

GENDER AT WORK

BIENNIAL REPORT

2016-2017



OUR MISSION

Gender at Work envisions a world that values and respects women's human rights and cultures of equality, especially gender equality. We understand that to change systems of power that hold inequality in place, relationships between people, institutions and organizations have to shift. We are committed to changing

these deep structures of discrimination and social norms by supporting individuals and groups in systems and organizations wherever they are around the world 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.



FOCUS AREAS



GENDER ACTION LEARNING



FEMINIST EVALUATION, AUDITS AND RESEARCH



FEMINIST LEADERSHIP AND CAPACITY BUILDING



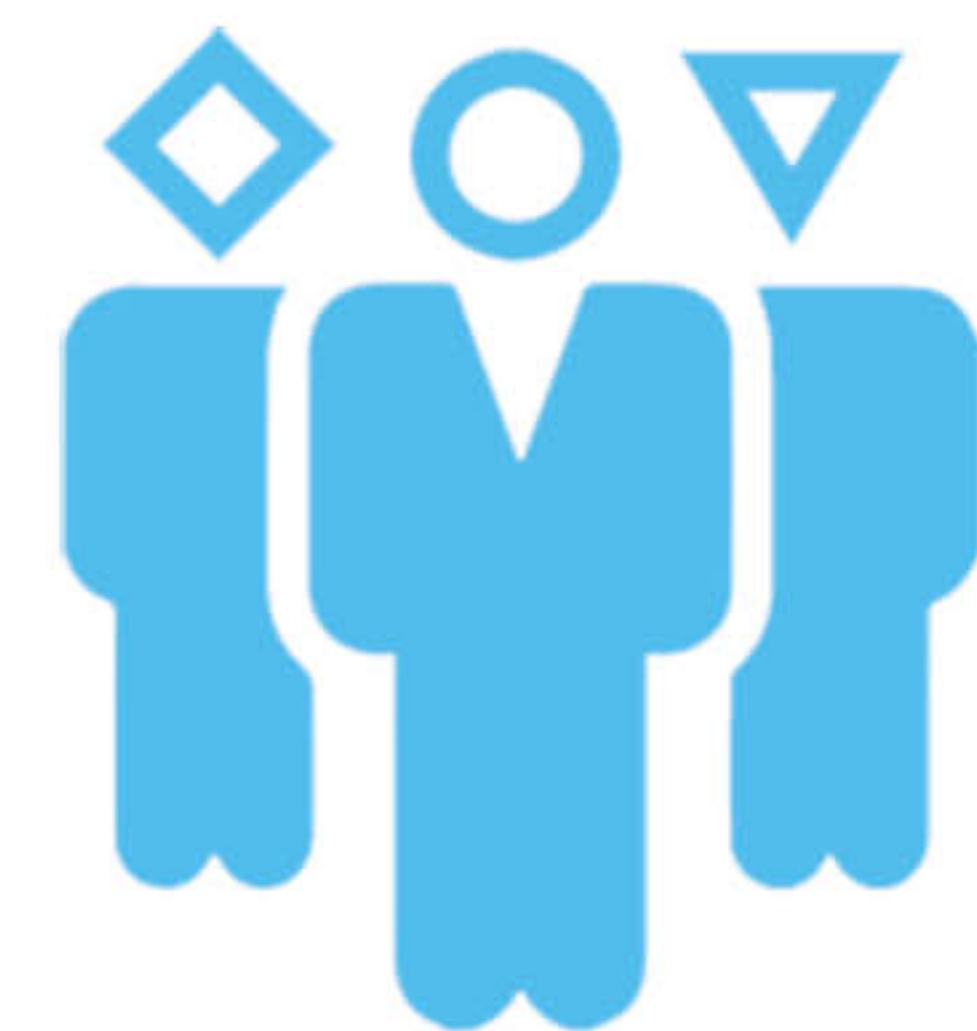
HARVESTING LEARNING

WHAT MAKES US UNIQUE?



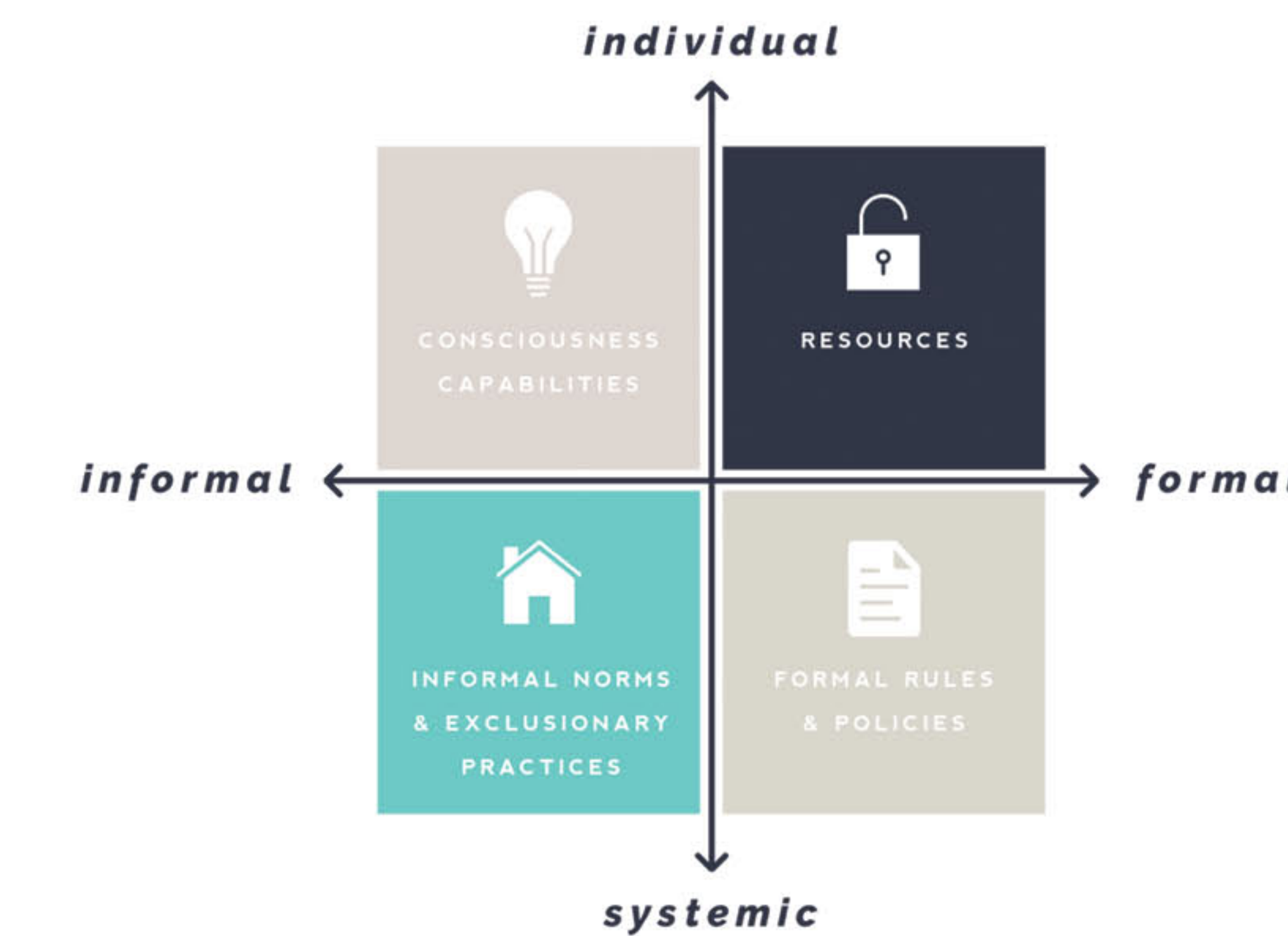
FEMINIST NETWORK ACROSS GEOGRAPHIES

We are a transnational feminist network that has experts from both north and south, with deep experience and expertise.



