented reflecting the statements made by all participants. Individual group feedback will be disaggregated when relevant.

Women and Men in Leadership

The ONG sector, and EI in general, is notorious for its hegemonic male culture and low number of women working on all levels. The first question in the survey thus inquired into the proportion of women and men in leadership positions, where the definition of 'leadership positions' was left up to the respondents to define. Because Lebanon has no petroleum industry to date and the quarry and sand extraction sector was not covered by this project, the respondents were working exclusively '*on ONG*' and not '*in ONG*'. The exceptions to this rule were a handful of entrepreneurs active in EI outside the country.

Not surprisingly, the number of women in leadership positions within Lebanese civil society organizations was well beyond 50% in many instances, especially in the gender equality sector. This trend was also evident within the international donor organizations. The lowest number of women in leadership positions was found within the private sector, although with an average of c. 30% it was still high. This certainly is a reflection of the selection of respondents based on the convenience sampling approach.

Moving forward it is important to point out that most NGOs in Lebanon working primarily or exclusively on EI are led by women, with few exceptions. One female civil society leader explained this atypical dominance of women in ONG in Lebanon with the fact that until recently this field was a typical 'care giving' sector in that civil society players were working on the potentially negative social, economic and political impact of EI, i.e. the resource curse and not on extraction itself.

Formal Policies - Gender in the Workplace

Survey questions two through seven deal with issues related to formalized and clearly codified policies and guidelines on gender within the workplace. This already sensitive issue tends to be even more problematic in a civil society setting because of the assumption that organizations dedicated to social justice would practice what they preach. It would tend to be embarrassing should this not be the case. The focus within this set of questions was not to assess each organization's intent, but rather the existence of legally binding norms. Questions were limited to gender equality and family-friendly policies, along with the upstream issue of promoting children and youth in gender atypical career choices.

Count of 2. a. Does your organization have a set of formal gender equality guidelines?

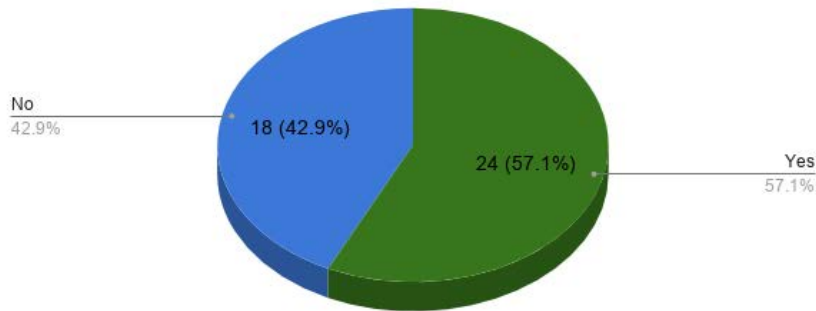


Table 2.a

Only slightly over half of the respondents had formalized gender equality in the workplace. Of these, the overwhelming majority were satisfied with their employers' performance.

Of the 57% of employers who had equality measures in place more than half of them had implemented policies in all areas in question, i.e. equality in hiring, training and career advancement, wages and salaries, protection against harassment, family-friendly/work-life balance, flexible working hours and diversity management. Anti-harassment policies and fairness in hiring were the most prevalent, although responses were almost equally spread over all areas surveyed. This will be important in the future because these are two core areas in which women face particular challenges in the EI sector.

SET OF FORMAL GENDER EQUALITY BACKGROUND

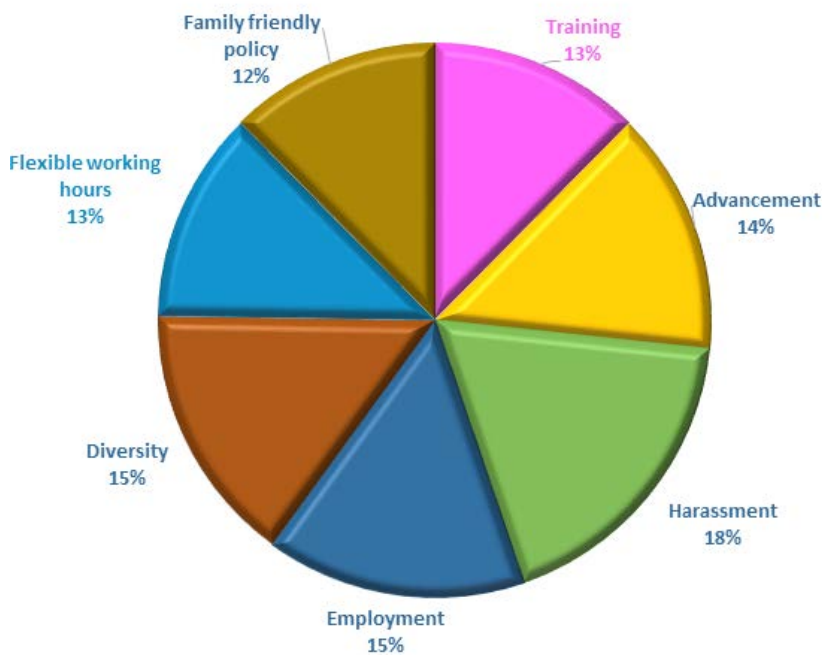


Table 3

Two thirds of all respondents indicated that they did not have family-friendly policies in place. Many employers indicated in interviews and conversations that this was one area in which

they tend to deal with issues informally. Although work-life balance has enjoyed a high level of formalization in the Global North, some international donors did not consider this necessary in Lebanon and one even refused to participate in the survey because these issues were supposedly propagating a 'politically correct' agenda.

Count of 4. a. Does your organization have a codified family-friendly policy?

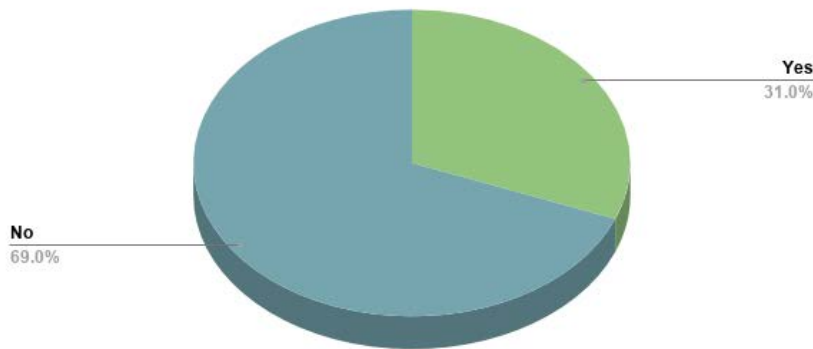


Table 4.a

Of particular significance are the responses to the upstream education and training issue related to a-typical socialization. A closed ended question was combined with an open ended, qualitative follow-up question, which yielded very promising results.

"Can you think of ways to encourage children and teenagers to choose non-traditional/gender a-typical occupations? If your answer is yes, can you give examples of girls and boys/ of young adults who are doing gender a-typical work?"

Count of 6. Can you think of ways to encourage children and teenagers to choose non-traditional/gender a-typical

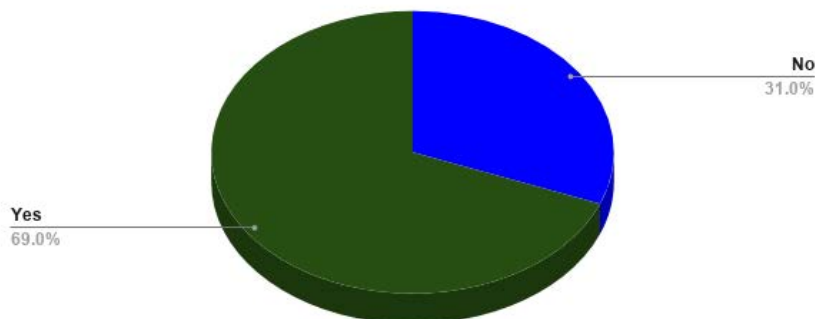


Table 6

69% responded with yes to the first question. Examples given to the follow-up focused on both girls and boys. This is important because changing workplace culture not only requires flexibility on the part of women. It also necessitates a questioning of the misogynistic 'petromachismo' culture prevalent in ONG.

Gender, Youth and Social Activism - formal and informal approaches

Questions eight to 12 deal with the shift from an internal, primarily formalized experience with existing policies to dealing with partners outside of the organization.

