



ANNUAL REPORT 2018



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



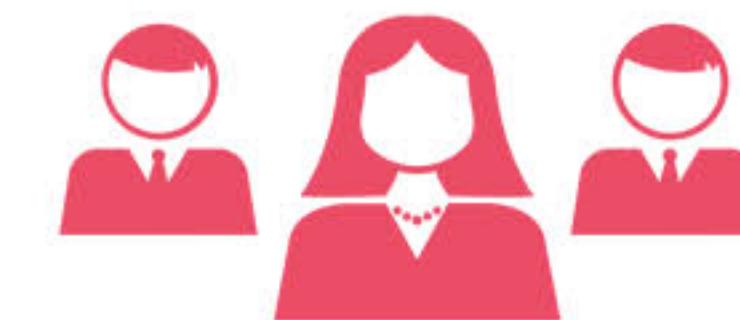
**GENDER ACTION
LEARNING**



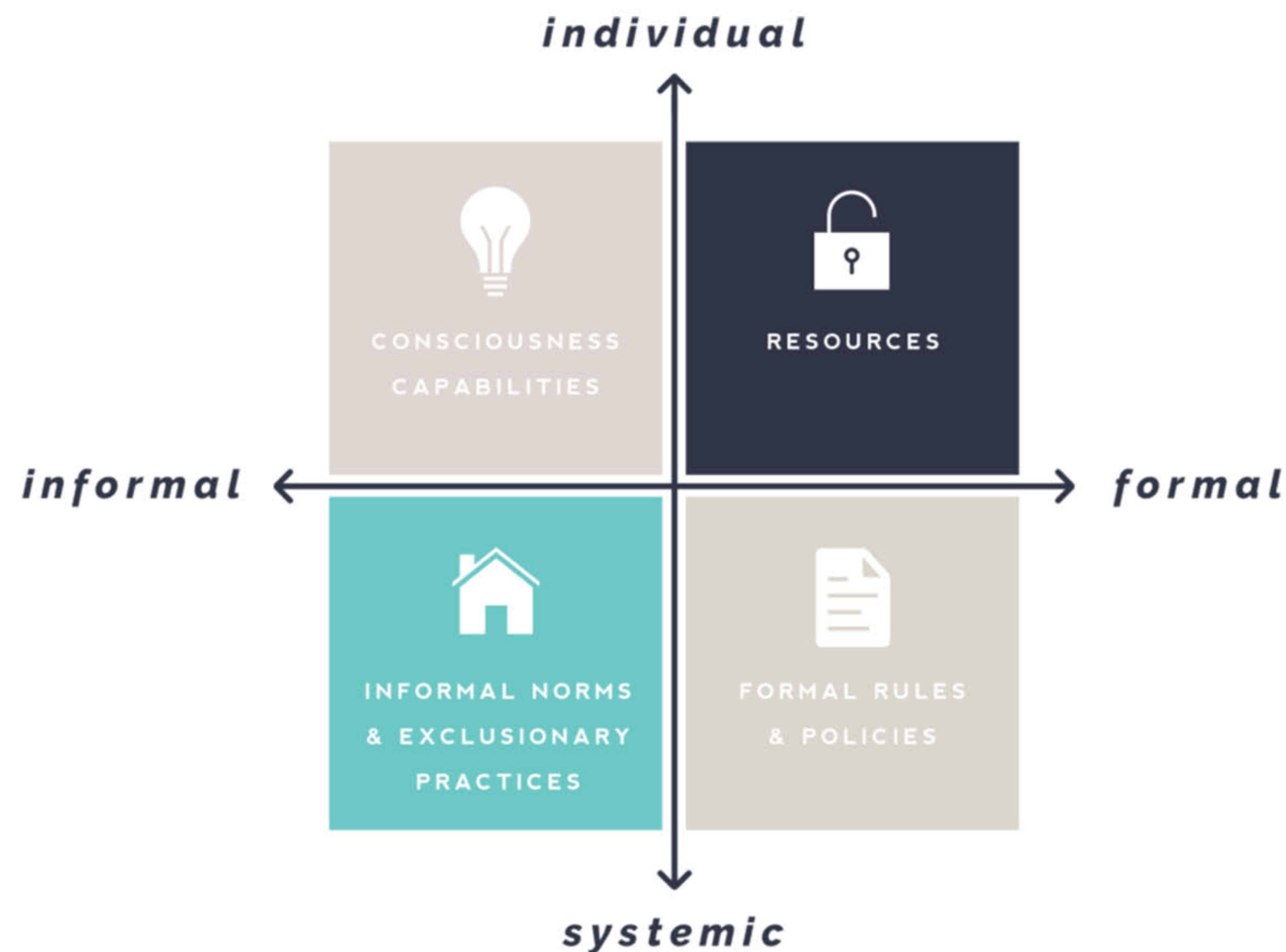
**FEMINIST RESEARCH
AND EVALUATION**



**FEMINIST ORGANISATIONAL
CAPACITY BUILDING**



**FEMINIST LEADERSHIP
DEVELOPMENT**



WHAT MAKES US UNIQUE

Feminist networks 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 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 (2016-2019)

In several countries over the past few years, the number of incidents of School-Related Gender-Based Violence (SRGBV) that position the teacher as the perpetrator has exploded in national and local media. The 4-year programme was launched in January 2016 and 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.



The 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.

UNICEF is the institutional partner and grant manager for the project. The project 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.

Initiatives to combat SRGBV. Together, these education unions represented over 1 million teachers at primary, secondary and tertiary institutions across the 7 countries. Two additional unions, from Gambia and Sierra Leone, joined in the second phase of the program, which was launched in 2018.

G@W supported participants to deepen their knowledge of context-specific gender norms and power relations that influence SRGBV and other forms of violence in their unions and schools through a peer learning process. Through this approach, unions come to understand the nature of gender inequality and gender-based violence in their context, and developed and implemented change experiments to address GBV in unions and schools. Participating unions deployed their own resources to support the change experiments. As they implemented their change experiments, G@W facilitators continued to provide mentoring support and capacity building support to build knowledge and skills of union members to work on SRGBV within their unions, schools and with other stakeholders and to develop road maps to ensure the sustainability of work on SRGBV beyond the lifetime of the project.

Since the Education Unions Take Action to End SRGBV programme was launched in January 2016, 571 union staff and members have been directly engaged in actions to tackle SRGBV. These actions have in turn reached over 1 million individuals. Here is one testimonial:

“What I have learned is that the whole process of SRGBV gets us to get out of our comfort zones to deal with very complicated issues. It challenges us to be open-minded. The biggest problem for me is that change starts with yourself. You can't expect change from others when you can't change yourself.”