FEMINIST PRINCIPLES AND FEMINIST LENS

We believe in using feminist principles and a feminist lens to inform our work. We believe in breaching patriarchal binaries, addressing power and privilege, Questioning received wisdom and accepted orthodoxies, acknowledging multiple truths and realities, respecting difference, acknowledging my own positions and perspectives, and giving space to multiple voices and stories.



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.



ADDRESSING DEEP STRUCTURES AND SOCIAL NORMS

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



GENDER ACTION LEARNING

The G@W Gender Action Learning (GAL) approach is a distinct stream of practice that has been developed and tested in a range of organisations in the development sector. The GAL approach is anchored in the values and principles of human rights and human development. GAL brings Freirian pedagogy and feminist principles to bear on the basic template of action-learning, taking it into the explicitly political terrain of organisational transformation for equality, justice and peace.

The GAL process is designed to surface and interrogate intersecting hierarchies of **power and privilege** embedded in the “**deep structure**” of organisations, and is built around

- Affirmation of human relationships as the ultimate touchstone of value and driving force for change.
- Application of **feminist pedagogies and practices** to challenge patriarchal binaries and build connections between the “interior” and “exterior” worlds of the organisation.

Creating safe spaces for participants to experience and learn new ways of “**seeing, being, doing and relating**”.

EDUCATION UNIONS TAKE ACTION TO END SCHOOL-RELATED GENDER-BASED VIOLENCE

Evidence indicates that school-related gender-based violence (SRGBV) affects millions of children and adolescents worldwide. It is one of the worst manifestations of gender discrimination and violates a wide range of children's rights. Education is critical in empowering and transforming the lives of young people, especially girls, yet wide spread gender-based violence in and around schools seriously undermines the achievement of quality, inclusive and equitable education for all children.

(UNGEI-UNESCO Global Monitoring Report, March 2015)


In the context of widespread gender-based violence faced by school children around the world, a new programme was launched in January 2016 that aims 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 different country and union contexts in sub-Saharan Africa. This 4-year programme is also contributing to a larger and longer-term goal, with the idea that the results and learning from this pilot initiative will be used by education unions and teachers to address SRGBV in educational settings from other regions around the world.

The programme is implemented through a partnership between the UN Girls' Education Initiative (hosted by UNICEF), Education International (EI) and Gender at Work with financial support from Global Affairs Canada.

During the first two years of the program (2016-2017), representatives from seven unions from across Eastern and Southern Africa (Ethiopia, Kenya, Uganda, South Africa and Zambia) developed new skills and established union-led initiatives to combat SRGBV.

Since the Education Unions Take Action to End SRGBV programme was launched In January 2016, 396 union staff and members have been directly engaged in actions to tackle SRGBV, and have reached 30,000 individuals.





GENDER ACTION LEARNING WITH OXFAM AMERICA

Since 2014, Oxfam America and Gender at Work (G@W) have worked in partnership to implement the Gender Action Learning (GAL) Process in Ghana, Senegal, Cambodia, and Vietnam. The aim of the work was to address gender injustice, creating cultures and practises of self-care and capacitating the participants to voice their opinions.

Between January 2014 and May 2016, Oxfam SolidaritéBelgique implemented two Gender Action Learning (GAL) processes with five partner organizations in Mali and Burkina Faso. In Mali, the Coalition des alternatives africaines Dette et Développement-CAD-Mali, la Plateforme des organisations paysannes de Kayes -PFOPK, and le Syndicat des exploitants agricoles de l'Office du Niger -SEXAGON. In Burkina Faso, l'Union départementale des producteurs de coton de Padema- UDPC Padema and l'Union nationale des étuveuses de riz- UNERIZ.

In Cambodia and Vietnam, with Oxfam America Cambodia, we worked with four organizations (Oxfam Cambodia, People and Nature Reconciliation (Vietnam), Highlanders' Association of Cambodia, and Save Cambodia Wildlife that work in natural resource management and extractive industries. Using the Most Significant Change (MSC) methodology, during the last GAL workshop session, participants were given the opportunity to share their most significant change stories on an individual, organizational, and community level.

Some testimonials

“I have been a bit gender sensitive. This came just naturally even before starting all this gender discussion. I have been aware of the patriarchal nature of our society. I have also been aware of the subjugation of the female sex. However, the GAL process has sharpened this consciousness. It has given me more meaning to the reason why males will behave differently and will cling to some of the patriarchal ideologies in our society.”

“I was once editing my mom's article and realized she used “mankind” throughout the whole piece. I quickly deleted all and replaced with “humankind.” My mom was happy I had drawn her attention to that. I have reached a stage where using “he” to represent both male and female is no more comfortable for me. I pay attention to the details, the very little things.”

You can read details of the change stories in :

<https://genderatwork.org/wp-content/uploads/2019/06/ENG-GAL-Event-MSC-Stories-report.pdf>

FEMINIST LEADERSHIP AND CAPACITY BUILDING



Transformative Leadership for Gender Equality

In 2016, the UN Women Training Centre commissioned Gender at Work to design and develop a training course on transformative leadership for gender equality and women's rights.

The training course aims to strengthen capacity and knowledge of leaders and managers and organizational leaders to advance gender equality, women's empowerment, and women's rights agendas within their organizational contexts. The course seeks to strengthen leaders' and managers' use of gender-inclusive and transformative leadership principles and practices to address institutional gender biases and promote commitments to gender equality and women's rights. Aruna Rao and Joanne Sandler facilitated the course in Geneva and Nairobi in July and September 2017 respectively.

Mentorship and Capacity Building for Gender Responsive Research Outcomes: An Action-Research Project with Networked Economies

Agencies such as IDRC have been encouraging researchers to do gender sensitive research, ensuring that women can fully participate in emerging networked economies (NE). However, an external review of the program area at IDRC found that less than ten percent of sampled projects were gender responsive. Gender at Work has been supporting IDRC in this programme area to build capacity for gender-responsive research outcomes. In our efforts in supporting IDRC, we have been guided by this overall question: How do researchers and organizations improve capacity and interest in designing and implementing gender-sensitive research? And what is required to facilitate this improvement?

Our aim was to support IDRC in the two following areas:

1. Improve the capacity of the NE program and its research partners to develop and scale up gender responsive programming and research.
2. Evaluate different strategies for how to improve research and organizational capacity and interest in designing and implementing gender-sensitive research, and ascertain what is required to facilitate these changes.

Supporting Feminist Collectivisation in India

Gender at Work India believes that the current socio-political scenario in India calls for deep introspection, strategizing and new forms of collective action. Guided by this belief, the organization started its work on building a pan-India feminist network of grassroots women's rights organizations in 2016 with an aim to create a collective platform for critical dialogue, action and change on gender equality and women's empowerment, in line with the 2030 Agenda for Sustainable Development. Today the Feminist Collective comprises of 18 members from diverse women's rights organizations in North India who meet regularly to reflect, strategize, and collaborate on advancement of women's rights. Members have already reported increased self-awareness of their rights in personal and public spheres, enhanced understanding of feminist thought and leadership, and a wider use of democratic processes and tools in their respective organizations.