This shift to the externalizing of gender policy revealed some sobering results. Whereas over half the organizations questioned had gender equality policies in place, an overwhelming 69% had no formal gender mainstreaming policies. It should be noted here that mainstreaming gender issues means dealing with the impact of all activities on women and men, as well as inversely the impact of being female or male on all activities carried out by an organization.

Count of 8. Does your organization have a formal gender mainstreaming policy for its ongoing activities?

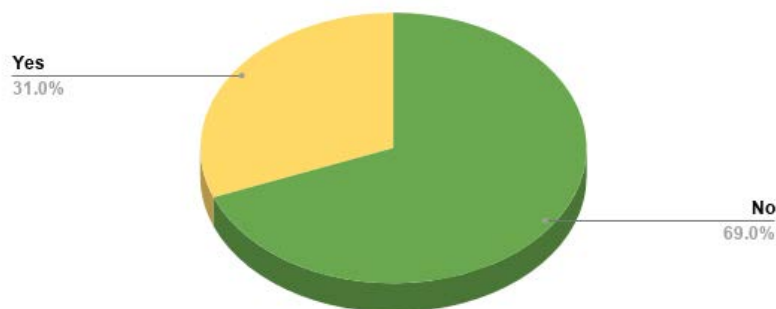


Table 8

The role of informality becomes evident when comparing the 31% of the respondents who have formal gender mainstreaming policies to the 59% who have informally applied this principle. This disparity applies to both the domestic and international organizations. It should be noted here that informal policies rely on the good will of the employer and can be reversed at any time. The intersectional struggle to formalize gender and diversity policies has been one of the main battles carried out by women, youth and minorities in the Global North during the last few decades.

Count of 9. Does your organization have an informal approach to gender mainstreaming?

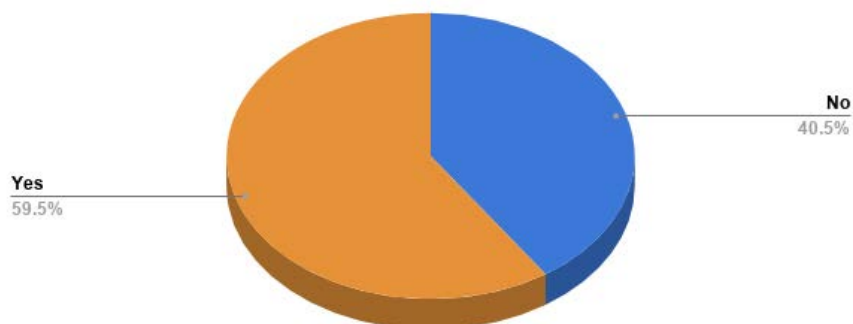


Table 9

Of equal importance is the disparity between encouraging partners in Lebanon to promote gender equality and the promotion of gender mainstreaming. Gender equality is often perceived in a very narrow sense to include solely anti-discrimination, whereas gender mainstreaming takes the entire complexity of an organization's environment into consideration.

Whereas 71% of all respondents encouraged their partners to consider gender issues in a narrow sense the results were almost the opposite for gender mainstreaming.

Count of 10. Does your organization encourage its partners in Lebanon to promote gender equality?

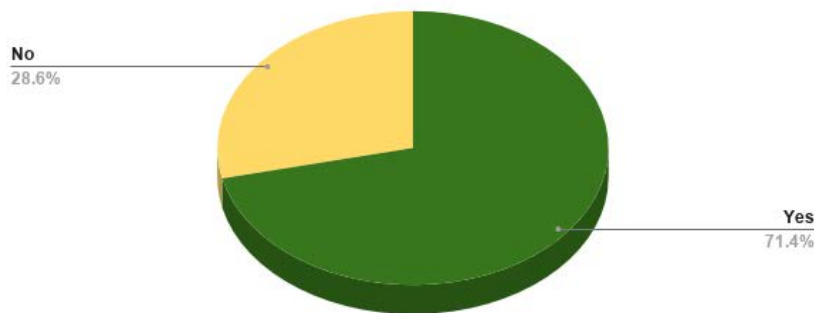


Table 10

A mere 38% insisted on including gender mainstreaming in their dealings with partners. This is significant because it reveals a tendency to choose the path of least resistance, to go with the flow and limit the scope of interaction to non-controversial issues such as explicit hiring, pay and promotion discrimination or blatant harassment in the workplace.

Count of 11. Does your organization encourage its partners to implement a gender mainstreaming policy within their organization?

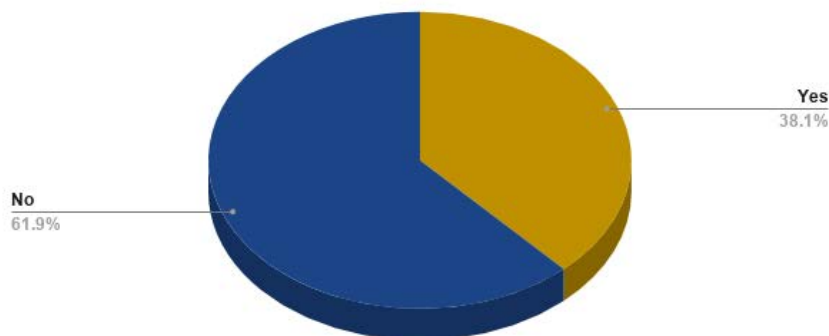


Table 11

Finally, compared to the case above (Table 6) in which 69% of the respondents could suggest ways to encourage boys and girls to consider gender atypical careers, only 24% actually knew of specific examples in which girls were encouraged to consider STEM careers. Preparing

girls and young women in schools and universities for jobs in the EI sector will be one of the main challenges when upstreaming gender awareness policies.

Count of 12. Do you know of examples in which schools, employers, or NGOs encourage girls to choose STEM (science, technology, engineering, math) careers?

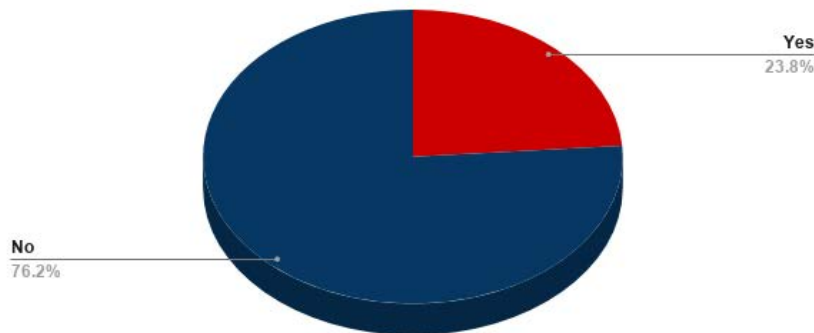


Table 12

Although various innovative examples were mentioned in response to the follow-up question, including schooling, higher education, the NGO sector (KidsMakers, Little Engineer, TechGirls), and CSR projects supported by industry, much work remains to be done. The good news is that the overwhelming majority of those surveyed were open and supportive of measures aimed at starting now to deal with gender disparities in the coming decade in the petroleum industry.

Moving from Gender Mainstreaming to Diversity Management

Moving from a narrow focus on combating blatant gender discrimination to the overall mainstreaming of gender-related issues is a big step. Moving from gender mainstreaming to a comprehensive diversity management approach is even more daunting. Considering that promoting women in the EI sector will require 'all hands on deck', the presence of diversity management in an organization's strategic package is a key indicator of its commitment to youth and gender equality. Promoting a diversity approach was described in the survey as the link between gender equality, on the one hand, and "other forms of diversity management, e.g. religious confession, race/ethnicity, disabilities, citizenship, age, sexual orientation", on the other.

In questions 13 and 14, only half (51%) of the respondents indicated that they factor diversity into their ongoing activities, internally and/or externally. Less than half (47%) stated that they encouraged a diversity approach in their work with partners. Of the half who have followed the path of diversity, inclusion, and integration, most gave highly sophisticated examples of their activities. These reflect the gender mainstreaming and diversity management policies which are standard in the Global North. Not surprisingly, the private sector has the lowest rate (c. 20%) of diversity management to date, although this is a good sign of things to come once petroleum extraction begins in earnest.