- Male change team member, Southern Africa

Change experiments include a wider range of initiatives. Some examples are presented below:

Raising public awareness through media, national television, radio and newspapers and schools: For example, GTU participated in a caravan that was able to reach over 10,000 people with messages about early child marriage and female genital mutilation/cutting (FGM/C).

Advocacy and collaborations with external stakeholders: For example, BETUZ appeared before a Parliamentary Committee on education focused on SRGBV, particularly as it relates to high levels of teenage pregnancies in schools. Developing 'Friendly and Peaceful Learning Environments' at pilot schools, and working with teachers, parents and school clubs (Kenyan National Union of Teachers – KNUT);

Empowering women teachers to take a more central role: For example, having more elected women representatives at various levels of the union structure and establishing a Women's Leadership Group (Ethiopian Teachers' Association - ETA); Building women teachers' confidence and leadership as a strategy for reducing the vulnerability of women teachers to gender-based violence through leadership and personal empowerment workshops (Uganda National Teachers' Union - UNATU);

Building a culture of equality within the union to increase leaders', staff and members' understanding of, and capacity to address SRGBV: Changing union policies to build commitment to end SRGBV by revising the union's gender equality policy to include SRGBV, and amending the union's Constitution to create a National Youth Committee with a mandate to work on SRGBV (Zambian National Teachers Union - ZNUT); Similarly, NAPTOSA designed and implemented a campaign aimed at sensitizing all union members (54,000 people in total) about SRGBV.

"The GAL process and Peer Learning experience has changed me as an individual, especially starting from my home. I now see the need to be more conscious of what I model to my children as good behaviour for example. Before I used to see myself as the 'man of the house.' Whatever I say should be done; must be done. I never consulted. Now after Peer Learning, I discuss things with my wife and ask for her opinion; even my children. It was not like this before. I now feel that if I can start the change I want to see from my family, then I can take it outside to role model."



Establishing and supporting school clubs as entry points for raising awareness on SRGBV and creating safe spaces for girls and boys to discuss sensitive topics and report incidents of SRGBV (Basic Education Teachers' Union of Zambia – BETUZ, use Gambia Teachers Union – GTU - and Sierra Leone Teachers' Union - SLTU).