Our **key outcomes** are:

- Creating a democratic, non-hierarchical and participatory platform for collective strategization and action on women's rights and gender equality as a resistance, resilience strategy
- Leadership development of heads of women's rights NGOs
- Helping grow, scale and sustain the organizational capacity of CSOs/NGOs working on women's rights
- Developing the feminist leadership capacity of women leaders through skills and support
- Building solidarity among women's rights activists and human rights defenders



FEMINIST EVALUATION, AUDITS AND RESEARCH

Technical Support to the Women's Action for Voice and Empowerment (WAVE) Programme

Women's Action for Voice and Empowerment (WAVE) programme implemented by the International Women's Development Agency aims, through strategic feminist intervention in the political landscape of six countries in East Asia and the Pacific (Myanmar, Thailand, Cambodia, Papua New Guinea, Timor-Leste, and the Solomon Islands), to advance a transformative agenda on gender equality. While the programme's primary goal is to support women to exercise leadership in politics and public administration, it also highlights the role of gender-based violence in shaping women's lives and works to eradicate such violence. Gender at Work has provided technical support to the WAVE programme at different points in the programme implementation cycle.

Gender at Work co-facilitated the inception workshop with IWDA with the aim of building connections and relationships between programme partners and IWDA.

In October – November 2016, WAVE commissioned Gender at Work to undertake an analysis of baseline programmatic data and provide inputs into the development of a research, evaluation and learning framework for the programme. In addition, we worked with the WAVE core team to develop guidance for partners on implementing a few evaluation methods. Over the course of the last two years, IWDA and its programme partners were able to use the Gender at Work analytical framework for deepening their thinking and strengthening their programme activities and MEL framework.



Learning Collaborative for Preventing and Addressing GBV Faced by Women Garment Workers

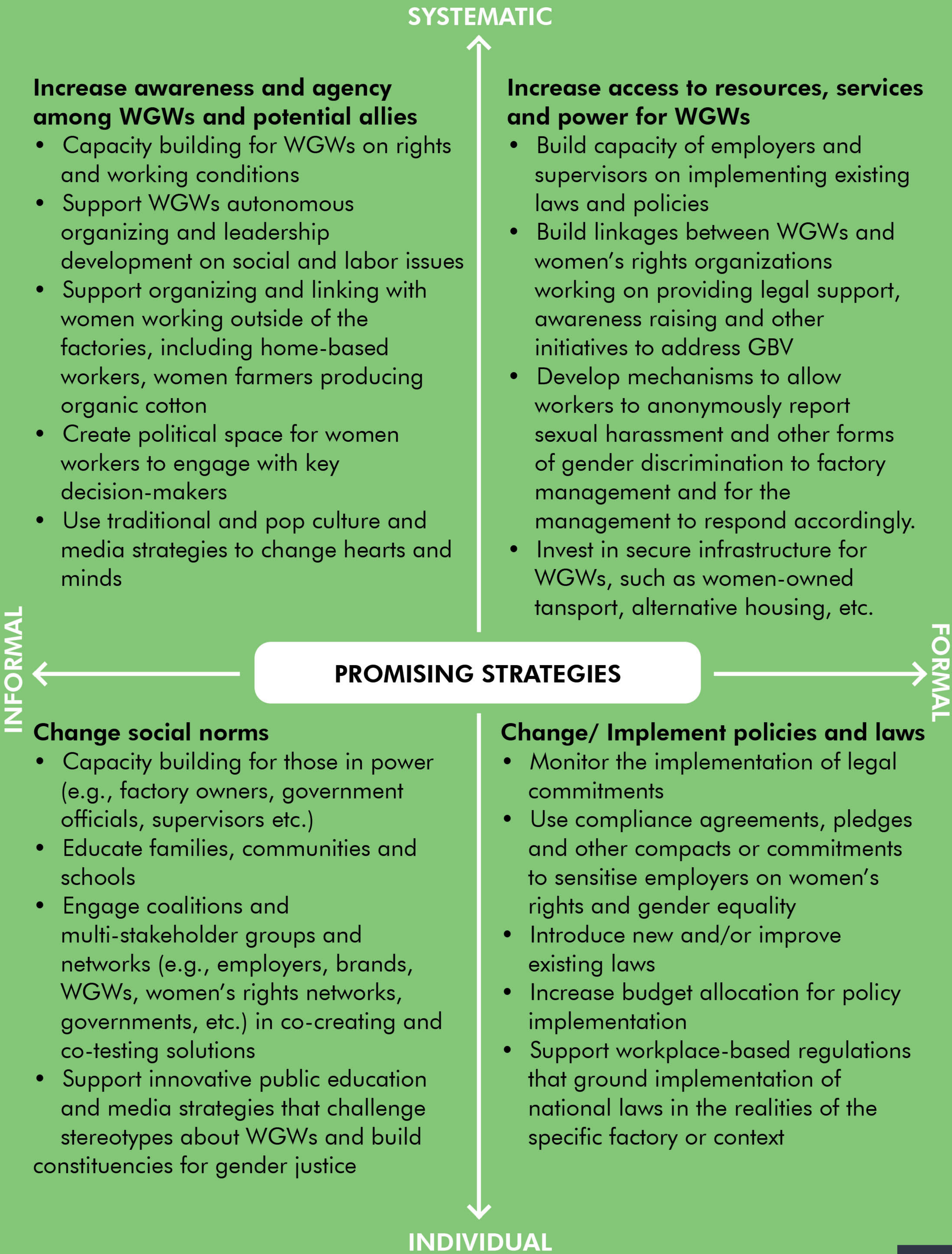
Around the world, actions to prevent, address and penalize gender-based violence (GBV) have gained both legitimacy and momentum over the past twenty years. More than 125 countries now have laws, policies and – in some cases – even budgets and implementation mechanisms for stronger action. Research has shown that organizing by autonomous feminist organizations is key to advances in laws and policies to end GBV . While change has been significant, laws and policies are inadequate to end impunity or reverse deeply-held cultural views that enable gender-based violence, including violence against women, to continue unabated.

Women comprise about 80% of the global workforce in the garment industry; an industry in which discrimination and violence against women are endemic. A number of studies undertaken over the past 5 years suggest that a high proportion of women garment workers (WGW) experience some form of GBV.

In December 2016, Gender at Work joined hands with the C&A Foundation and the Global Fund for Women to support a collaborative learning fund to address the multiple manifestations of GBV in a particular context: the fashion supply chain. In preparation for launching the joint funding mechanism, C&A Foundation and GFW commissioned Gender at Work to undertake a rapid scan of the opportunities and challenges facing WGWs in 5 countries (Bangladesh, Cambodia, India, Myanmar and Vietnam), including in relation to preventing and addressing GBV. Gender at Work undertook country scans to identify initiatives that these two global grantmakers could support to address GBV in the fashion industry. There are wide-ranging initiatives that could be scaled up, shared between countries or documented and replicated to increase their impact. Our paper summarized lessons learned and recommendations that are common and distinct across the five countries. Some promising and inter-linked strategies for investment that could demonstrably change options and opportunities to prevent and end GBV in fashion supply chains include:

Based on the scoping study conducted by G@W and with its technical support, Global Fund for Women and C&A Foundation will find, fund, and strengthen organizations working to end gender-based violence against women workers in South Asia, with a focus on major apparel sourcing countries including Bangladesh, Cambodia, India, Myanmar, and Vietnam. The initiative will support women garment workers to learn about their rights, realize their own power to secure these rights, and become leaders to create systemic change, which is critical to preventing violence.

See: <https://mic.com/articles/41305/without-the-feminist-movement-feminist-laws-wouldn-t-be-on-the-political-radar#.jLc3ZPY5b>. Accessed 9/5/2016



Open Society Initiative for Europe (OSIFE) – Participatory Gender Audit

Open Society Initiative for Europe (OSIFE) invited Gender at Work to lead a participatory gender audit of its work, with a primary focus on its programmatic work. Gender at Work used the G@W Work analytical framework and an open-ended process to collect and analyse information for a preliminary diagnostic and then fed it back to the organization for discussion, verification, correction, and preliminary assessment of options for developing a roadmap for the organization. G@W Associates supported OSIFE in developing a roadmap that identified actions on key milestones required to strengthen application of a gender lens to OSIFE’s work, and improve results related to gender equality.



