



Annual Report 2019

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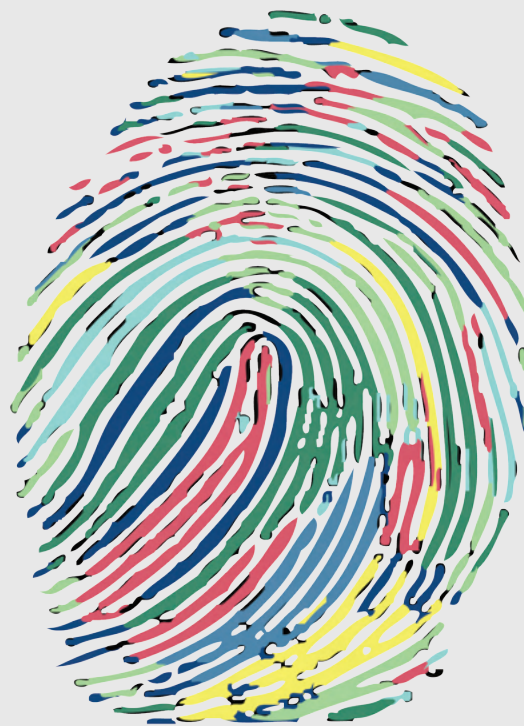
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OUR VISION

Gender at Work envisions a world that values and respects human rights and cultures of equality. We understand that to change systems of power that hold inequality in place, relationships between people, institutions, and organizations must shift. We are committed to changing these deep structures of discrimination and social norms globally by supporting individuals and groups in systems and organizations to promote social justice and gender equality. We are also committed to connecting them to build greater knowledge on strategies for change and to take collective action.



WHAT MAKES US UNIQUE



1

Feminist network across geographies: We are a transnational feminist network that includes international experts with deep experience in gender transformative change.

2

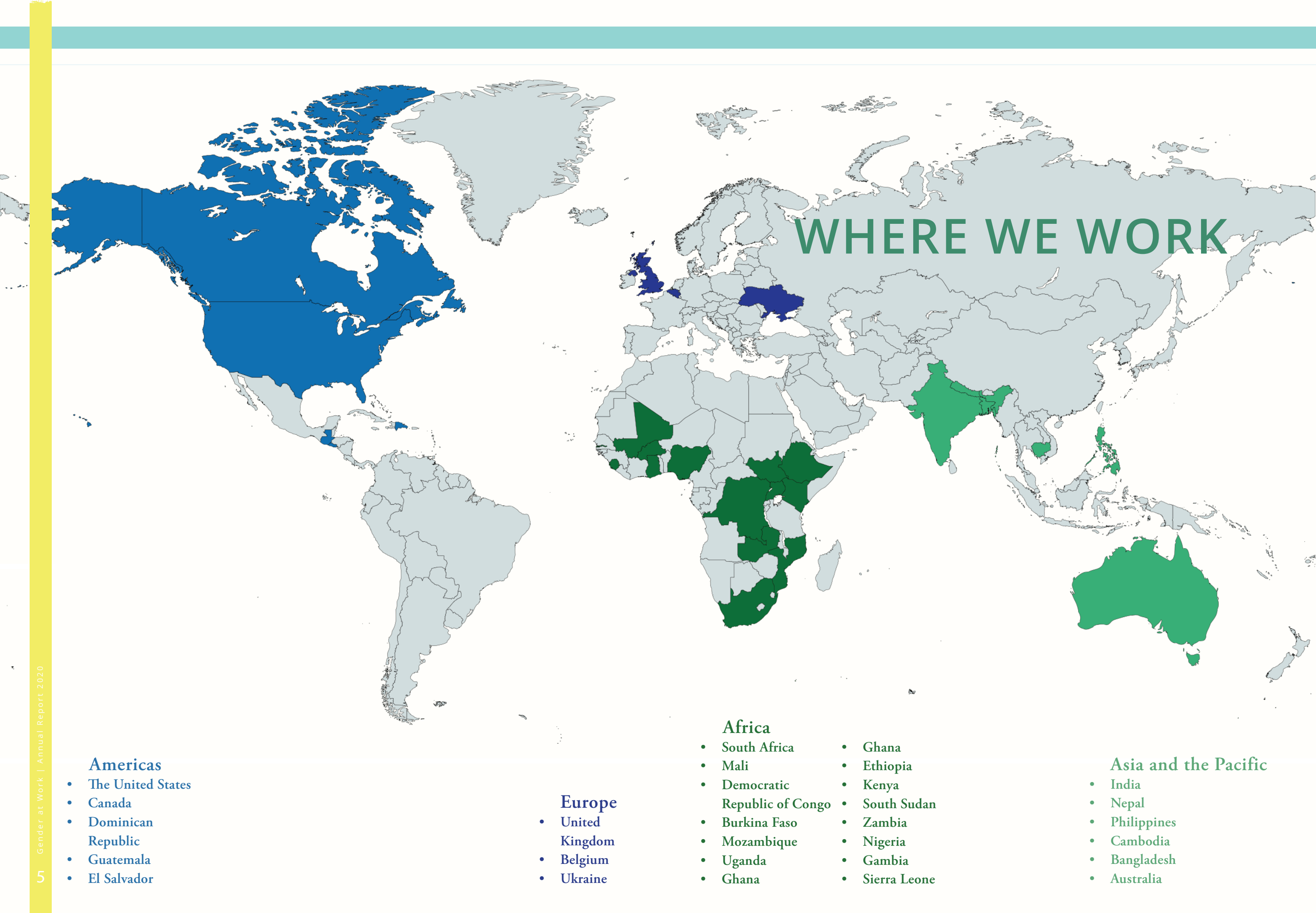
Feminist principles: We believe in using our feminist principles and a feminist lens to inform our work. We believe in breaching patriarchal binaries, addressing power and privilege, and questioning received wisdom and accepted orthodoxies. We acknowledge multiple truths and realities, respecting difference, and providing space to diverse voices.