Impact of International Partners and Norms

“Our partners are in Europe and the US and this is an integrated organic part of their culture contrary to our homeland.” (Lebanese entrepreneur)

The final section of the questionnaire (15-19) deals with the impact of international norms and cooperation between donors and business partners in the Global North and Lebanon. This is of particular significance considering that the MSG approach was developed internationally and is being applied in Lebanon through the EITI.

An overwhelming majority of the respondents (64%) indicate that they work with partners from abroad who encourage the application of gender equality, gender mainstreaming and diversity management policies in Lebanon. However, a significant majority of the respondents (60%) do not reciprocate by encouraging their own partners in Lebanon to do the same. With respect to the impact of international guidelines, norms and binding codes of conduct, 62% indicate that they are aware of them, but only 49% have actually implemented them. We did not inquire into their level of success or satisfaction with respect to actual implementation over time.

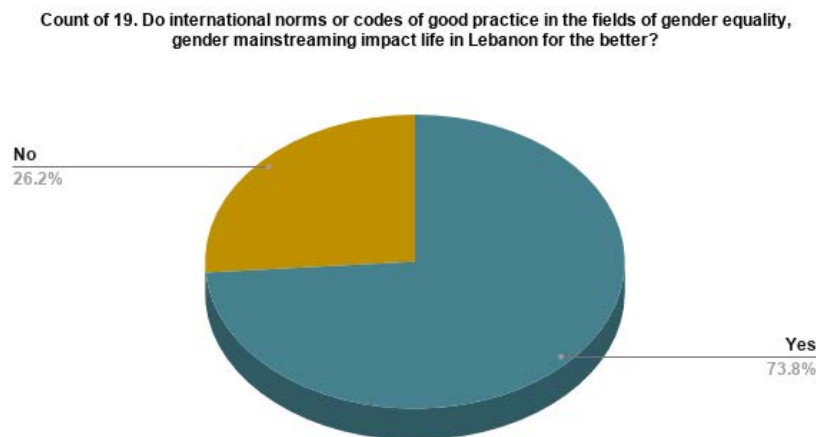


Table 19

The final question in the survey is directed forward into the future. It is particularly relevant for the upstreaming and downstreaming of gender mainstreaming and diversity management with respect to career openings for Lebanese youth. When asked whether they think pressure from abroad is a good thing, one of the highest individual response rates of any direct question in the study resulted in 74% answering yes to the following questions.

Do international norms or codes of good practice in the fields of gender equality, gender mainstreaming impact life in Lebanon for the better? If your answer is yes, please explain.

One of the few respondents currently working directly in production in the ONG sector used the business argument to support diversity management. *“It has a positive impact on the company’s overall productivity.”*

An international donor organization with a significant footprint in Lebanon indicated that international norms are positive for both the donors and grantees. Here as well the business argument is applied, emphasizing that international norms increase productivity *“Endorses diversity and social cohesion to some extent, increases productivity when applied well.”*

From the perspective of researchers and experts, the point was made that only through pressure from civil society will international norms make a difference. This response echoed the sentiment shared by many participants that the Lebanese political system is highly skilled in faking compliance and thereby fooling international donors.

These international norms or codes of good practices are impacting life in Lebanon for the better precisely through the continuous work of NGOs (national and international) in Lebanon on raising awareness on these issues. However, this impact is not great in the case of authorities' actions and regulations, since enforcement is not taking place. In addition, I believe that having woman representation in the government and the parliament in Lebanon is just a means for Lebanese political parties to show that they are modern and respect women's rights while actually this is not the case.

Four Key Topics in Comparison

Judging from the portrayal of the results above, four topic areas would seem to be of particular importance with respect to the youth and gender agendas moving forward. These include 1) the disparity between formal and informal approaches to gender, gender mainstreaming (GM) and diversity management (DM); 2) the need to put emphasis on encouraging gender atypical careers for girls and boys, but especially to promote STEM for girls and young women in order to upstream vocational training for ONG in Lebanon; 3) The shift from gender equality to GM, and then to DM policies and practice; and finally 4) the role of the international context, not only in promoting norms and good practice, but also in introducing the disciplinary impact of natural gas extraction on the Lebanese business environment.

1) Disparity between formal and informal approaches to gender, GM and DM

In all six categories of respondents, the majority stated that they did not have a combination of formal gender equality, family-friendly and/or diversity policies in place. However, the majority also indicated that they agreed with the principals of gender mainstreaming and diversity management, both within their organizations and in their work with partners in the field.

Many respondents indicated – either in the survey or in discussions and correspondence with the researchers – that the discrepancy between formal norms and informal praxis within their organizations and their work with external partners had motivated them to work on harmonizing this imbalance in the future. The experience of the researchers in comparative studies both in the EU and the Middle East is that formalizing policies is essential. One entrepreneur told us that this survey had not only made significant gaps visible, but also provided tips for moving the formalization process forward.

With the prohibition of open and blatant gender discrimination in the workplace, as well as in education, family status laws, transportation, housing and other areas, inequality went underground, so to speak. The proverbial glass ceiling, by which men and majority ethnic groups were privileged in their career advancement, became an important battle ground in the 1980s and 1990s. One of the key measures used to protect women and minorities against indirect and hidden forms of discrimination was the formalizing of gender and diversity policies. The wisdom of these measures became particularly evident when achievements introduced by reform-minded leadership were reversed when economic conditions deteriorated or an organization experienced a change of guard at the top.

It is also significant that the disparity between formal and informal gender and age policies was

not only found within Lebanese organizations, but also many international players, including those with a reputation for social activism and the promotion of a social justice agenda.

The following example given by an activist demonstrates, nevertheless, that informal good practice role model examples can be powerful tools.

We are a group of female scientists and mariners. We are bending gender rules simply by being that. In our encounters with school and university students, and with technicians and academics, being women has everything to do with how they approach us and our projects. And it's always very interesting to see how the professional relationship evolves as we move forward with our encounters.

2) Encouraging gender atypical careers for girls and boys; promoting STEM in order to upstream vocational training for ONG in Lebanon

One of the clear bright spots of this survey was the high level of awareness for the need to encourage a questioning of traditional gender roles. Responses to the STEM questions are relevant with respect to the vocational and academic training necessary for girls and young women in preparation for employment in ONG in the coming years. Most respondents indicated that they could think of specific ways to encourage a-typical work and careers.

Interestingly, although as expected most responses dealt with encouraging females to consider traditionally 'male' positions, many respondents also suggested ways to encourage boys and young men to consider 'women's work'. This is important because, typically, GM deals primarily with women. The responses indicate a potential for dealing with both femininity and masculinity in the workplace. Most of the respondents did not work primarily in the field of education. Those that did gave a wide variety of responses which indicate that ONG will definitely benefit girls and women going forward.

However, during several of the interviews and discussions on this topic, the point was made that ONG remains a field primarily for men and this is justifiable because of the difficulty, danger and exertion involved in a typical workday. Several discussions related to the 1946 Lebanese Code of Labour (LCL) revolved around the ban on women working not only in underground mining but also with driving engines of all kinds. Two initiatives were mentioned in this respect which offer an alternative scenario, i.e. the International Women in Mining⁷ network of female executives, entrepreneurs, technicians and experts (IWIM) and the Women Offshore⁸ initiative supporting the interests of women working in maritime industries related to EI. The project team has established a working relationship with both organizations with plans for collaboration during the coming years.

3) The shift from Gender Equality to Gender Mainstreaming and to Diversity Management Policies and Practice

A further surprising result of the survey is the discrepancy between the application of GM policy and the more comprehensive measures involved in DM. As was described above, gender equality policies have become socially and politically 'mainstream' - or middle of the road - and are thus considered to be safe by most key players. Moving from gender equality to mainstreaming has proven to be more challenging. However, transitioning for the issue of gender to a more inclusive approach related to diversity seems to be even less compelling to

7- See, URL: <https://internationalwim.org/>

8- See, URL: <https://womenoffshore.org/>



"Rosie the Driller" (Rosie Hutchins), Women Offshore featured Sea Stories (<https://womenoffshore.org/rosie-the-driller/>)

many. Only half of those surveyed had DM in place with respect to their workforce and less than half were encouraging their external partners to do the same.