The roadmap was generated action ideas, time frames and commitments made during an all-staff workshop in Barcelona in December 2017. We understand this roadmap to be an emergent process that requires continued input and discussion with various internal stakeholders and managers.

Food and Agriculture Organisation of the United Nations – a Gender Audit

In 2010 Gender at Work led a gender audit for Food and Agriculture Organisation (FAO). The focus of the audit was on the gender architecture of FAO and was done alongside a corporate evaluation of FAO’s gender equality work. The audit found that budgets were inadequate compared to sister UN organizations, that staff felt the gender team, not program staff, had responsibility for doing gender-related work in FAO, and that the focus on results, rather than activities, should be strengthened. These findings were adopted by senior management and governing bodies of FAO, and led to a number of subsequent activities by Gender at Work consultants between 2011 and 2016 to implement the recommendations of the audit. These activities included:

- Embedding a senior G@W consultant in FAO’s biennial planning and budgeting unit for 6 months to identify how that process could better address gender equality.
- Developing a results-oriented gender policy which was adopted by senior management and governing bodies.
- Revitalizing a gender focal point network with a clear mandate and objectives to support ownership by FAO programmes and services of gender equality goals and results.
- Working with FAO regions to encourage the re-established senior gender program advisors to develop strategic objectives and workplans with the support of their managers.

In addition, Gender at Work led the development of gender policy for FAO which was formally adopted in March 2013.

Bill and Melinda Gates Foundation -Supporting Institutional Change

Gender at Work has been supporting the development of a cross-foundation vision and approach to Gender Equality and the empowerment of women and girls for BMGF. We have contributed to the GE team's effort to document the institutional change on gender equality through collecting and telling stories of the individual and team changes in understanding, capacity, and gender intentional investing across Program Support Teams (PSTs); acts as a thought partner to develop metrics and methods to track institutional change on gender equality commitments across PSTs. The purpose of the consultancy is to contribute directly to the objectives highlighted in the recently approved Gender Equality strategy, with a particular focus on the Gender Equality team's role in amplifying the impact of the foundation's goals by helping teams and individuals apply a systematic gender lens in their work.

Plan International – Review of Gender Equality Strategy

Plan International commissioned Gender at Work to undertake an external evaluation to assess the impact and results of its Strategy on Gender Equality: 2012-2016 in order to inform the refresh of the current global Policy and Strategy, and related approaches to gender equality and inclusion. This evaluation covered the period from 2011 to 2016, from the development of the Gender Equality Policy to the present stage of implementation of the Strategy. It covered the full scope of the organisation (International Headquarters, National, Regional, Liaison, and Country Offices). It looked at the five dimensions of the Plan International's Gender Equality Strategy (offices and staff, programmes, partnerships, communications and marketing, and advocacy and campaigns).

The evaluation team developed a hybrid assessment framework on the basis of the Gender at Work (G@W) Analytical Framework and the Gender and Development Network (GADN) gender mainstreaming framework, specifically Stage 4 of its Theory of Change (ToC). Against this hybrid framework the evaluation team analysed primary and secondary data collected through a document review, staff survey, key informant interviews, and case studies. Based on this analysis, the evaluation team was able to offer a number of practicable recommendations to Plan International.



HARVESTING LEARNING



There is considerable rethinking happening in feminist economics, feminist institutionalism, feminism generally, organizational change and inequality, as well as art and creative expression, which will feed and nurture our discussions and question our assumptions.

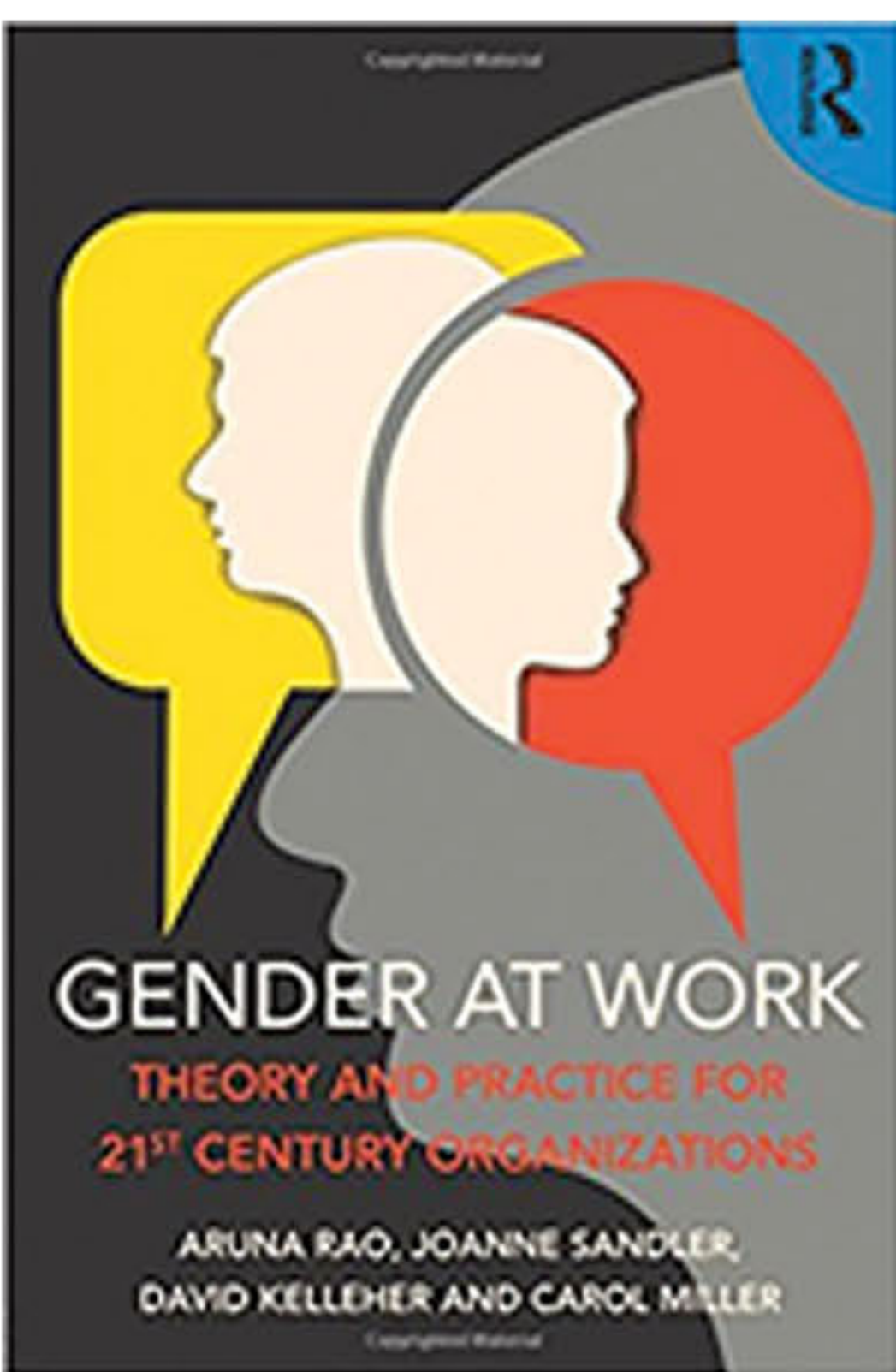
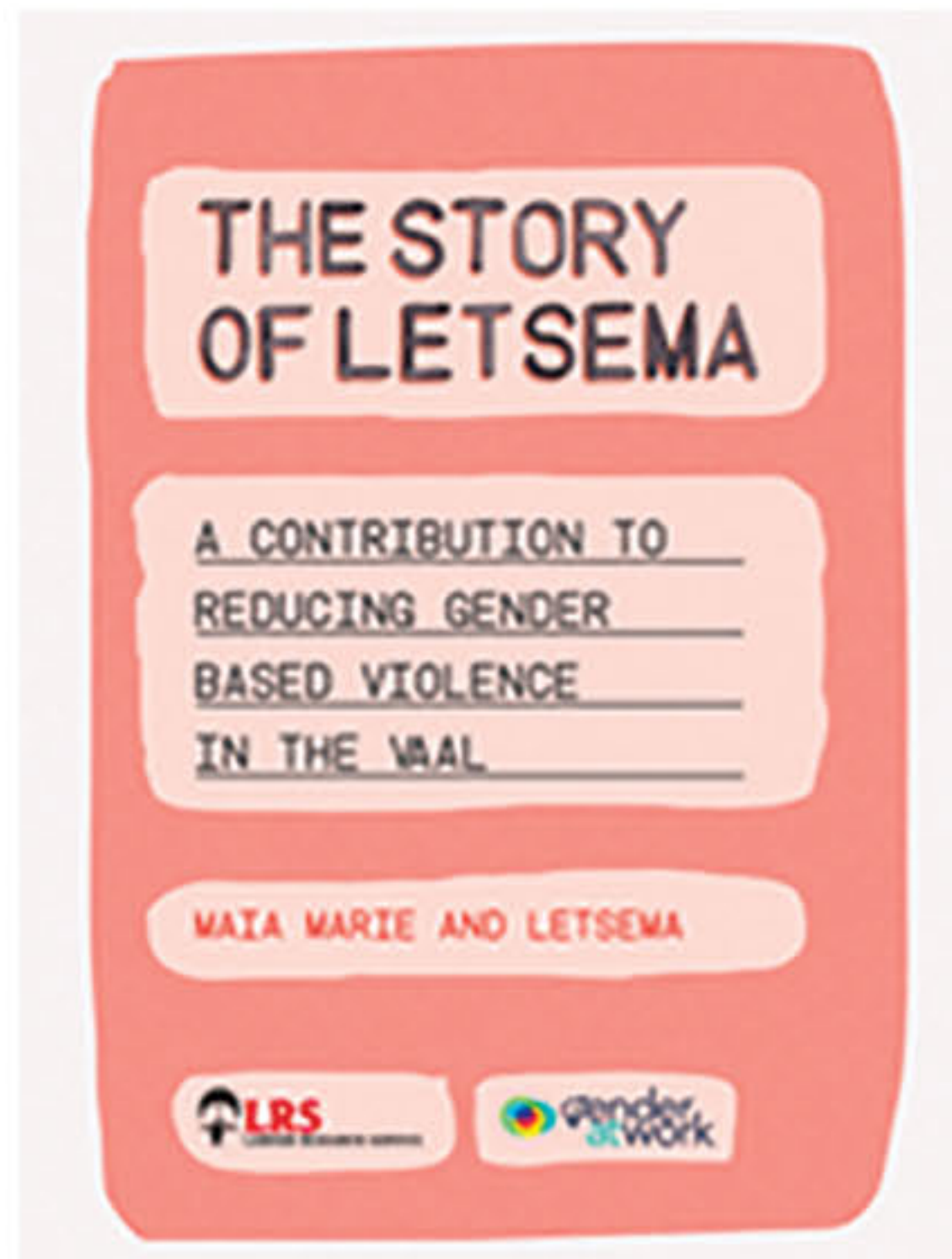
To kick off this rethinking, we have launched our Podcast series based on a number of informal conversations to discuss emerging ideas, trends and issues in Gender and Development and ideas that ignite passion and allow us to find new ways of understanding our work and the places we work.