3

Gender at Work Analytical Framework: The Gender at Work Framework highlights the interrelationship between gender equality, organizational change, and institutions or 'rules of the game' held in place by power dynamics within communities.

4

Addressing deep structures and social norms: We believe in addressing deep structures and social norms within organizations and society. We strive to build cultures of equality, inclusion, and peace.



Americas

- The United States
- Canada
- Dominican Republic
- Guatemala
- El Salvador

Europe

- United Kingdom
- Belgium
- Ukraine

Africa

- South Africa
- Mali
- Democratic Republic of Congo
- Burkina Faso
- Mozambique
- Uganda
- Ghana
- Ghana
- Ethiopia
- Kenya
- South Sudan
- Zambia
- Nigeria
- Gambia
- Sierra Leone

Asia and the Pacific

- India
- Nepal
- Philippines
- Cambodia
- Bangladesh
- Australia

GENDER ACTION LEARNING

Over the years, Gender at Work has refined and expanded on an action-learning process working primarily with civil society organizations to address women's rights and gender equality. More than fifteen years of experimentation and programming, as well as consulting with others, has led us to focus on the institutional roots of inequality – such as exclusionary practices, cultural traditions, and inherited mindsets – in order to create cultures of equality for women's empowerment and vulnerable people of all ages.

The Gender at Work Action Learning Program uses a strong peer-to-peer learning process that includes a discovery phase (hearing our stories) and a series

of peer-learning workshops. One-to-one consultations with participating organizations take place between peer-learning workshops to support change initiatives. During the program, partner organizations strategically analyze what inhibits change in their communities and offices, and from this learning craft change projects. Change projects typically focus on transforming the culture of the organization and strengthening collective impact.

Writing, creative expression, and movement practices from Tai Chi and Yoga are integral components to the action learning process. On an average, each GAL process lasts approximately 18 months.

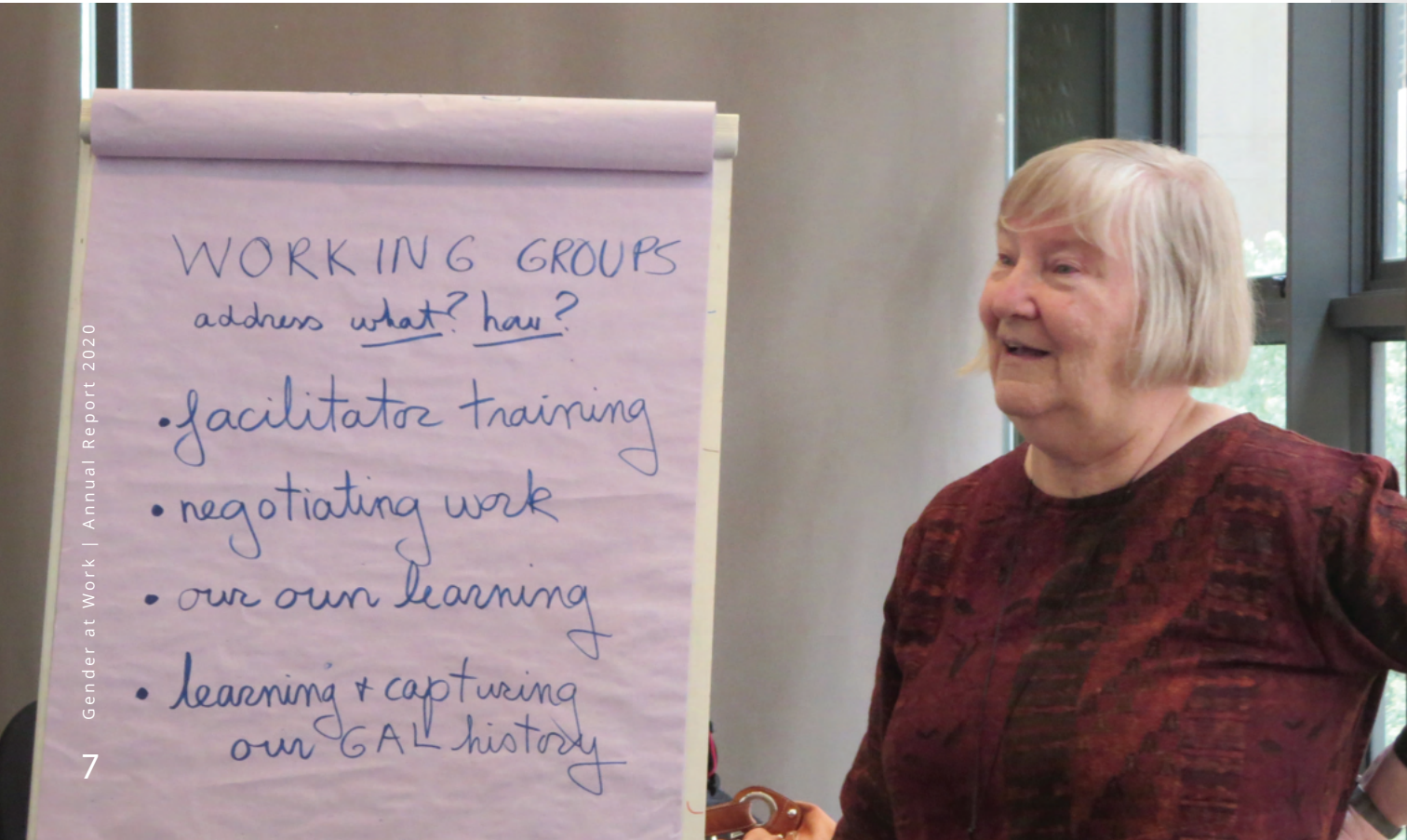
a) Gender Action Learning programme with Oxfam America

Over 18 months in 2018-2019, Gender at Work supported Oxfam America (OUS) to carry out a Gender Action Learning (GAL) process to facilitate its objective of becoming a more gender-just organization. Having seen the impact of GALs with programme partners in West Africa, Southeast Asia, and the Caribbean, OUS invited Gender at Work to design and facilitate an action-learning process that would be a vehicle for this transformation. Gender at Work facilitated the design and implementation of the GAL process that was anchored by the OUS Gender Justice team. Strong leadership and support was also received from the OUS Senior Leadership Team (SLT). The GAL process sought to create a critical mass of gender-just enabled staff and advance concrete projects in key gender justice-focused priority areas.