The participating unions, as well as UNGEI and EI, also continued to engage in public advocacy initiatives in Year 3 of program implementation; as well as in knowledge sharing events at national, regional and global levels,

where they raised awareness about the Education Unions Take Action program and reinforced its central message: that teachers and their unions must be at the forefront of addressing SRGBV. Activities by African sub-regional and regional Women's Networks, which are part of the EI Africa structure, also created additional energy and commitment of member unions to take action to combat SRGBV. For example, during the 2018 Africa Regional Conference held in November 2018, an EI Africa regional Resolution on SRGBV was adopted by the 87 unions from 41 African countries that attended the Conference.

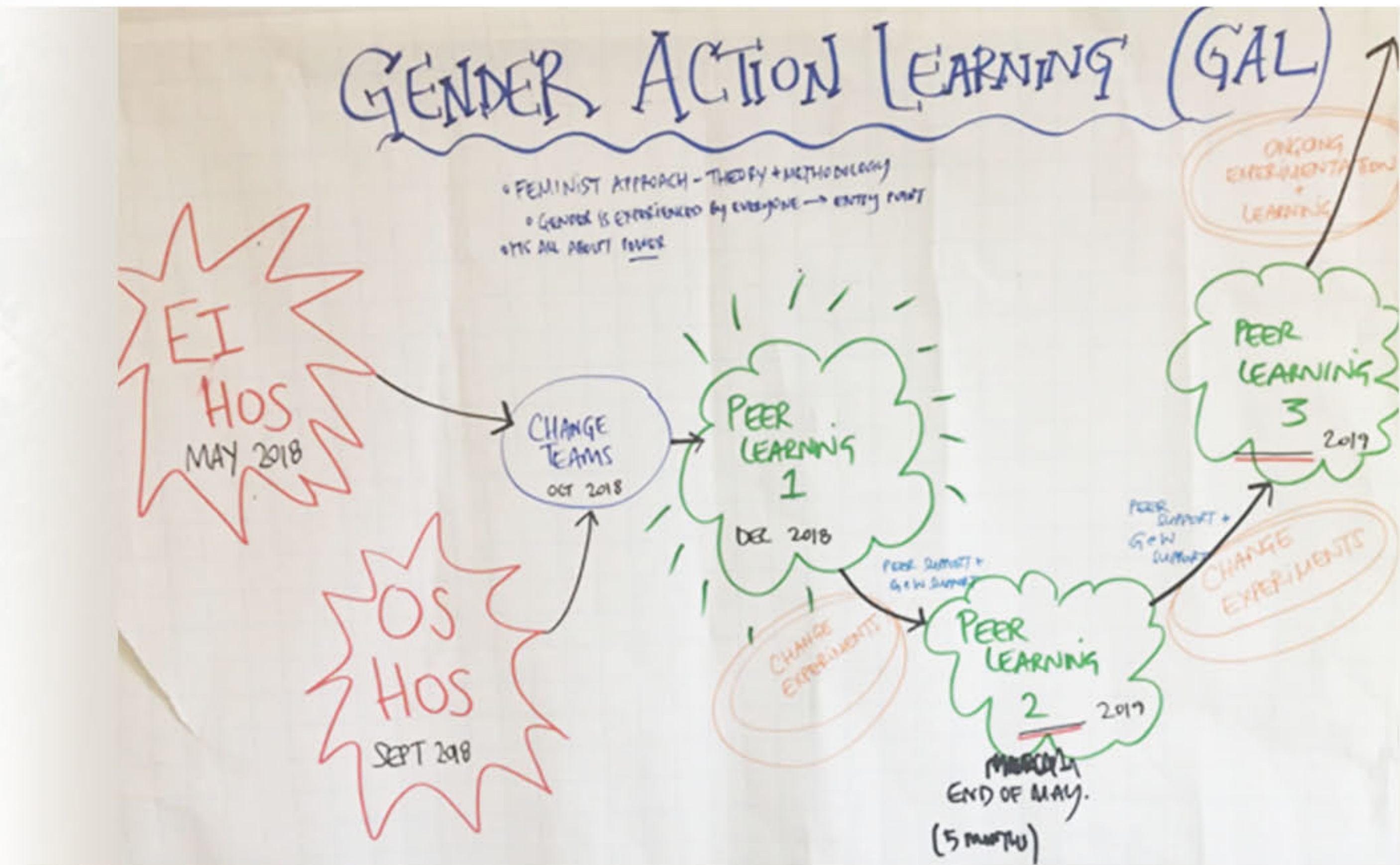


Education International (EI) & Oxfam Solidarité (OS): Gender Action Learning (GAL) Process