Since the launch in June 2017, we have produced five podcast episodes ranging from discussions around the women's march in Washington, conversations on patriarchy, feminist activism and self-care to evolutionary organizations and stories of change projects.



PUBLICATIONS

The Story of Letsema: This book comes out of a participatory research process with Letsema and tells part of the story of how they have contributed and continue to contribute to reducing GBV in the area. It can only tell part of the story because the work of Letsema is rich with many connected threads. This paper looks at how Letsema contributes to changing norms in the Vaal that reproduce GBV and how the group of people who are Letsema have worked the soil from which violence emanates.



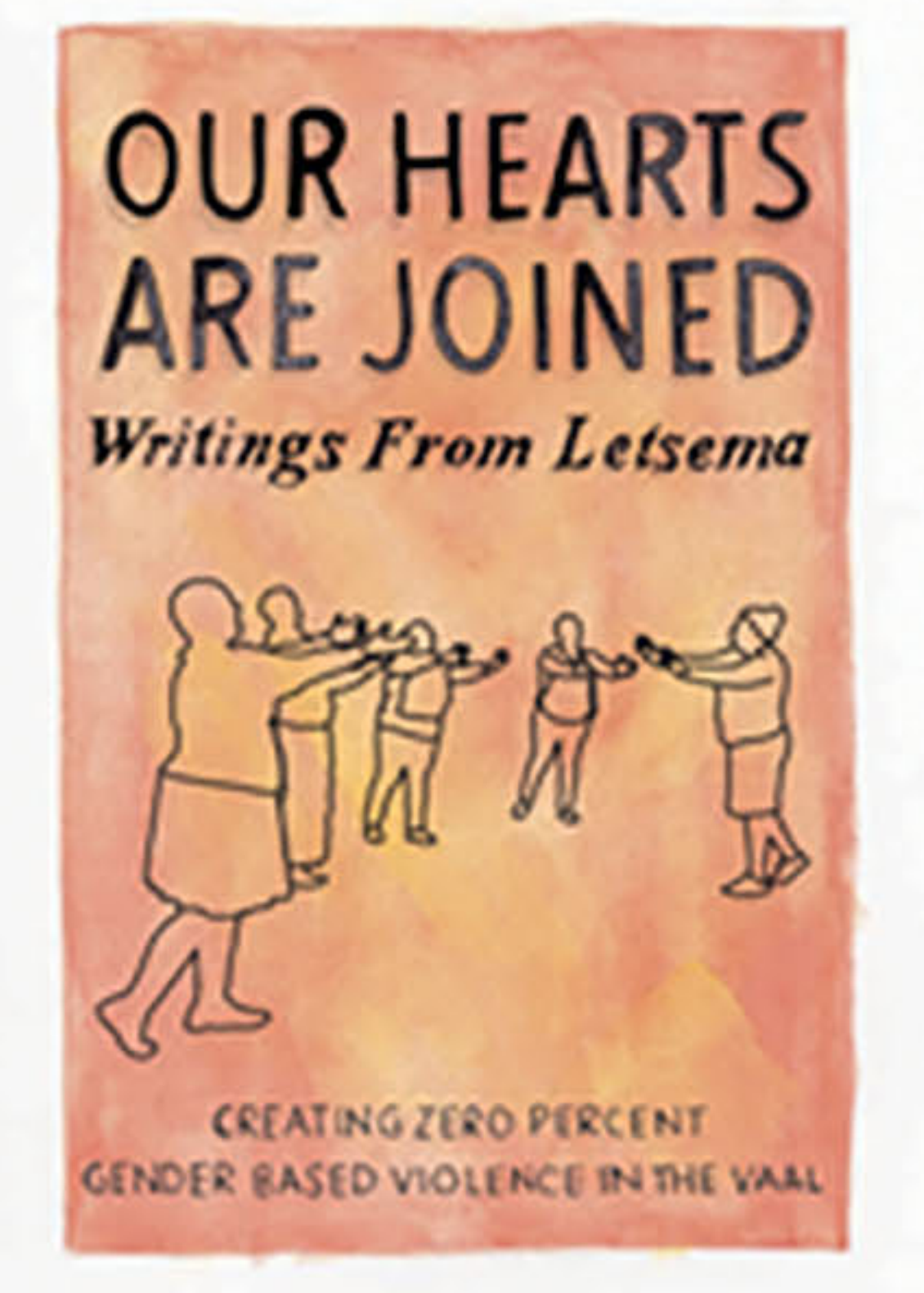
Gender At Work: Theory And Practice For 21st Century Organizations- At a time when some corporate women leaders are advocating for their aspiring sisters to ‘lean in’ for a bigger piece of the existing pie, this book puts the spotlight on the deep structures of organizational culture that hold gender inequality in place. Gender at Work: Theory and Practice for 21st Century Organizations makes a compelling case that transforming the unspoken, informal institutional norms that perpetuate gender inequality in organizations is key to achieving gender equitable outcomes for all. The book is based on the authors’ interviews with