A group of 38 staff members from across OUS, representing different countries, divisions, and positions, were carefully selected to be part of five Change Teams. These teams designed and implemented initiatives related to specific gender justice priorities of OUS identified by the SLT, and worked together over 18 months to address those priorities. The GAL process created a space where individuals from across OUS were able to come together, critically

“One of remarkable things coming into GAL, I felt vulnerable in some spaces because of my identity (black woman, short woman, woman with an accent). I felt someone had to say something like I wanted to say in order to feel validated. Integrating with my team during mentoring session, made me reflect on how much power I have in me. Thinking about power I have, led me to think about who I am, and I am becoming more aware of impact I have. In other words, GAL helped me look in mirror, and look at how I can relax. More conscious of self, that I’m not a victim. People around me are impacted by me, and I need to think about what I need to change.”

GAL Participant, USA



analyze culture and behaviors, and identify new opportunities and ways of working. These further strengthened gender justice and applied feminist principles, and made stronger connections between feminist theory and practice.

The evidence and experience of participants suggests that there was a critical mass of individuals who underwent shifts in their attitudes, behaviors, and ways of working. These shifts enabled them to critically analyze and challenge power dynamics, in part by helping them feel more confident about being able to do so. People who have never worked together have come together in Change Teams and are building cultures of collegiality and creating ripples of change as they bring their learnings into their work. The results of the Change Team projects point to visible attempts to further embed feminist thinking and practice in the wider organization.

For the Gender at Work team too, the process is a rich ground for learning about system-wide change, and for experimenting with alternative ways of approaching familiar questions around change and transformation. As always, we are building new solidarities. Our horizons are expanding even as we are challenged to interrogate our own assumptions and sharpen our articulation and practice of our principles.



b) Education unions take action to end school-related gender-based violence

Gender at Work engaged in a four-year multi-country collaborative initiative in Africa to end school-related gender-based violence (SRGBV). The programme, launched in January 2016, aimed to recognise and support the key role that education unions and their members play in the fight against SRGBV; and to empower teachers to be active agents of change in creating and maintaining safe spaces for learning in sub-Saharan Africa. The programme also contributed to a larger, longer-term goal, with the idea that the results and learning from this pilot initiative will be used by education unions and teachers from other regions around the world. Its scope was both broad and deep reaching over 100,000 rank-and-file teachers and education sector staff in Africa and reshaping policy dialogue on SRGBV on a global level.

GAL activities were piloted with seven education unions from Southern and Eastern Africa during the first two years

of implementation (2016 and 2017). Learning from this phase was then applied to the second phase, which took place over the course of 2018-2019. The second phase involved two education unions from West Africa, as well as the EI Africa Regional Office. The Phase 2-GAL process continued into the final year of the program (2019), alongside numerous activities aimed at consolidating and sharing learning. It also looked towards influencing policies and practices to address SRGBV within the global education community and in the union movement.

UNICEF served as the institutional partner and grant manager for the project. The project was implemented through a partnership between the UN Girls' Education Initiative (hosted by UNICEF), Education International (EI) and Gender at Work. Global Affairs Canada provided financial support.

[For more information, please click here](#)

“As a teacher’s representative that I am, before the ‘Education Unions Take Action’ program, I would not have been part of any group that terminated the services of any teacher but the moral duty that came with program has helped me to see beyond the box of that biased dogmatic representative. This work now allows me to apply the principle of the best interest of the child”.

Education Unions Take Action’, participant, Banjul, Senegal



“Unionists also created new ways of working, of learning from and with each other regardless of gender, age and position in the union. Unionists have the benefit of a structure and network designed for coordinated action to stand up for the rights of their members. In this project, unionists used this structure and influence to speak out for gender justice and break down power dynamics between individuals and within union structure. Trusting in the process in order to share ‘how things are going’ was a courageous act.”

Reflections from UNGEI



c) Gender Action Learning programme with Think Tank Initiative

The GAL project was supported by the Think Tank Initiative (TTI) at the International Development Research Centre (IDRC) and implemented by Gender at WorkIt aimed to strengthen the participating think tanks’ organizational capacity to conduct gender responsive research and/or improve organization policies and processes regarding gender equality.

Gender at Work facilitated a 18-month process of change in five think tanks in three regions: La Fundación Salvadoreña para el Desarrollo Económico y Social (El Salvador), La Asociación de Investigación y Estudios Sociales (ASIES, Guatemala), Centre for Population and Environmental Development (Nigeria), Institute of Statistical, Social and Economic Research (Ghana) and BRAC Institute of Governance and Development (Bangladesh).

The project used a peer-to-peer learning approach via webinars and face-to-face meetings, and a write-shop, with support from facilitators and coaches. Think tanks chose a variety of projects which served as the basis for their learning. Projects included mainstreaming gender into research projects across the think tank, building research capacity to work with a gender lens, crafting

a gender research protocol, and developing a national State of Women report.

Organizational cultures, like people, learn through action. Participants in the program acted in ways that modelled a more gender-sensitive culture. They involved management and their colleagues in this process, and brought their learning to real projects - such as a transport study, climate project or parliamentary budget discussion.

[The experience participants and project leaders is described in a blog series here.](#)

“Unexpected learning: the liberating and transformative aspects of feminist methodology as a mode of thought, as a research framework and as part of an organisational philosophy.....the non-binary nature of work, the personal and professional together; the recognition that inclusion, justice and equality improves work, creates better workflow and increases resources; the place of intention and positive perseverance.”