As stated in the questions related to DM, diversity not only includes gender but also religious confession, race/ethnicity, disabilities, citizenship, age and sexual orientation. Two issues are important to mention here for those who could be tempted to think that such a broad brush might be overly challenging within a Middle Eastern context. Firstly, DM has been mainstreamed in Lebanon for at least 15 years. The first international conference on DM in the business sector was organized in Beirut by the Faculty of Business at Saint Joseph University in Beirut in 2006 (Aoun 2007) in which we participated with a paper presentation (Sensenig 2007). Secondly, one of the main sources of leverage in the promotion the gender and age agenda are GM and DM. Interests related to youth and gender equality benefit when more advanced players encourage their partners to follow suit. Not only governments, but also business leaders and civil society players have been using incentives - and in some cases coercive measures such as boycotts and withdrawal of contracts - to make progress in the field of diversity more harmonious and even-handed across regions and economic sectors.

4) International Context - Promoting Norms and Good Practice

Finally, the power of the internationalization of youth and gender issues has become clear through the results of this survey. Moving forward with the implementation of the EITI as a MSG based system of reform will require all players within civil society to be aware of the potential of international norms. 75% of all respondents have a high appreciation of the application of

international norms in Lebanon. However, most respondents are also realistic with respect to the potential for leveraging under the current situation.

El player: *Lebanon needs to learn from other countries that have succeeded in gender equality etc to push the agenda to the maximum to be in better places, and all the organizations working on these issues in Lebanon are knowledgeable and doing what they can to have better impact.*

International donor: *The answer here is yes and no. Individually, the application of said norms and codes may have a positive impact with the participants, provided this application doesn't require additional economic resources, but rather implies a change of mind-sets. Collectively, the governmental problems in Lebanon currently provide for an effective stalemate in that regard, hindering both the drafting of appropriate legislation, and in a next step the effective implementation and monitoring "on the ground".*

Significantly, the international donor cited here is more pessimistic about the actual influence of international norms at the moment than is the Lebanese civil society player. When considering the training and awareness-raising which will be necessary to utilize the EITI as a tool of reform, the willingness of civil society and the business community to apply global good practice will be important.

IV. Good Practice Role Model Examples

To talk about good practice in Lebanon is to deal with the proverbial high level of contradiction within the country. As has been illustrated above, the challenges facing Lebanon with respect to the interface of gender, age and the extractive industries (EI) are a hybrid mix of factors typical of the Global North and the Global South. Lebanon has had no artisanal and small-scale mining (ASM) in its recent history and with the exception of quarrying and sand extraction no extractive EI whatsoever. Thus oil and natural gas (ONG) extraction and processing will be a largely new socio-economic experience. It should be noted here that Lebanon did have a thriving refinery sector in the 1950s to early 1970s which enjoyed a high level of unionization (Cuyler 2018). There are attempts to pick up on this tradition while organizing workers in the chemical and energy sectors in the coming years (FES Enhancing 2019).

Because of the advanced level of civil society organization (CSO) and the large number of female and youth CSO activists in the ONG sector, Lebanon is untypical of petroleum extraction countries in the MENA region (Khoury 2020; Stenseth 2020). It enjoys a comparatively high level of human rights protection and a thriving marketplace of ideas. As the empirical survey above demonstrated, civil society is well prepared to deal with age and gender in the EI sector in the coming years. For this reason the good practice role model examples presented in following will reflect the experience of women, men, and youth in developed democracies ground on rule-of-law, as well as semi-authoritarian societies based on a culture of impunity.

Extractive Industries Gender Mainstreaming - A Journey into Stories of Good Practice

This section is a preliminary, but not the final step in a process to communicate success stories and good practice case studies of female workers in EI, especially in the ONG sector, but also the overall petrochemical processing sector around the world. Our research is not conceived as criticism of the existing situation, but rather intends to offer alternative examples which will motivate a reassessment of the antiquated and misogynistic Lebanese Code of Labor described above. Data was collected through an exhaustive literature review, as well as through personal interviews. However, the selection of examples is illustrative rather than comprehensive. Readers of this report should be aware that the intent is not to cover all good practices as much as to document benchmarking approaches and achievements in order to push for a national and regional feminist policy formation process. By assessing the position of women's participation and representation we hope to challenge tokenism in order to better deal with the problems related to the disproportionate presence of women in the sector. We are aware that by selecting these role model examples and classifying them as 'good practice' we are not providing a comprehensive overview. However documenting such practices will support and assist grassroots organizations, key ONG civil society players, governmental bodies and individuals to mainstream personal experiences, initiatives and projects.

Our approach to the use of the term "good practices" relies on a critical examination of the numerous existing terms in the field, including "best practices", "lessons learned", "learning practices" and "promising practices". All of these terms enjoy international use and acceptance as ranking and awareness raising criteria and each definition of practice underlines several forms of communication with and within the targeted communities. We opted for the definition of role model examples used by the United Nations Children's Fund (UNICEF), which states:

Good practices are well documented and assessed programming practices that provide evidence of success/impact and which are valuable for replication, scaling up and further study. They are generally based on similar experiences from different countries and contexts (UNICEF 2011).

In conclusion, the gist of the 'good practice role model examples' provided below shows how the social fabric of learning has changed and developed through community commitment; what Wenger describes as "ways of doing things in a specific domain: a set of common approaches and shared standards that create a basis for action, communication, problem solving, performance and accountability." These "communal resources include a variety of knowledge types: cases and stories, theories, rules, frameworks, models, principles, tools, experts, articles, lessons learned, best practices and heuristics." (Wenger et al. 2002, 38). As we have mentioned previously, women have been largely excluded from the 'His-Story' of mining. We are putting various pieces of the mosaic together, stone by stone, and gradually constructing a 'Her-Story' and thus a composite and comprehensive history of good practice in the extractive industries.



Mother Jones: 'We Count It Death to Falter, not to Die', Creator Dan Brekke ,License CC by-nc 2.0

Historical Pioneers - Profiles of Heroism

In following we will deal with two historical pioneers in the EI sector, the union organizers Mother Jones and Aunt Molly Jackson, who both got their start in the 19th century. These two role models in the field of labor union organizing will be followed by three women who

paved the way as leaders in the ONG sector in the Global North, Reba Masterson, Frances Lewis and Valérie Marcel. By way of comparison, Catherine Uju Ifejika, chairperson and CEO of Britannia-U Limited in Nigeria is included to provide a perspective from the Global South.

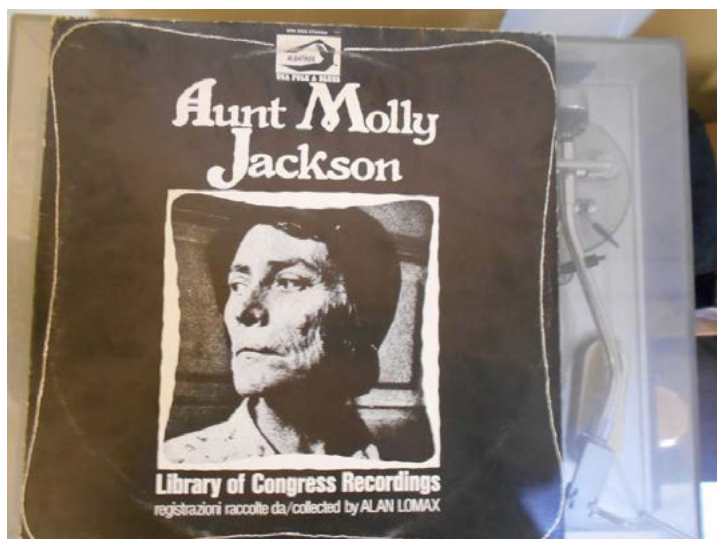
Valérie Marcel is the bridge between women in EI in the Global North and in Lebanon. Not only is she on the board of the Lebanese Oil and Gas Initiative (LOGI), she also works closely with those female activists striving to help women play a role in petroleum exploration off the coast of Lebanon in the coming years. Two of the most prolific Lebanese female ONG pioneers are Carole Nakhle and Jacqueline E. Khoury who were contacted during the research phase of the project. They both provided us with background information on their activities.

Finally, what kind of good practices can we expect to witness if we look into the future of the industry? According to a study by Gulf Intelligence Research published in 2015, it can be assumed that good practice will be composed of online applications, new computer-assisted exploration and remote drilling in the 'digital oil field'. In addition to technological advancements, progress will be made in the area of work organization. Flexible work practices exist in many organizations.

Someday these changes could largely eliminate the physical, health and safety considerations which have been used until now to exclude women for careers in ONG. It will be essential to start working with ONG players using an MSG approach to prepare for smart jobs in the future.