30 leaders who broke new ground on gender equality in organizations, international case studies crafted from consultations and organizational evaluations, and lessons from nearly fifteen years of experience of Gender at Work, a learning collaborative of 30 gender equality experts.

Our Hearts Are Joined: Writings From Letsema- The writings in this book tell the story of community members joining together to and answers to the question: “How can we create a Vaal with zero % gender-based violence?”

The writers are fifteen Letsema community members from townships and informal settlements across the Vaal, and six Gender at Work/ Labour Research Service team members and coaches who supported the Letsema process.

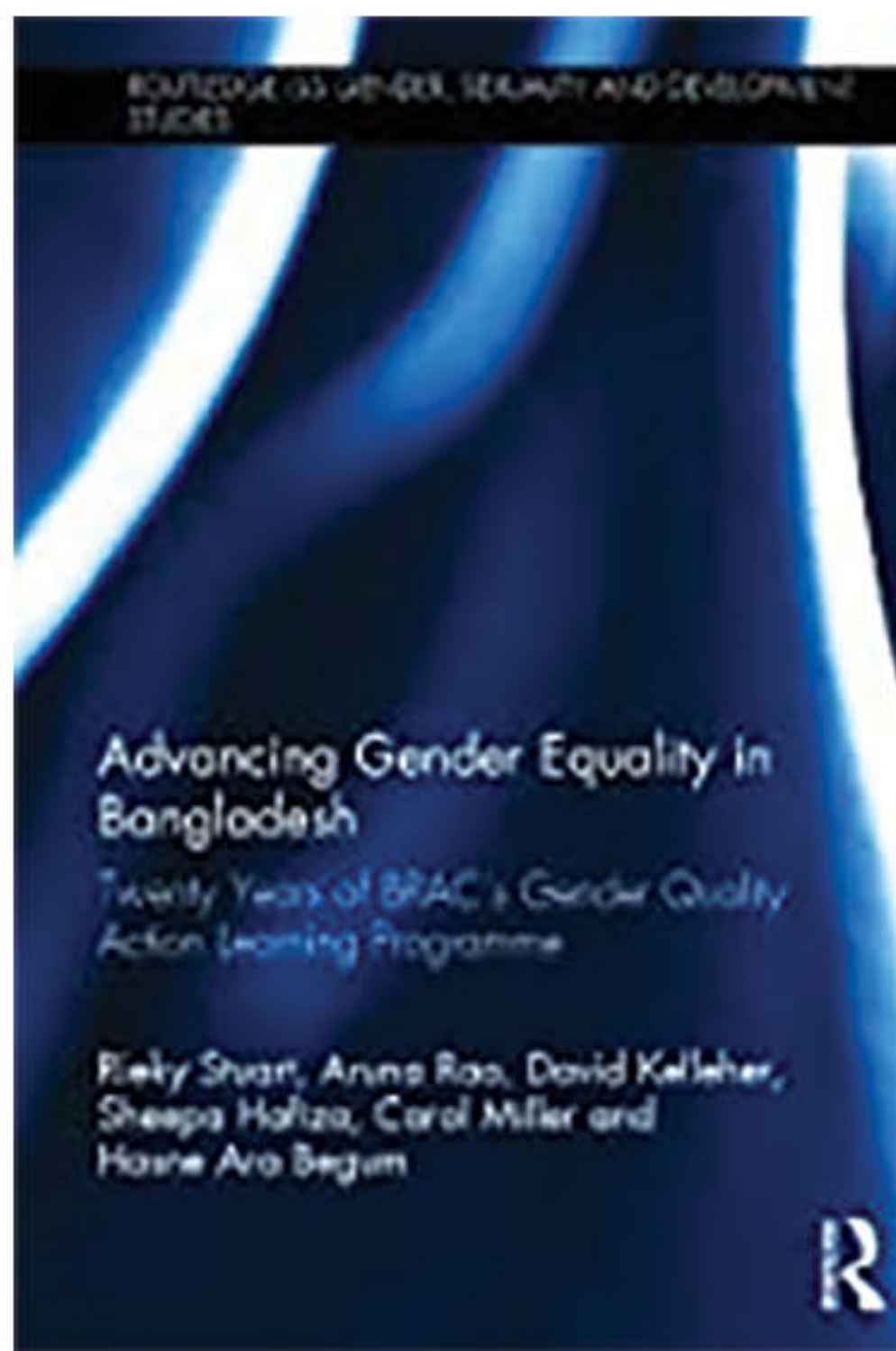
In their writings Letsema community members give a sense of who they are, how they came to be a part of Letsema, how being in Letsema touched them personally, helped them connect with each other and their communities, and what they have been able to achieve.



Gender Equality In The Non-Profit Sector In India: This report examines the status of gender equality in the non-profit sector in India. By engaging with an analysis of the non-profit sector across three cities in India, it seeks to identify key challenges, trends and good practices in order to determine the most innovative practices being adopted to promote gender equality today.

Advancing Gender Equality in Bangladesh: In 1994, BRAC, the world's largest NGO, made headlines by putting women's rights centre stage in Bangladesh, one of the poorest countries in the world. The Gender Quality Action Learning (GQAL) Programme was one of the very first large-scale efforts to mainstream gender equality and aimed to weave objectives of gender equality throughout its own microfinance, education and health services.

This book describes the history, implementation, and outcome of this major 20-year initiative and discusses the lessons learnt throughout the fight to achieve gender equality outcomes in an effort to provide a tangible framework for future organizations interested in promoting gender equality and social inclusion. At a time when many gender equality programmes are still relatively young, this book offers a unique opportunity to track 20 years of intervention within a theoretical and cultural context and provides a platform for ongoing discussion about the roles of empowerment and gender transformation as agents for social change.



Some of the articles written by our Associates and staff include:

Rao, Aruna. "Challenging patriarchy to build workplace gender equality." *IusLabor* 2 (2016).

Rao, A., Kelleher, D., Miller, C., Sandler, J., Stuart, R., & Principe, T. (2017). *Gender at Work: An Experiment in "Doing Gender"*. In *Leading and Managing in the Social Sector* (pp. 155-173). Springer, Cham.

Rao, A., & Sandler, J. (2016). *Beyond Binaries: Strategies for a 21st-Century Gender Equality Agenda*. In *The Palgrave Handbook of Gender and Development* (pp. 106-116). Palgrave Macmillan, London.