Participant, GAL with Cyber Policy Centres, Peer Learning Workshop, Tunis

d) Improving Gender Responsive Research Outcomes: An action-research project with Networked Economies

Since 2016, the Gender at Work team has been working alongside the Networked Economies program of IDRC, on an action research project that intends to understand how researchers and organizations improve capacity in designing and implementing gender-sensitive research. Furthermore, it sought to examine what is required to facilitate improvement in this area in research organizations.

Over 3.5 years, the project has worked with over 15 partner organizations, held workshops, led mentoring sessions, and convened meetings. It further commented on and wrote papers, led strategy sessions, and

participated in the creation of a new feminist research network.

Between 2018-19, the team has engaged in a mentoring relationship with program officers to strengthen their capacity to integrate gender considerations into research. In addition, the research aspect is designed to learn more about what constitutes effective mentoring in the field and what “better research” looks like to produce favourable outcomes for gender equality. During this period, Gender at Work has been collecting ethnographic and survey data and begun analysis that would help us answer the research questions.



e) Gender Action Learning programme with Oxfam Solidarité and other partners

Gender at work is supporting Oxfam Solidarité country staff and partners to incorporate a strong gender lens in their internal operations and programmes in four countries. The countries are Burkina Faso, Mali, Democratic Republic of Congo, and Mozambique. GAL programmes are being conducted with rural, particularly farmer’s organisations, as part of a program funded by the Belgian Government (2017-2021). The program aims at strengthening peasant organizations and increasing women’s participation in decision-making processes inside and outside their homes.

Burkina Faso

Five organizations participated in the GAL process in Burkina Faso - Confédération paysanne du Faso, the Association for the Promotion of Livestock in the Sahel and Savannah-Burkina section, the National Union of Mini-Dairies and Milk Producers -Burkina, the Pugsada Support and Awareness Rising Association, and Oxfam in Burkina Faso.

During the last GAL workshop in 2019, participants recounted how they gained the confidence to challenge entrenched socio-cultural and religious gender norms - Women renegotiated household tasks and decision-making in their families; a Peulh leader encouraged girls to stay in school in his village; herding communities are more accepting of women engaging in economic



activities (though it is still considered a taboo according to some); and women from a dairy cooperative negotiated with their husbands for access to the herd to extract more milk. The participating organizations created and strengthened spaces for discussion on the decompartmentalization of roles and power between men and women, encouraging the participation of women and young people in decision-making.

“The GAL process enlightened me on what gender is, I didn’t know at all before. I have strengthened my capacities, now I am being called upon to make interventions or raise awareness on gender equality. For example, I facilitated a meeting with 45 mayors from the South Central region of Burkina Faso, explaining to them what gender is and that women and men are all concerned. It is justice for all. I am no longer afraid to speak out on this subject.”

GAL Participant, Burkina Faso

Mozambique

In Mozambique, a GAL process was conducted in 2018 and 2019 with participants from four organizations. These included OLIPA-ODES, an NGO working towards rural commercialization and providing support to farmer associations, AENA, an association of agricultural technicians, and UPCN, and the Nampula Province Small Holder Farmers Union.

Participants and staff members from partner organizations were vocal throughout and after the programme. They reported an increased awareness of what constitutes as domestic violence and in their approach to tackle it. Several men – including many whom perpetrated such violence – recognized that their behaviour was wrong. There were also accounts in marked improvements in household environments. The household-related issues brought up during the programme included conflicts exacerbated by excessive drinking as well as sexual violence.

Trained gender facilitators within partner organizations continue to carry out adapted GAL processes within associations and families, with the support of mentors.

“The main changes in the gender capacities of partner organizations relate to the increased presence of women in positions of leadership, expanded efforts to attract and hire women for technical posts, as well as the establishing or strengthening gender policies to guarantee women’s rights, including maternity leave and more flexible work schedules. Staff also spoke of increased investments in strategies that promote reflection about gender, to increase female participation in different activities (such as in strategic planning), as well as to making gender more central to programs, including incorporating gender-specific indicators in case of one organization”

Participant, OLIPA



Mali

The results of the Mali GAL process were similar to those observed in other processes supported by Oxfam Solidarité over the same period. Both women and men expressed pride and satisfaction about the significant changes made within their families, enabled through the programmes. This included, but was not limited to, more space for women, youth, and children to express their views, a more equitable division of chores, more support from parents to enable both girl and boy children to complete their studies, greater recognition of the economic contribution women make to household incomes and more freedom for women to make a living outside of the home, better communication and mutual understanding between husbands and wives and between parents and children. Women participants, particularly those who had never been to school, demonstrated greater self-confidence in asserting their views in public.

At the organizational level, the associations have worked to increase the number and active participation of women and young people in their decision-making structures. and increase the benefits to women and young people from membership in the association.

Training of Gender Facilitators

Parallel to the GAL process in Mali, Gender at Work also offered facilitation training to nine women and eight men from 13 organizations through a series of three workshops that offered opportunities for peer-based and experiential learning. The goal was to enable local facilitators to acquire the skills and confidence to make use of Gender at Work’s methodologies to facilitate change processes in favour of gender equality in their communities and organizations. All 17 facilitators participated fully in all three workshops and expressed strong satisfaction for the opportunity to better understand and apply Gender at Work’s approaches in their context. Participants also deep sense of connection among them as a community of practitioners and have continued to seek out opportunities to co-facilitate together at different events since the training.

iv) Democratic Republic of Congo

In the Democratic Republic of Congo (DRC), two Oxfam partner organisations in South Kivu Province are involved in deepening their understanding about gender justice: SARCAF-Service, which supports

capacity building for women's self-promotion and ASOP-Social Action for Peasant Movement.

During the second session of the GAL in 2019, participants acquired better analytical skills and reflected on how to balance power relations. This balance is created through speaking, negotiation, building alliances, and other power-sharing strategies. Through these explorations, participants can better detect discrimination and abuse of power. The exercises on power and leadership styles also led to questions on the functioning of their own organizations.