The Big Push

The story of Mary Harris is epic. Better known as 'Mother Jones' (1830-1930), she spent the last sixty years of her life organizing union movements in the United States. Mother Jones' main efforts were focused on supporting employees in the EI sector, especially the United Mine Workers (UMW), however she also provided leadership and support for the cotton-mill workers and steel workers; for Mexican refugees and child laborers in many sectors; in addition to anyone who was socially, economically and politically oppressed and exploited and in need of her help. Her philosophy in life was that home is "wherever there is a good fight against wrong". Jones witnessed many major labor events and she was part of many others. She was often referred to as the "angel of the miners" and the "greatest woman agitator" of her day. She was one of the major forces for organization within the EI sector in the late 19th and early 20th centuries. Today her name is associated with progressive causes related to the social justice agenda around the world.



A Coal Miner's Daughter

*I am a union woman,
Just as brave as I can be,
I do not like the bosses,
And the bosses don't like me.
Join the NMU,
Come join the NMU.*

Photo: Private Collection GCGM

This excerpt is taken from a song written by Mary Magdalene Garland Stewart Jackson Stamos, better known as '*Aunt Molly Jackson*' (1880-1960) an American folk singer and union activist. Aunt Molly comes from a family of unionists; she spent most of her life in coal settlements as a union organizer and as a midwife. She was jailed for the first time at the age of ten because of her family's activism in the miners' cause. Aunt Molly's fame is based on her strong conviction and struggle to create social change for the poor in general and the in the coal-mining sector in particular; thus improving the lives of the miners and their families. She was an activist for the National Mineworkers Union (Jackson 1932).

Modern Day Heroes

Reba Masterson was one of the early female petroleum geologists. She was born in Galveston Texas and survived the 1900 hurricane, which killed her mother. In 1908, at the age of 26, Masterson became the second female to study in the sector after enrolling at the University of Texas to pursue a degree in geology.

Two years later she moved to the University of Colorado. She received her Bachelor of Science in 1915. Masterson took part in the Damon Mound Oil Field development as soon as she graduated. She became skilled in the oil industry under the supervision of her father, Branch Masterson. In 1923, she joined the American Association of Petroleum Geologists (AAPG), one of the biggest professional networks for geologists worldwide. During the Depression Masterson opened a lodge in Nederland which contained a tungsten mine. With the support of her friend Eunice Aden from the University of Texas, Masterson started Camp KIVA for girls. At the time of her death in 1969 she owned oil and gas properties in 20 Texas counties.

Frances Lewis became the first female engineer at British Petroleum (BP) on 4 December 1967. Lewis had a BSc in engineering from Bath University of Technology. She joined BP's pipelines and terminals division of the engineering department in London. Lewis worked as a scientific assistant in the National Physical Laboratories in the UK and spent a year in voluntary service at Khartoum University in Sudan. There she taught physics to first-year students. Lewis became the only woman working on a project to lay a underwater pipeline from the Forties oil field in the North Sea to the Cruden Bay terminal on the North East Coast of Scotland. The project was a challenge due to the location and size of the pipeline.

Dr Valérie Marcel is an Associate Fellow at Chatham House and project lead for the New Producers Group, a South-South knowledge-sharing network of 31 emerging oil and gas producer countries. She is an established expert on national oil companies, petroleum-sector governance and emerging strategic issues shaping the energy sector. She is the author of *Oil Titans: National Oil Companies in the Middle East* (Chatham House/Brookings, 2006). Recent publications include "The Cost of An Emerging National Oil Company", the most read Chatham House publication in 2016, with 41,000 downloads. She advises governments in sub-Saharan Africa, the Eastern Mediterranean, South America and the Caribbean on petroleum sector policy and governance. Marcel's long-standing focus has been on designing projects in which producer countries drive the agenda and delivery. She sits on the Governing Board of REEEP (Renewable Energy and Energy Efficiency Partnerships) and the Advisory Board of the Payne Institute at the Colorado School of Mines and the Lebanese NGO LOGI. She is a member of the World Economic Forum's group of strategy officers and Columbia University's Executive Session on the Politics of Extractives. She previously led energy research at Chatham House and taught international relations at the Institut d'études politiques (Sciences Po), Paris and at Cairo University.

Catherine Uju Ifejika, is a Nigerian lawyer, chairperson and CEO of Britannia-U Limited (BUNL). In 2015, Uju Ifejika was considered among the top most powerful six women in oil and gas in the world and a winner of many awards for best practices in business leadership. She started her career after graduation from law school as a junior counsel with Texaco. In 2001, she founded Britannia-U with N10 million (approximately USD\$50,251) in severance pay from her former employer and a USD\$115,577 as a loan.

Lebanese Women in Oil and Natural Gas

Carole Nakhle, is Founder and Chief Executive Officer (CEO) of Crystol Energy. In 2007 Nakhle founded AccessWIE, which supports the development of women in the energy sector. As an energy economist her field of expertise is in international petroleum contractual arrangements and fiscal regimes; upstream oil and gas regulations; petroleum revenue management and governance; energy policy, security and investment; and world oil and gas market developments. Nakhle worked with several oil and gas companies (NOCs and IOCs) at the executive level, governments and policy makers, international organizations, academic institutions and specialized think tanks on a global scale.

She is active on the Governing Board of the Natural Resource Governance Institute (NRGI) and member of its Audit and Finance Committee and Advisory Board of the Payne Institute at the Colorado School of Mines. She is a program advisor to the Washington based International Tax and Investment Centre and regular contributor to Geopolitical Intelligence Services and the Executive Sessions on the Political Economy of Extractive Industries at Columbia University in New York. She is a Non-Resident Scholar at the Carnegie Middle East Centre and a Fellow at the Lebanese Centre for Policy Studies (LCPS). She is also involved in the OECD Policy Dialogue on Natural Resource-based Development and lectures at the Blavatnik School of Government at Oxford University, University of Surrey in the UK and Saint Joseph University in Beirut. Nakhle founded the not-for-profit organization Access for Women in Energy (AccessWIE) in 2007, to support the development of women in the energy sector, globally. She has also supported the development of similar initiatives in Ghana, Tunisia and the United Arab Emirates (UAE).

Jacqueline E. Khoury is a Lebanese/Liberian born in Liberia and raised in New York. She has more than 20 years of experience in business and a focus on oil and gas in developing economies. Khoury combines strong commercial and negotiating skills with a keen understanding of how political and cultural dynamics affect governance and the petroleum industry. Bringing a holistic approach to critical needs and opportunities, Khoury advises countries and companies on implementation solutions and creating synergies between goals and objectives with managing public sector awareness and expectations, ensuring contract predictability, competitiveness and mutuality of benefits, building capacity and developing sustainable transparency protocols. Khoury has served in high-level advisory roles for governments, oil companies and as a contributor to an internationally renowned think-tank. She also served as liaison to the Office of the Permanent Representative to the United Nations for the Government of Sierra Leone and as consultant to Sierra Leone's hydrocarbon program during the Presidency of Ahmad Tejan Kabbah. In addition, Khoury served as an Advisor to the President of the Republic of Liberia, assisted in the creation of the National Oil Company of Liberia (NOCAL) and served on the drafting team for Liberia's first standalone petroleum law (The New Petroleum Law of Liberia, 2002).

As an invited contributing expert to the New Producers Group (a Chatham House, Commonwealth Secretariat and NRGI initiative), Khoury trained government personnel from 15 countries and was the only expatriate in-house advisory consultant to the Government of

Guyana through its Ministry of Natural Resources (2016-2018) in the development of Guyana's petroleum resource policy, frameworks, institutions and governance protocols. She also advised on the establishment of Guyana's inaugural oil and gas conference (GIPEX 2018). Khoury is currently an advising agent to a large multi-national and fully integrated oil company in Europe.