FINANCIAL HIGHLIGHTS 2016

10,11,943

INCOME

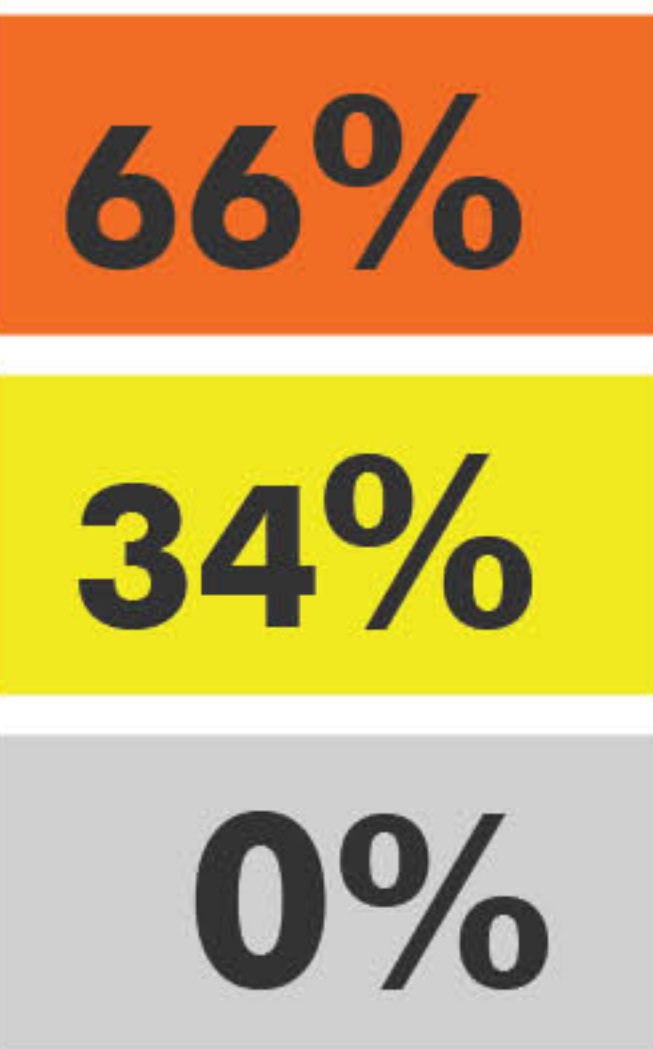
Contributions	6,64,178
Fees	3,47,338
Interest Income	427
	\$ 10,11,943

7,27,749

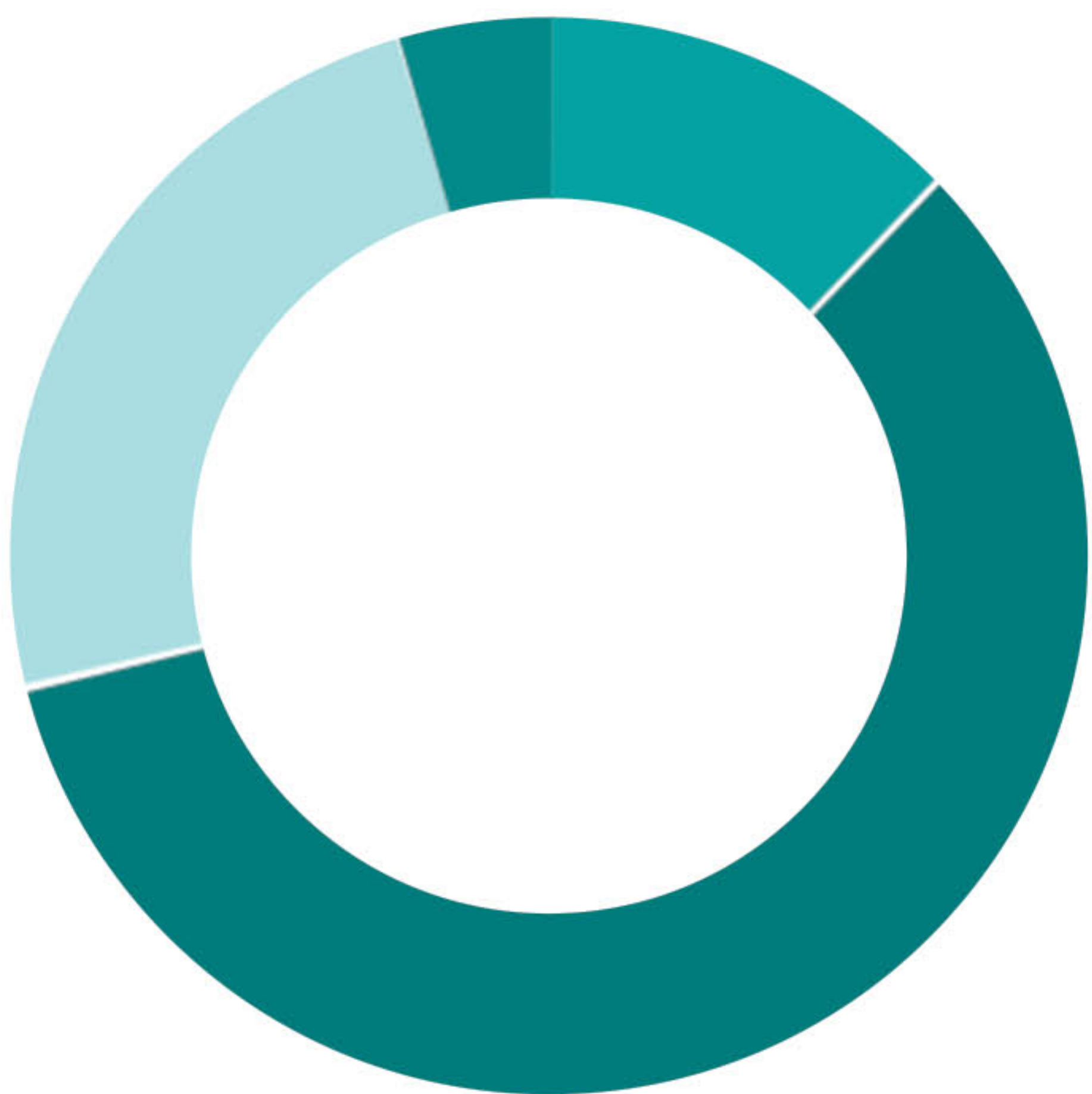
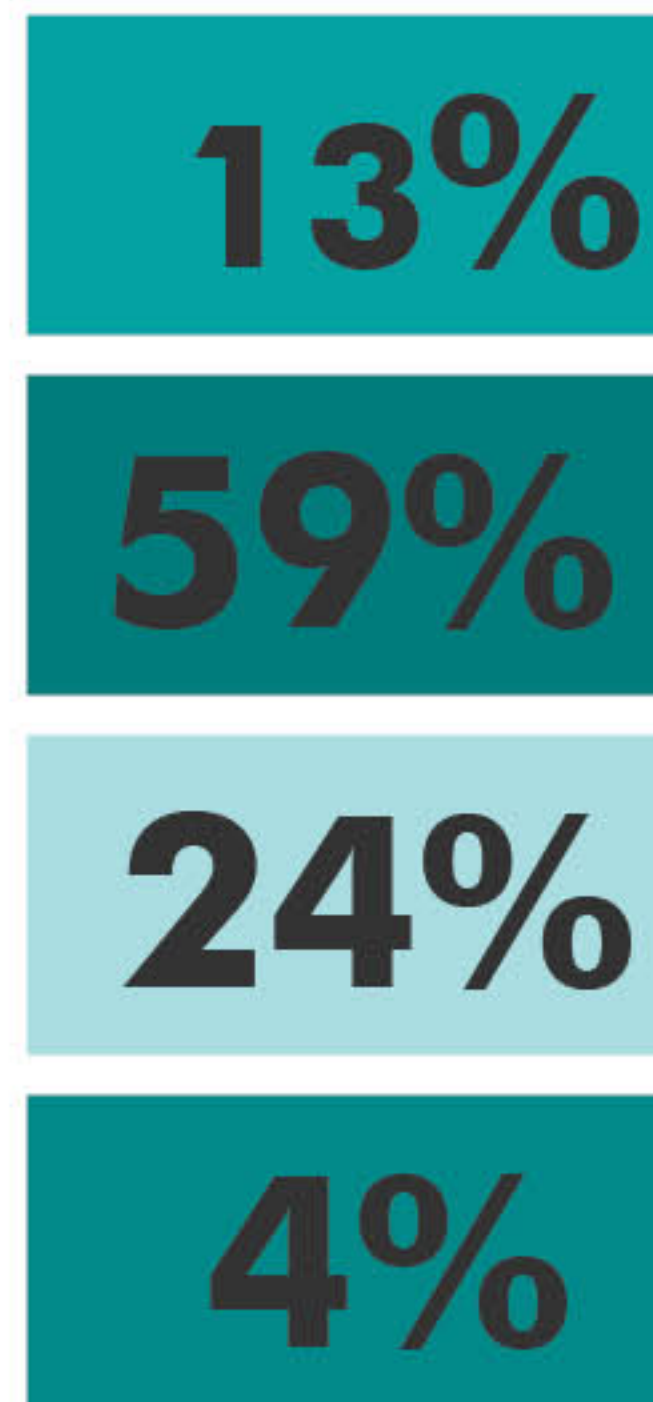
EXPENSE