The programme led to concrete, specific action plans. SARCAF focused efforts on increasing gender awareness and agency within members of five grassroots collectives. At ASOP, in addition to developing a gender policy, they are improving the flow of information within the organization. This includes information on gender justice. In addition, SARCAF is also considering how to balance the current composition of its staff where 70 per cent of the staff are men. They seek to overcome obstacles that women face such as less access to technical training and security risks in remote areas, away from one's family.

Working with Oxfam Solidarité and Education International programme staff

Parallel to the GAL processes in the four countries, Gender at Work also designed and facilitated a GAL process engaging two large international organizations based in Brussels. These were Oxfam Solidarité and Education International. Each organization held 'Hearing Our Stories' meetings with a broad cross-section of their staff in 2018. They then mandated individuals to form internal change teams that participated in three peer-learning workshops between December 2018 and November 2019. These teams further carried out change experiments in their offices between the workshops, with virtual mentoring from Gender at Work. Workshop discussions and experiments focused mainly on how to create more inclusive and equitable organizational cultures and practices.



“Strategic planning process has been very different from last process. It’s feminist. It has been a very engaging process; we are talking about scenarios and online outreach; everyone has been invited into process; there was also an intentional slowing down to give the strategic plan process more time to complete; this change in timing came about because of what emerged in the second peer learning workshop.”

Participant, GAL 2019



FEMINIST RESEARCH EVALUATION & AUDITS

a) Global Learning for Sustainability: Diversity and inclusion audit

CIVICUS is a global alliance of civil society organizations and activists dedicated to strengthening citizen action and civil society globally. They commissioned Gender at Work to conduct a diversity and inclusion audit for its partners that are civil society organizations (CSOs). The Gender at Work team worked with CSOs located in 5 countries, along with consultant teams for organizations across eight countries that took place in the audit.

The team from Gender at Work conducted focus-group discussions and interviews to take stock of their ongoing practices, identified gaps, and provided an observational report with specific recommendations. This audit helped CIVICUS identify the unique issues faced by civil society organizations and how to approach change - considering both short-term fixes and long-term structural change.

b) Leading from the South

Leading from the South (LFS) is a feminist alliance of philanthropic women's funds, conceptualized and managed by four leading women's funds based in the global south that are committed to strengthening women, girl and trans*led movements for realisation of their human rights: African Women's Development Fund (AWDF), Fondo de Mujeres del Sur (FMS), International Indigenous Women's Forum (FIMI) / AYNÍ Fund (AYNI), and Women's Fund Asia (WFA). This feminist funding alliance is being funded by the Dutch Ministry of Foreign Affairs

Gender at Work was commissioned by the LFS alliance to conduct a mid-term review to assess ways and the extent to which LFS had succeeded in resourcing and supporting women-led organisations, groups, and movements working on women and girls' rights and strengthening their capacity to lobby and advocate towards the full achievement of their rights in the Global South. In order to do so, the review team undertook a survey of 127 grantees and held 47 interviews with key informants across the three regions in which LFS worked: Asia,

Africa (including North Africa) and Latin America between July 2019 and October 2019. Gender at Work prepared 5 reports – one for each of the 4 women's fund and a synthesis report that brought together key findings and recommendations based on the functioning of all four funds.

[The synthesis report can be found here.](#)

c) Assessment of UN Women's collaboration with civil society to advance gender equality

UN Women contracted Gender at Work to conduct a comprehensive, forward-looking assessment of its diverse partnerships and initiatives with a wide range of CSOs. This was performed in the lead-up to the 25-year review of the Beijing Platform for Action, the 20-year review of Security Council Resolution 1325, and the five-year review of the Sustainable Development Goals – and in line with its Strategic Plan 2018 to 2021. The objective of the assessment was three-fold: Understand



the status of UN Women's current engagement with civil society; Identify gaps, challenges, and opportunities, and provide recommendations to build stronger partnerships; and lastly, propose a road map for change and trust-building between the UN Women and CSOs. The latter would enable both groups to recognize each other's value, the collaborative advantages, and the radical potential of partnership. Over the course of 2019, Gender at Work held consultations and interviews with UN Women staff and CSOs from 26 countries and conducted a desk review. The assessment engaged with 355 individuals, 18 group consultations in 9 countries, 10 one-to-one meetings with key informants, online consultations, and three workshops during the Commission on



the Status of Women. To analyze responses, the team used “SenseMaker”, a story-based research, monitoring, and decision-making methodology. It is designed to help generate actionable insights and guide interventions in complex systems and processes. The findings from the review process enabled Gender at Work to develop recommendations for UN Women toward building stronger, more sustainable and more strategic partnerships with CSOs.

d) Advancing diversity and inclusion within C&A Foundation

Gender at Work supported C&A Foundation’s Equity and Inclusion Committee to catalyze dialogue, learning, and action. This was done by working to build an understanding around what it will take for the Foundation to become a more equitable and inclusive and positively impact the lives of garment workers. This builds on previous work that Gender at Work has done with the Foundation - including the development of their gender justice theory of change and a collaborative fund to end gender-based violence against garment workers.

Gender at Work worked with teams to inform the approach of their working groups and set up their learning agenda. It also helped establish the scope for an external benchmarking report and an action plan. Supported by Gender at Work, senior leadership from the C&A Foundation signed off on the Gender and Intersectional Equity Action Plan. Gender at Work also prepared a benchmarking report on Diversity, Equity, and Inclusion for C&A Foundation.

e) Landscaping study for Global Fund for Women

Gender at Work undertook a rapid research and report writing assignment for Global Fund for Women (GFW). The report aimed to inform the organizations strategic contribution towards rights for domestic worker. The resultant landscaping report identifies key actors (women-led organizations and networks) in select countries in Asia. It also examines their objectives, strategic approach to movement strengthening, and challenges (beyond funding). Further, the report





proposes recommendations for engagement and grant-making for a program to support domestic workers in Asia. The landscaping report was undertaken by mapping women-led networks and organization in five countries across Asia - India, Indonesia, Nepal, Philippines, and Thailand.