Gender Mainstreaming Project

Mujer Minera Programme in Chile is an innovative program which promotes hiring women in mining production jobs in Chile and helps breaking with traditions that exclude women from mining operations. The program is supported by Chile's Ministry for Women's Affairs, the program was an initiative of International Finance Cooperation (IFC). The program has been running since 1990 as the company's first attempt to integrate women into the operation of heavy mining equipment. The hiring process is two-fold (1) recruiting experienced women who had been operating heavy equipment in other Chilean mines, and (2) offering an opportunity to women without experience in the industrial sector to be trained and start a new career.⁹

⁹- For further information on the program see, URL: <http://documents.worldbank.org/curated/en/767431468337285524/pdf/632370BRIOProm00Box0361508B0PUBLIC0.pdf>

V. Recommendations

Practical Recommendations - Ensuring that the social, environmental and economic impacts of the oil sector in Lebanon are gender-balanced

Searching for exploitable oil and natural gas (ONG) reserves off the coast of Lebanon began in earnest the beginning of March 2020. Potentially, the resulting newly discovered wealth will be enormous. What will the direct and indirect impact of these new, untapped sources of income be on issues related to gender and age? How will the exploration and processing of ONG affect an economy in free fall? Will it exacerbate the crises related to its already corrupt political system plagued by clientalism and sectarianism? Will it accentuate a social structure segmented along a protracted, religious-confessional divide? Many fear that the impending boom in the extractive industries (EI) sector will place Lebanon's educational and vocational training systems under tremendous strain; that its already fragile natural environment might be irreparably damaged. Will the country's traditions of cultural tolerance, open communication and free exchange of ideas be up to the challenge? In following an overview of possible alternatives to the impending resource curse and negative effects of Dutch disease will be presented and linked to the active role that youth and women can play in turning a scenario of doom into a promising future based on rule-of-law, transparency, accountability and sustainable policy development.

Impact - an overview

ONG will have a variety of effects on Lebanon, which will challenge its citizens, institutions and the marginalized populations living within its borders. At issue will be whether the country will be merely the object of powerful economic, structural, and political forces beyond its control or whether an attempt will be successfully mounted by its people to become the masters of their own fate. Judging by the current economic crisis situation in the country, there would seem to be little grounds for optimism. The attempt will be made in following to argue that petroleum exploitation might just offer Lebanon one final chance to turn its downward spiral around and tap into the social and cultural resources for which it has been envied for so many centuries.

Social Impact of ONG

Traditionally, EI in Lebanon has been directly linked to the formally booming construction industry, primarily focusing on stone quarrying, sand extraction and cement production. The one exception were the two now closed oil refineries, the Az Zahrani refinery in the south near Sidon and the Tripoli refinery, linked to the Trans-Arabian Pipeline (TAPline) and Iraq Petroleum Company (IPC) pipeline respectively. This was significant because in the 1950s onward the oil industry was a large provider of employment in two otherwise underdeveloped regions. For a time, EI workers were able to organize large labor unions and bargain with their employers collectively.

Petroleum exploitation will again offer the Lebanese a variety of career options, in both the extraction and processing of ONG directly; as well as in the upstream and downstream sectors. It will be a challenge to ensure that these new jobs are available to women and girls based on their qualifications and that the ONG sector will not fall victim to the 'petromachismo' prevalent both in the MENA and Eastern Europe.

Environmental Impact of ONG

The environmental impact of the ONG sector is well documented. Because the petroleum sector in the MENA has typically been linked to the traditions and practices of 'large scale mining' (LSM) and not the 'artisanal and small-scale mining (ASM) in which many women often find employment, focus in this sector will be on the big industrial players (Total, ENI, Novatek) and those related industries servicing the sector. Youth and women in local communities will need to get involved in monitoring the environmental impact of EI on their families and livelihoods.

Economic Impact of ONG

Seen from a gender and youth perspective, petroleum extraction is not primarily about energy, nor is it about revenue. It is about governance. The crises facing the Lebanese economy during the last year were not caused by the 'thawra' (revolution); the popular uprising starting on 18 October 2019 merely made the deep-seated lack of sustainability of the economy fully evident.

Women and youth have been active in working on alternative economic models for the country as part of the 'Tajamo3' and 'Alliance' coalitions of professionals, educators, researchers, and students in the fields of economy and finance, the social sciences and structural development. There is a high level of awareness that Dutch disease and the resource curse are not the result of 'destiny', but rather the product of conscious decisions made by the 'sulta', or corrupt and incompetent power elites.

Political Impact of ONG

Political systems based on a culture of impunity, sectarianism (mazhabia /مذاهبية) and the proverbial patron-client relationship respond differently to the threat of Dutch disease than do systems founded on the principals of rule-of-law. Whereas the Netherlands, the UK or Norway have a wide variety of mechanisms in place to steer their political systems away from the skewing impact of one-sided industrial development, countries in the Global South tend to embrace the resource curse.

Lebanon has been somewhat of a 'poster child' when it comes to preparing civil society for the challenges inherent in ONG for the political system. The start-up phase began with the signing of a bilateral agreement with Norway's Oil for Development program in 2006 immediately after the Summer War with Israel. Exploration was only initiated in 2020, thus giving civil society players, including international (PWYP, Revenue Watch/NRGI) and domestic (LOGI, OPES, LCPS) NGOs, academia, and the media plenty of time to prepare. Lebanon is one of the few start-up countries in the EI sector in which civil society was initially on par or even a few steps ahead of the governmental sector. Notably, the LPA was only founded in 2012. This legacy of government-civil society parity will serve the country well in the coming years if it is maintained.

Cultural Impact of ONG

Finally, petroleum extraction could reenergize Lebanon's long history of progressive class solidarity, based on awareness of social class, as opposed to the current focus on religious confessionalism. The gradual demise and collapse of the productive industries sector in Lebanon, beginning in the decades preceding the Civil War (1975-1990), undermined the traditionally vibrant cultural left in the country.

A reintroduction of social class awareness, be it conflictual or based on the more likely scenario of Dutch or Swiss style consociationalism, will have a strong effect on both the youth and

women's movements. Seen from the perspective of intersectionality, it will reintroduce the social class perspective into the cultural mix.

Target Groups

As the saying goes: *'History has a name and an address.'* Measures aimed at ensuring that the social, environmental and economic impacts of ONG take gender and age related issues into consideration must be focused on the actual players in Lebanese society. In following, the groups, institutions and initiatives which can help promote gender-equality and combat ageism will be briefly reviewed. This will be followed by a set of 11 concrete project suggestions which can build on the awareness, activism and synergy emanating from these key players.

A. Civil Society

Defining civil society is not the object of this project, nor are there any conclusive definitions based upon which consensus can be achieved. For purposes of expediency, civil society will be described here as a combination of NGOs, the education sector and the media. Emphasis will be placed on the non-governmental and non-profit aspects of civil society. Positive exceptions, such as social enterprises, will be included. Negative manifestations, such as the widespread presence of 'astroturfing' and GONGOs in the energy sector, will be ignored for the time being.

NGOs

Lebanon enjoys one of the highest densities of NGOs per capita in the entire MENA region. There are a wide variety of players in the fields of energy and EI, gender and diversity, as well as youth empowerment. The country's open and liberal traditions provide the freedom to deal proactively with the intersectionality between identity issues related gender, age, social class, faith/world view, language, 'race', citizenship, disabilities and sexual orientation.

This diversity in the civil society mix will be essential when involving youth and women, but also adult men as men (and not as the generic 'norm'), in the MSG process.

Education Sector

Lebanese secondary and higher education was the envy of the MENA for well over a century. Traditionally rooted in the longstanding indigenous Christian schooling system, as well as Protestant (American, British, later German) and Catholic (primarily French) missionary activity, the country's secondary schools and universities are now playing an important role in the 'thawra' and in developing content and evidence based skills and expertise in various reform sectors, including healthcare, transportation, energy, education itself and most recently ONG. Much has also been done recently to help lay the groundwork for an informed national discussion on the principals of tripartite, neo-corporatist, multi-stakeholder governance.

The educational sector will play an essential role in making the MSG process viable during the implementation of the EITI in Lebanon.

Media and Communications

Although most media outlets are for-profit, the Fourth Estate has traditionally been included as part of civil society. Media has been playing an important role during the last two decades in discussing the future of ONG in Lebanon. Social media is now providing innovative platforms to carry this process forward.

Organized Labour (FENASOL, 'chemical workers' approach, International Federation of Petroleum and Chemical Workers)

Within the MSG tradition, labour unions were traditionally the 'third part' of the social partnership process, bringing government, business and workers together to deal with vital social issues. This cooperative approach was initiated with the founding of the ILO by the League of Nations in 1919.