Salaries and benefits	91,893
Consulting	4,28,052
Travel and Accomodation	1,75,938
Other Administrative costs	31,866
	\$ 7,27,749

Contributions
Fees
Interest Income



Salaries and benefits
Consulting
Travel and accomodations
Other Administrative costs



FINANCIAL HIGHLIGHTS 2017

8,20,719

INCOME

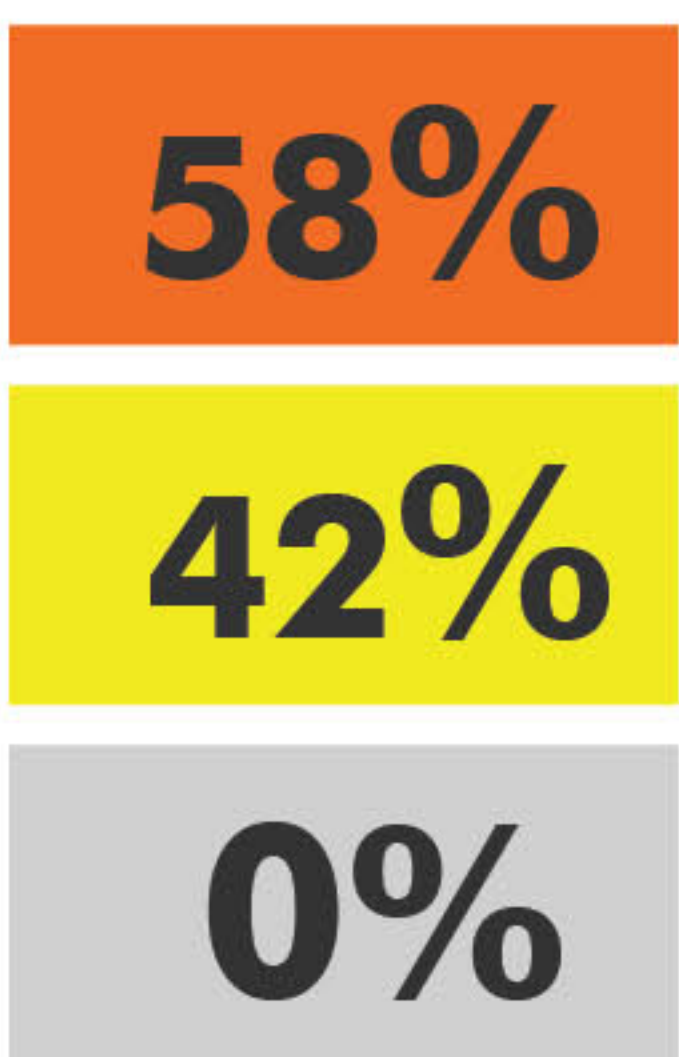
Contributions	4,78,615
Fees	3,40,098
Interest Income	6
	\$ 8,20,719

8,49,326

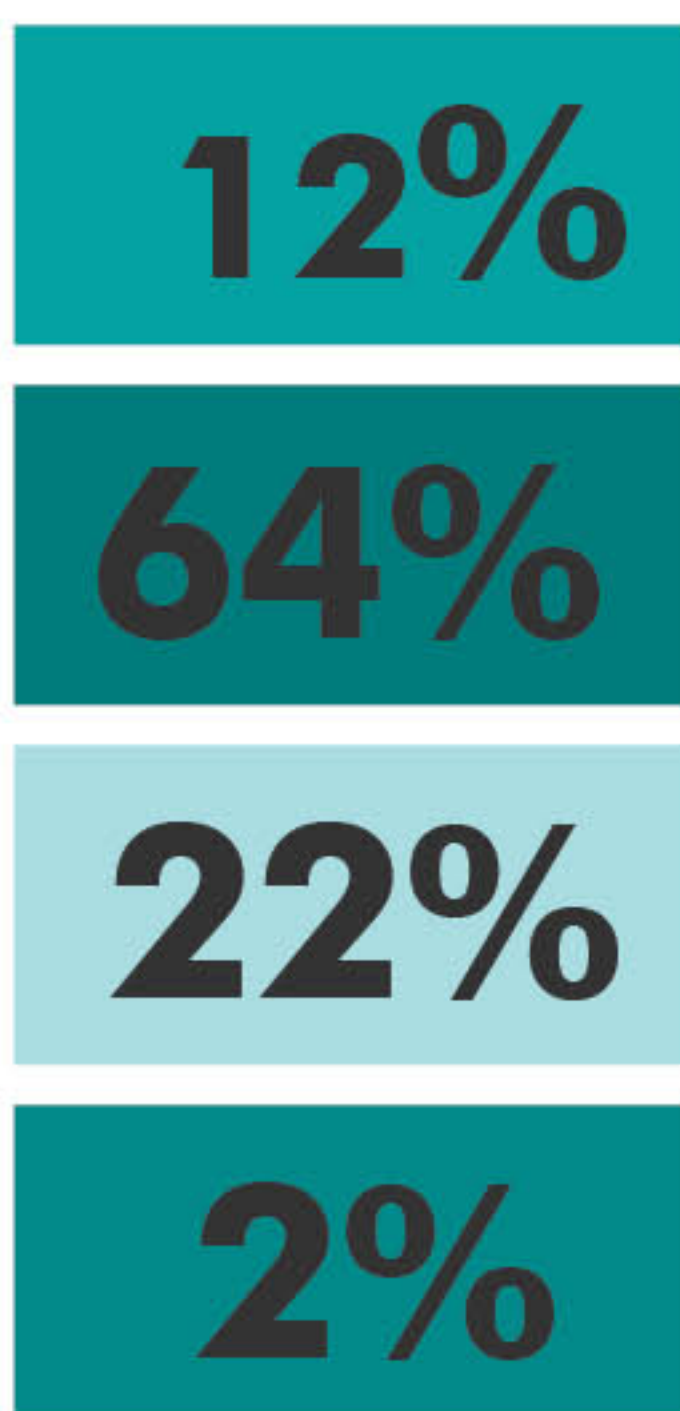
EXPENSE

Salaries and benefits	1,01,680
Consulting	5,43,344
Travel and Accomodation	1,83,586
Other Administrative costs	20,716
	\$ 8,49,326

Contributions
Fees
Interest Income



Salaries and benefits
Consulting
Travel and accomodations
Other Administrative costs





gender at work

building cultures of equality & inclusion

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