The major areas covered in the report are: a brief summary of issues, trends, strategies, and outcomes on domestic worker rights within the focus countries; a consolidated set of women-led, country and regional organizations that center domestic worker

rights, which GFW might fund, support, or build alliances with; advice from advocates to GFW on how to proceed with funding; and a set of recommendations on, what may be, game-changing strategies to prioritize. These recommendations will work towards supporting organizational strengthening and movement building towards domestic worker rights in Asia over the next three years.

f) Gender equality success factor analysis for Global Affairs Canada

Global Affairs Canada (GAC) has been directed by the Government of Canada to advance gender equality in all its areas of responsibility: foreign policy, international development cooperation, trade, and consular services. To support this mandate, GAC asked Gender at Work to find examples of current good practice in the area and 'tell their stories'. Gender at Work worked at analyzing these stories to identify the factors that made them

successful and examined what it would it take to expand this success. It developed recommendations for strengthening the culture and systems at GAC to deliver on this mandate.

FEMINIST ORGANISATIONAL CAPACITY BUILDING

a) Empowering Civil Society for Social Change in Jharkhand

Empowering Civil Society for Social Change in Jharkhand is an initiative to enable and empower diverse Civil Society Organizations in the region. It does so through capacity-development processes and support. Funded by the Oak Foundation, the project aims to strengthen the collective civil society platform in Jharkhand by empowering CSOs in the state. This is done at the programmatic, organizational, and strategic level through capacity-building over a period of three years.

Under this project in Phase 1 (Oct 2018-Jan 2020), Gender at Work worked with approximately 35 organizations in Jharkhand. This included members of two networks – Ibtida, a network of grassroots organizations working on women's rights and gender equality, and the Jharkhand Anti-trafficking Network, and Samvad, a rights-based organizations which aims to make local governance processes more inclusive. With a view towards catalyzing social change they were provided support through capacity and leadership building at the individual, organizational, and community level.

Gender at work will continue the critical work of effecting transformative organizational change with a view to advance gender equality and women's empowerment at the grassroots level in phase two (Feb 2020-Dec 2021) of this grant.

"I feel I display more sensitivity towards our women colleagues and their issues at workplace since the workshops. In fact, there have been introspections regarding my behaviour towards others on a regular basis since the workshop and role-play activity. I have developed a practice of listening more than speaking, which is extremely instrumental in our work."

CSO capacity building project participant, India

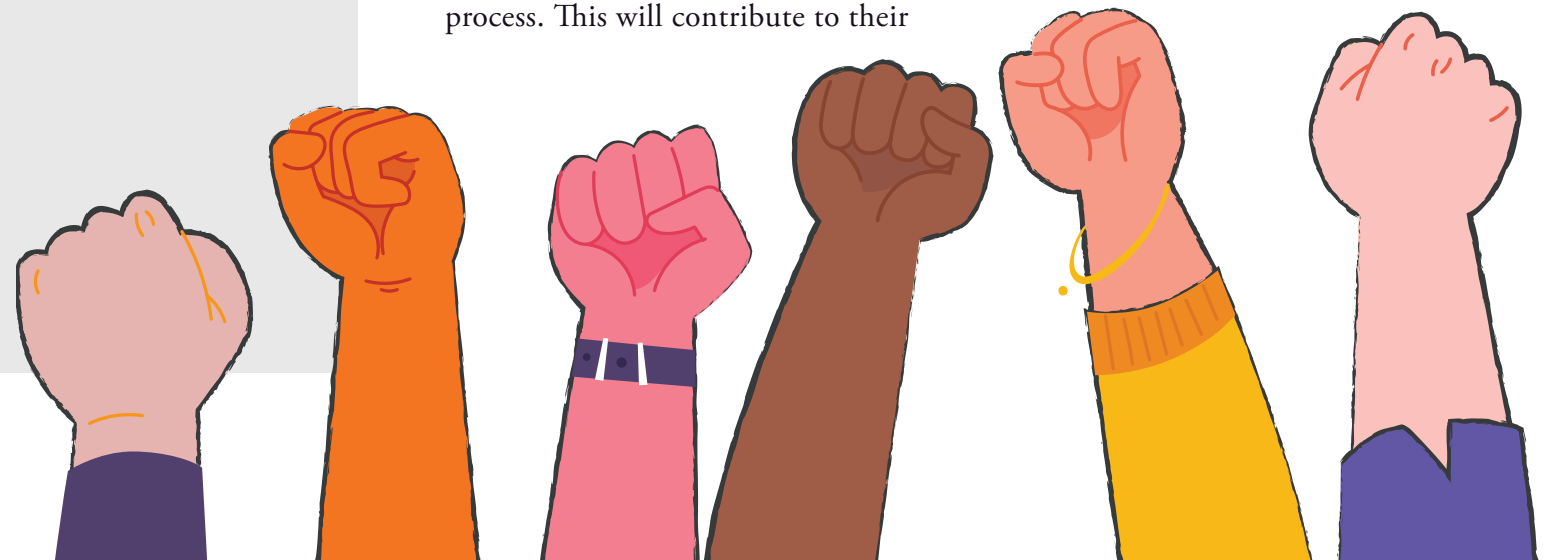
b) Capacity Building for UNGEI

UN Girls' Education Initiative (UNGEI) is a unique, collaborative initiative focused on increasing the collective impact of bilateral, multilateral, and non-governmental organizations and networks on advancing gender equality in education. It works in line with the Sustainable Development Goals.