Today, workers unions are often overlooked when discussing tripartite collaboration in issues related to youth and gender. It will be essential to bring the labour and social class perspective back into the mix when dealing with ONG in Lebanon. This will help overcome the severe segmentation of unionization by introducing the industrial sector approach, e.g. organizing all chemical and energy workers in one big union. By including FENASOL, the inherent racism in labour relations in Lebanon can also be challenged. Notably, women and youth without Lebanese citizenship are among the most vulnerable groups in society.



"File:2012 Powiat cieszyński, Strumień, Pomnik Świętej Barbary.jpg" by Marcin Konsek is licensed under CC BY-SA 4.0

Faith Communities

Finally, ONG can help overcome the inherent prejudice within civil society that religion is one of the main causes of the problems facing the country. Within the Christian tradition, faith-based NGOs (or FBOs) are a driving force in protecting women and youth in countries around the world in which the EI sector has neglected to respect basic human rights. FBOs have helped organize women in both the ASM and LSM sectors.

Focusing on FBOs' role in championing youth and gender issues can also help in rectifying the 'nasty alliance' theory, by which the combination of religion, petroleum and Middle Eastern oppressive regimes supposedly promote the resource curse and thereby oppress the human rights of their populations in a systemic fashion.

B. Business Community

The commercial sector is a vital part of the 'three way parity' or tripartite approach to MSG governance.

Just Governance: CSR & Philanthropy

Corporate social responsibility (CSR) mobilizes employees to work on issues related to gender and age in a business's core area of activity; whereby philanthropy is broader. In both cases, a 'good for business' argument is made for using the private sector to not only carry out

business as usual from an ethical perspective, but to actually use the profit motive to make the world a better place. Civil society plays an active role here in the reallocation of resources.

Good Governance: ISO 26000, UNGC, CRT

In a culture of impunity, particularly in the Global South, simple work-to-rule combined with zero tolerance for corruption can be seen as a revolutionary act. The International Organization for Standardization (ISO)'s 'Social Responsibility Norm 26000', the UN Global Compact (UNGC) and the Caux Round Table (CRT) - working as it does with Minnesota Minerals and Mining (3M) - are all well established in Lebanon.

Social Partnership and Entrepreneurial Paternalism

The ILO concept of tripartite cooperation is rooted in the social partnership traditions prevalent in the Netherlands, Switzerland, Germany and Austria. Many of the six German partisan foundations active in the MENA promote this model as it relates to the Social Market Economy. The tradition of the caring or 'fatherly' business ownership is also rooted in the mission of the Muslim and Christian business associations in the region.

Social Enterprises

Social entrepreneurship straddles the fence between civil society and the business community. Many social enterprises were initially NGOs which introduced the profit motive to become financially sustainable and thus independent of donors. Some organizations are both for-profit and non-profit at the same time.

Industry-wide approach: Chemicals - dealing with the industrial organizing principal
Finally, the industry-wide organizing principal will be important going forward. Introduced internationally in the 1920s and 1930s, the principal of industrial organization, as opposed to unions base of 'crafts' (skilled occupational groups) or enterprises, will make the voice of organized labour in Lebanon more coherent. The Friedrich Ebert Stiftung Lebanon's 2019 'Enhancing the Collective Bargaining and Negotiation Skills of Chemicals Union Members' is preparing the entire sector for the collective bargaining process in 2020.

C. Public Sector

Four areas within the sector are vital to ONG governance in Lebanon. All four are interrelated. Whereas political parties play a role on the national and local level, they are also important in giving youth and women a voice. The LPA is a technocratic organization, which will profit from collaboration with civil society to help keep it focused on performance as opposed to partisan politics. Finally, lobbying the Parliament and its relevant committees is an important part of the government-civil society interface.

Municipalities

Hassan, Nakhle and Karam's 2018 Common Space Initiative for Shared Knowledge and Consensus (CSI) sponsored study on "Policy Recommendations on the Role of Local Authorities in the Oil and Gas Sector" provides a good foundation for work in this area. However the CSI project did not deal specifically with gender or youth.

LPA

The Lebanese Petroleum Administration is the main partner interfacing between civil society and the private sector. It profits from a longstanding collaborative relationship with the ONG grassroots organizations, which are made up predominantly of women.

Political Parties

With the backing of the Norwegian government, International Alert carried out the 'The Politics of Petroleum' program throughout the year 2014, for youth leaders in Lebanon's political parties. The founding of OPES was one of the direct results of this training. As in the case of CSI above, this project was not gender-balanced and included only one woman in this otherwise all male project.

Lobbying Parliament

MPs are often overburdened and grateful for well-developed and persuasively argued policy proposals. It will be essential for youth and gender-related movements and initiatives to master lobbying skills. In this context the MSG-SDG interface will be highlighted. How do the UN's multi-stakeholder partnerships, foreseen in Sustainable Development Goal 17, interact with gender equality (SDG 5) and the global "Youth and SDGs" campaign? How can youth and women's organizations transport this from the international to the national and local levels?

D. International Partners

Finally, international organizations, FBOs and business leaders have played a key role in Lebanon from the outset.

Global NGOs in EI

Both PWYP and Revenue Watch (later NRGi) were run by women in Lebanon in their early years.

Professional Associations (*labour unions, IWiM, Women Offshore*)

International Women in Mining and Women Offshore are just two of the many professional organisations which can support the role of women and youth in ONG in Lebanon.



"Rosie the Driller" (Rosie Hutchins), Women Offshore featured Sea Stories (<https://womenoffshore.org/rosie-the-driller/>)

Global Gender Organizations

To date, ONG is not yet high on the list of priorities of women's organizations in Lebanon. A combination of the fact that women will become more prevalent in the ONG sector in Lebanon in the coming years and the influence from women in international labour organizations on Lebanon will help change this.

Global sample of MSG role models (*ILO, neo-corporatism in water and forestry*)

The founding of the ILO can be considered the birth of the MSG approach globally. Along with the EITI, neo-corporatist, tripartite approaches exist in water management and forestry. In both cases FBOs also play a significant role.

United Nation Development Goals: Empowering women and youth through 'Multi-Stakeholder Partnerships

As mentioned above, the UN's SDGs number 5 (gender equality) and 17 (global partnerships) are augmented by two factors directly related to youth and gender, i.e. the multi-stakeholder partnerships approach and the UN's "Youth and SDGs" campaign.

Concrete Steps

1) Modules: *prototype set of training and awareness-raising tools*

Working Offshore - Seven Steps to Opportunity, Equity and Inclusion in the Extractive Industries in Lebanon: An Intersectional Approach

A hands-on training tool dealing with the core areas related to youth and gender in ONG should be developed as an immediate next step of this project.

2) Issue Oriented Parliamentary Lobbying: putting youth and women's issues in focus

Youth and gender are key, overarching issues which can be mainstreamed across governmental ministries and parliamentary committees during the coming decade. The main focus should be on the Women and Children Committee of the Lebanese Parliament and the Ministries of Youth and Sports, as well as Tourism and Social Affairs; NB: At six, the current government has a record number of female ministers, however the position of State Minister for the Economic Empowerment of Women and Youth was abandoned.

Using the UN's SDGs 5 (gender equality), 17 (global partnerships) and its Youth and SDGs campaign as a point of departure, youth and gender activists can develop expertise and design well researched and evidence-based policy proposals in the following areas: 1) vocational training and academic education, preparing for careers in ONG and upstream and downstream industries (National Education and Higher Education Committee/Ministry of Education and Higher Learning; Public Health, Labor and Social Affairs Committee/Minister of Education and Higher Learning, Ministry of Labor, Ministry of Tourism and Social Affairs and Ministry of Industry; 2) protecting the environment and the well-being of local communities (Environment Committee/Ministry of Environment and Administrative Development); and 3) directly in the EI sector (Transportation, Energy and Water Committee/Ministry of Energy and Water). Previous examples of this youth and gender lobbying work were described above, e.g. UIFER (2006-2007), 'The Role of Youth in Sustaining Democracy through Political Parties' (2013), 'The Politics of Petroleum' (2014), which were supported by the UNDP, the International Foundation for Electoral Systems (IFES), the Issam Fares Institute for Public Policy and International Affairs (IFI), International Alert and the Norwegian Ministry of Foreign Affairs.

Recommended Implementation: Taking the beginning of ONG exploration off the shore of Lebanon in 2006 as a base line and point of departure, the activities of the Parliamentary Committee on Women and Children were surveyed over the past one and a half decades. A review of other governmental, non-governmental, and CSR initiatives linked to gender and age was also carried out.