This programme is designed to advance UNGEI's goal in two ways. First, by reinforcing the capacity of the members of the Global Advisory Committee towards strategic and operational planning. This will enable the UNGEI to effectively contribute to the implementation of the gender and education commitments outlined in Education 2030. Second, by strengthening the capacity of the Global Partnership for Education countries to more effectively integrate gender throughout the education sectors planning process. This will contribute to their

ability to develop equitable and inclusive sector plans. Both work streams were jointly managed and implemented by Gender at Work and the UNGEI Secretariat, and also involved UNICEF and GPE staff as technical resources.

In 2019, Gender at Work facilitators supported the capacity building of a regional cohort of Gender Responsive Education Sector Planning (GRESP) facilitators. This was the programme's first workshop for a regional cohort of GRESP facilitators. In line with previous GRESP workshops, it was designed as a practical, participant-centered, interactive, creative and participatory gathering. It blends small group work, simulations, reflective practice, peer learning, lectures and readings to enable participants to broaden their knowledge and build skills and confidence to integrate gender equality in their Education Sector Plans.





b) Leadership for Gender Equality with SAWEN

The Transformative Leadership for Gender Equality course carried out by Gender at Work with SAWEN in November 2019 engaged 28 participants (Presidents, Deputy Presidents, General Secretaries and Gender coordinators) from 18 education unions from 10 countries in the Southern and East African region. The participants enjoyed the safe and egalitarian space created in the workshop to explore, in a very hands on and participatory manner, their own power to lead work on gender equality within their unions; how to analyze the opportunities, challenges and strategies to advance gender equality in their organizations' programs and cultures; and how to catalyze organizational and team cultures in ways that reward intersectional thinking and respect for women's rights and human rights. Participants came with many stories to share on deep seated biases and challenges in their unions and they wanted to understand more about their own power and how to exercise it. Using role playing, drama, drawings and movement together with the Gender at Work Framework and other frameworks, the participants analyzed institutional inequalities, and consulted with each other as they prioritized opportunities and challenges and how to address them. Participants particularly enjoyed the freedom to imagine and articulate their vision, the specific actions they will take and support they will need to address challenges they faced such as the lack of women's representation in union leadership, sexual harassment in the union, and how to integrate gender equality issues in union programs and strategies. Each union team left the course with a change plan to implement in their organization.

FEMINIST LEADERSHIP

a) Transformative leadership for Gender Equality with UN Women Ukraine

In May and October 2019, Gender at Work conducted two workshops for the UN Women team, in Ukraine, on Transformative Leadership for Gender Equality. The workshops aimed to strengthen the capacity of the team to make strategic use of the Gender at Work framework as part of the implementation and assessment of the overall country strategy, as well as in distinct programmes and initiatives, with a particular emphasis on social norms and deep structures; map and identify strategic partners; and agree to a process to support learning and change as plans and contexts evolve.

For the October workshop, the UN Women team specifically explored creative approaches to support power-holders and key influencers to become catalytic change drivers. This would serve towards expanding ownership of the GEWE agenda and build on the capacity of Ukrainian civil society organizations to achieve full integration of national gender equality policies at local levels. The UN Women team also prioritized areas for increased collaboration and collective impact within and across program areas and partnerships.



HARVESTING LEARNING

a) Podcasts

i) Post Beijing, Episode 11

It's almost 25 years since the landmark women's conference held in Beijing in 1995. In this podcast episode, Joanne Sandler, former Deputy Director of Unifem and current senior associate at Gender at Work, traces some of the intentions, magic, and results from Beijing. She also discusses the new and unfinished agendas in the area of LGBTQ rights, economic inequality and disarmament, and human security with Menaka Guruswamy from Columbia University, who spearheaded the historic LGBT rights victory in the Indian Supreme court; Vasuki Nesiah from New York University, who specializes in issues of public international law, human rights, and economic justice; and Ray Acheson, who heads the disarmament program of the Women's International League for Peace and Freedom.



ii) CREA Series, 5 episodes

Gender at Work co-developed a podcast series with CREA on feminists rethinking politics and resistance, reimagining change, and rebooting movements. We asked participants at CREA's Re-conference in Nepal to reflect on a series of provocative questions: 'How are you responding to criminalization? How are you standing up to threats to critical thinking, freedom of expression, right to organize and protest, and suppression of rights? How are artists, activists, and movements on the margins addressing issues of exclusion and inclusion in more intersectional ways? In the face of progressive terminology, how can we rethink language and terminology so as to shape new strategies, narratives, and advocacy? Why and how do we need to reimagine ideas around consent, pleasure, and danger? How can we reboot cross-movement alliance building for greater collective voice and impact?' The participants included artists, performers, writers, activists, policymakers, filmmakers and many others. Fields they worked in ranged from the disability rights, sex-worker rights, environmental rights, sexual and reproductive rights, and queer movements from around the world.

[You can listen to the series here.](#)

Education Unions Take Action to End School-Related Gender Based Violence - Knowledge products

It's not easy to talk about gender-based violence in and around schools. Stories of bullying, harassment, corporal punishment, or sexual assault, whether experienced by ourselves or others, can leave us feeling angry, fearful, hopeless, or ashamed. Having worked with education union leaders and members for over five years, associates from Gender at Work are critically aware of this challenge. Whenever teachers and unionists get together to discuss SRGBV, they fall into a serious, attentive mood. People often speak in whispers. They speak with urgency. They listen carefully with deep concern. When teachers and union members share stories of SRGBV they have heard about or experienced themselves, they are quickly moved to action. They find inspiration in a shared goal of eliminating gender-based violence in their schools, unions, and educational institutions and by extension in their homes and communities.

If it is difficult to tell these stories, it is even more difficult to write about them, to put them into the public domain for everyone to know and to judge. The documents we offer here speak to the courage and perseverance of women and men, union leaders and employees, teachers, and staff who have not only "broken the silence" surrounding gender-based violence in educational settings but have also taken action to end it. These documents were created with the intent to inspire and inform unionists, teachers, and those who collaborate with them to create safe learning and working environments for all. For Gender at Work, they offer compelling evidence of the power of feminist, peer-based, experiential, and reflective pedagogy to disrupt oppressive social norms and foster more equitable attitudes, behaviours, and relationships.