The following topic areas were selected from the committee minutes, other government documents, and media reports. These were linked to recommended areas of activity which can be directly integrated into the goals of this survey.

Recommended Areas of Activity

- Promotion of inclusion based on gender and age in education, employment, and social affairs;
- Harmonization of laws on employment, labor organizations ('syndicates'), and social security with international norms and standards;
- Promotion of the principle of 'Equal Opportunities and Diversity in the Workplace';
- Protection against sexual harassment, violence and exploitation in education and in the workplace;
- Promotion of gender atypical education for males and females, especially STEM education for girls and young women;
- Harmonization of laws and provisions for education and employment in the public and private sectors;
- Cooperation with key United Nations, intergovernmental, international and domestic organizations in the fields of education, employment and social security based on age and gender equality agenda.

3) MSG Bootcamp: 'the other Dutch disease' - 'poldermodel'

There is little real understanding in the MENA region for what the MSG approach actually is. These discrepancies and cultural misunderstandings are largely rooted in historical legacy and play an important role in perpetuating traditional roles for youth, women, but also adult males. Building on the trajectory in the Netherlands - moving from Dutch disease to a consociational/tripartite/intersectional model (poldermodel) - this MSG Bootcamp (see below) can help train participants in the realities underlying EITI governance and power sharing.

4) Legal Leveraging: using the Transparency Law to Leverage the LCL and other legal training

This project should be organized by university law programs in cooperation with NGOs in the sector. It will use the new Transparency Law and the tension it creates with existing labor legislation to illustrate how laws are the tools (or weapons) in our toolbox of social, economic and political reform.

5) Partners in Lebanon: finding allies dealing with age and gender

Building on the results of the survey for this project, key NGOs already working on youth, gender and governance will be invited to form a network with the PWYP/NORAD three year university based project.

6) Benchmarking Diversity, Equity and Inclusion: the donor - grantee nexus

Building on the results of the survey for this project, donors and grantees in Lebanon will be invited to a dialogue based on Wakefield and Safier's 2019 benchmarking report, 'Diversity, Equity and Inclusion' carried out for the C&A foundation and Gender at Work.



"File:Figure of Saint Barbara in Randersacker - panoramio.jpg" by Björn S. is licensed under CC BY-SA 3.0

7) Blessing Oil: using faith to confront the curse

This project will offer civil society in Lebanon the chance to work together with FBOs in the Philippines, Latin American, Sub-Sahara Africa and elsewhere. It can also provide the opportunity to promote dialogue between Christianity and Islam by partnering with Kenya and Nigeria.

8) Masculinity is a Gender too! listening to men's voices

One of the main impediments to gender inclusion in the ONG sector is the assumption that workplace culture is a given and that women who want to work in extraction and processing have to adapt. Dean Laplonge has made the point in the 2016 "A toolkit for women: the mis(sed) management of gender in resource industries" that masculinity is also a gender; that the dominant male culture has been successfully adapted in many cases; and that men as well as women stand to gain from this process.

This project will deal with the gender-constructedness of the EI sector and work on helping it become more inclusive for women and girls. In this process it will include both schools and universities, building on the results of the survey carried out for this project.

9) 'Polis' is not a four letter word! working with women and youth in politics

For many in civil society, politics is a dirty word. The PWYP/Norad project foresees a dialogue process, organized by OPES, to include partisan leaders in the development of ONG policy. The proposed project will expand this initiative to include gender and youth. It will build on the role model good practice already established by International Alert, UIFER, and the Kataeb Party Students described elsewhere in this report. It is important to note here that even in the most progressive and forward thinking projects in Lebanon, gender mainstreaming has rarely played a role to date. This set of measures, by mainstreaming both gender and youth, will benefit society as a whole.

10) Gender Mainstreaming OfD: civil society partners and the Norwegian model

Norway has played a key role in providing comprehensive support to the Lebanese government. More recently, the Norwegian government and NORAD have been working with PWYP to bring civil society in Lebanon more closely in line with the EITI implementation process and sustainable approaches to ONG in general.

This project will build similar bridges between civil society in Norway and Lebanon in order to establish twinning and partnership relationship between CSOs in the two countries. Thus, the relationship between Lebanon and Norway will become a tripartite, neo-corporatist role model of the MSG approach on a global scale.

11) Building an Evidence Base for Democracy: *providing women, youth and minorities with the tools to speak truth to power*

One of the domestic initiatives active in the 'thawra', supporting a grassroots approach to documentation and archiving in Lebanon is based on the slogan: "The dust of the archives is the dynamite of revolution." This approach was adopted from a similar network in the German speaking world and the Netherlands (Dust 2020). In his famous 'Letter from a Birmingham Jail', Martin Luther King Jr. famously described an evidence-based approach as the foundation of direct action during the 1960s civil rights movement in the USA (King 1963).

"In any nonviolent campaign there are four basic steps: collection of the facts to determine whether injustices exist; negotiation; self purification; and direct action."

Using the WFD project, 'Building an Evidence Base for Democracy' as a role model reference,¹⁰ this final proposal will work on four thematic areas: norms and standards, space and access, process and practice and on how to deliver democracy support. These skills will be applied to work on gender and youth within the start-up phase of ONG in Lebanon. It will also highlight developing data extractor skills, together with the PWYP/NORAD project in collaboration with LOGI and the Gender, Communication and Global Mobility (GCGM) Studies unit at NDU.

The MSG Bootcamp



A—BASKET. B—ITS HANDLES. C—DISH. D—ITS BACK PART. E—ITS FRONT PART.
F—HANDLES OF SAME.

Agricola (1556) *De Re Metallica* Gutenberg EBook Project (<https://www.gutenberg.org/files/38015/38015-h/38015-h.htm>)

¹⁰ See, URL: <https://www.wfd.org/research/>

Concrete Step 3 - MSG Bootcamp : provides participants with a unique insight into the potential impact of the MSG approach on Lebanese confessionalism, the inclusion of women and youth into the decision making process and the potentially disciplining role that just governance during the extraction of ONG will have on overall governance. Based on the 'resource curse'-'resource blessing' dichotomy, and a juxtapositioning of the Netherland's experience with Dutch disease in the 1960s and 1970s and the *poldermodel* in the 1980s and 1990s, this training program will deal with the 'virtuous circle' of cooperation and power sharing. By linking a) tripartite cooperation between government-business-civil society (including organized labour) as is foreseen through the EITI, b) the Dutch concept of '*verzuiling*' or pillarization (which is the foundation of Arend Lijphart's concept of consociationalism - in Lebanon, and finally c) multicultural-intersectional-diversity based models of inclusion to d) petroleum extraction in Lebanon, and how women and youth can tap into the 'other Dutch disease', i.e. the tripartite *poldermodel* experience, the Netherlands will act as a role model. This will be compared to the 'vicious circle' in the MENA today, i.e. combining ONG-religion-impunity, which has been dubbed the 'nasty alliance' in the literature on the resource curse and religious and misogynistic oppression.

VI. Conclusion



A—TUB. B—SIEVE. C—RODS. D—BENCH-FRAME.

Agricola (1556) De Re Metallica Gutenberg EBook Project
 (<https://www.gutenberg.org/files/38015/38015-h/38015-h.htm>)



"Rosie the Driller" (Rosie Hutchins), Women Offshore featured Sea Stories
 (<https://www.gutenberg.org/files/38015/38015-h/38015-h.htm>) (<https://womenoffshore.org/rosie-the-driller/>)

Women and youth in the extractive industries have come a long way since they were first described and portrayed in great detail by Agricola in 'De Re Metallica' in 1556. The technical advancements of the 21st century have opened up careers for female technicians, engineers, executives and manual laborers in all sectors and on all levels.

This study has demonstrated how gender and age can play an important role in helping to leverage the petroleum industry to champion just governance, rule-of-law and sustainability in Lebanon in the coming decade. The multi-stakeholder governance model is an essential part of the EITI process in Lebanon. If civil society is able to harness its full potential it can be a vehicle with which to transport the country away from the impending doom of Dutch disease and the resource curse.

If oil and natural gas are able to fulfill their promise of becoming a resource blessing for Lebanon, this sector can be used to introduce a wave of reform which can transform the whole of society and make Lebanon the Norway of the Middle East.

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