Together these documents provide a sample of how education unionists are putting themselves at the forefront of efforts to end SRGBV. There are many more stories to be told. In sharing this documentation, we hope to stimulate further reflection on our practice of feminist pedagogy for systematic change to create workplaces and learning environments free of violence and discrimination.

[You can read more on here.](#)

b) Reflecting on our Practice of Action Learning

A group of Gender at Work Associates gathered in Johannesburg in February 2019, for a rare face-to-face meeting and an opportunity to reflect on their experiences and learnings from feminist action-learning processes in diverse settings. The gathering, that lasted three days, was rich in stories, insights and thoughtful questions. It was a time to savor the unique flavor of each experience and celebrate every individuals effort to approach their work as a “living practice” - a perpetual work in progress. From the rich tapestry of each members individual practice, the group was able to tease out the common threads that define the “Gender at Work approach”.

The group discussed ideas for the next chapter in the journey of Gender at Work. Associates also reflected on their own motivations and expectations from their association with the organization. Further, they worked on developing proposals for a new model of shared leadership and collective accountability. Everyone agreed on the need to re-energize communications and construct an internal learning culture and several change experiments were initiated.



c) Publications – Reports and Blogs

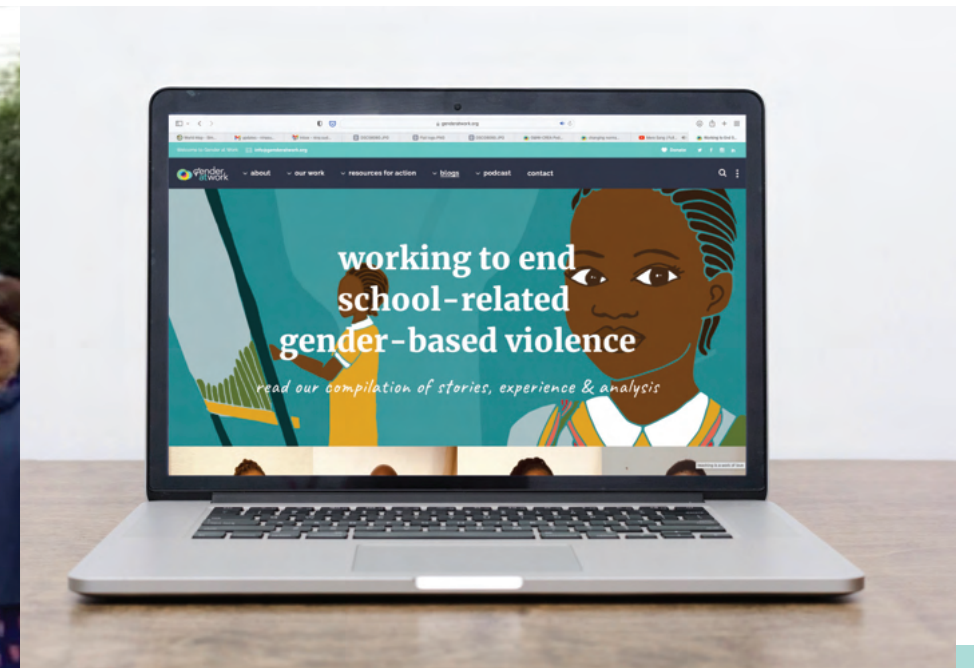
i) Benchmarking Report Diversity, Equity & Inclusion

The purpose of the report was to illustrate current thinking and practices on equity and inclusion in philanthropy and development organizations, in order to inform C&A Foundation's approach. The report was designed to contribute to continued dialogue, learning, and action, within the foundation and with grantees and other stakeholders. It centred its focus around what it would take for the C&A Foundation to become a more equitable and inclusive organization that positively impacts the rights and lives of garment workers. Read the full report here.

[You can read the whole report here.](#)

ii) Oxfam & Gender Equality: A Compendium of Approaches

Gender at Work undertook a quick comparative analysis of the three main methodologies and approaches used by Oxfam to inspire and advance organizational transformation and gender justice. For this, Gender at Work undertook a review of three approaches: Gender Action Learning, GAL System, and Transformation Leadership for Women's Rights Initiatives.



iii) Working to end school-related gender-based violence

“Working to End School-Related Gender-Based Violence: Writings by Representatives in Eastern, West, and Southern Africa” allows individuals and organisations to better understand what it actually “feels like” for union activists and teachers to confront gender-based violence in all its forms. It also aids Gender at Work facilitators to support peer-based reflection on the norms and power dynamics that normalize gender-based violence in all spaces - homes, schools, and unions. The series offers personal stories of change in complex organizational and social settings, as told by union change agents and Gender at Work facilitators themselves.

[You can read the entire series here.](#)

iv) Walking the talk: Think Tanks & Gender

Like all organizations, policy research organizations, also known as think tanks, reflect the gendered social norms of their societies. This means that think tanks themselves can either perpetuate gender inequalities or foster gender equality in their organizational structures and research processes. Fortunately, many think tanks are committed to building a stronger enabling environment for gender. Gender at Work has been fortunate to work with five such organisations. The blog series, “Walking the Talk: Think Tanks and Gender”, shares stories of their successes and challenges in addressing gender inequality.

[You can read the entire series here.](#)

FINANCIAL HIGHLIGHTS | 2019

| INCOME | | EXPENSE | |
|-----------------|------------------|-----------------------|------------------|
| CONTRIBUTIONS | 820,952 | SALARIES & BENEFITS | 44,429 |
| FEES | 584,869 | CONSULTING | 917,342 |
| INTEREST INCOME | 1,021 | TRAVEL & ACCOMODATION | 405,228 |
| | | OTHER ADMIN. COSTS | 63,211 |
| TOTAL | 1,406,842 | TOTAL | 1,430,210 |