EI Secretariat and the Oxfam Solidarite Programme and Advocacy teams decided to use the Gender Action Learning approach to support reflection and action on gender dynamics within their teams, focusing on the Brussel-based staff. In 2018, G@W facilitators were able to take participants through 2 steps of the GAL process. Roughly 55 staff and consultants from EI, (approximately 60% men, 40% women) from all over the world attended the one and half-day "Hearing our Stories" workshop on May 23-24, 2018, which is the first step of the GAL process. Similarly, about 20 staff members (50% female, 50% male) from the Oxfam Belgium Programme and Advocacy team attended the one and a half-day "Hearing our Stories" workshop on September 11th and 12th, 2018. This was followed by a peer-learning workshop that was held on 4th - 7th December 2018, Brussels with participants from EI and Oxfam Solidarite.



December 2018, Brussels with participants from EI and Oxfam Solidarite.



G@W facilitators supported change teams from both organizations to clarify their line of sight, and and identify change experiments that would be undertaken in 2019.



Supporting Gender-transformative Research in IDRC

G@W is supporting different programme areas within International Development Research Centre (IDRC) to strengthen gender transformative research in several areas.

Supporting the Networked Economies programme at IDRC

Since 2015, a Gender at Work team has been working alongside the Networked Economies (NE) program area of IDRC, to build the capacities of both program officers and research partners for integrating gender considerations into research. The NE program aims to “harness technology to create economic opportunities and advance democracy”.

Over the past two years, the Gender at Work team has engaged in a mentoring relationship with program officers (either in person or via video conferencing) to build their capacities to integrate gender considerations into research. In addition to this, the research aspect is designed to learn more about what constitutes effective mentoring in this field and about what “better research” looks like to produce favourable outcomes for gender equality.

Throughout 2018, the team continued mentoring NE program officers and their research partners, initiated a Gender Action Learning Program with NE-funded Cyber Policy Centers, and began the analysis process for the research aspect of the project.

Food, Environment and Health

A Gender at Work team concluded a 12-month project with the Canadian International Development Research Centre's (IDRC) Food, Environment, and Health program (FEH), based in Ottawa. The purpose of this Mentorship Research Support Project on Gender (RSP) was to contribute to the implementation of the existing FEH gender strategy by enhancing the capacities of FEH program staff and its research partners in designing and implementing food systems research that enables opportunities for reducing gender inequities. Our two objectives were to a) enhance the knowledge, skills and capacities of the FEH program staff and its research partners to better understand and address gender inequities within food systems; and b) identify appropriate tools, systems, practices and resources to support the FEH program and its research partners to strengthen the design of future projects and the opportunities for results that address gender inequities. The findings of and final report for this project were presented by 3 team members on October 12, 2018, at IDRC in Ottawa.

Of note, the outcomes of this project included identifying 4 primary processes of change leading to increased capacity for gender analysis. For example, one of those change processes was a set of two regional participative workshops (Sao Paulo, Brazil and Beirut, Lebanon) that gathered IDRC program officers, research partners, and a Gender at Work facilitator to explore gender within researchers' specific food systems projects. Another example is the intentional approach among Gender at Work consultants of mentoring over teaching. The mentoring process allowed Gender at Work mentors, program officers, and researcher partners to develop learning together, mindful that learning and capacities need to develop naturally with our own efforts, based upon the foundations of our own experiences, knowledge, and skills. The mentoring process is a significant contributor to building program officer confidence in gender-based analysis, and to their capacities for describing gender, gender analysis and transformative approaches to research in a much more integrated way.



Supporting Oxfam Partners and Oxfam Country Staff through GAL

Gender at Work has been supporting Oxfam partners and country staff to incorporate a strong gender lens in their internal operations and programmes in multiple countries : Burkina Faso, Mali, Democratic Republic of Congo, Zambia, Dominican Republic, Cambodia and Vietnam.

A couple of examples are reflected below:

- a) Burkina Faso: G@W is facilitating a change initiative in five organizations, including three farmer organizations --- UMPL-B, CPF and APES, ADEP, and Oxfam Burkina Faso This is a three-year project that started in 2017 and is part of the project on "Developing economic opportunities for rural women in the local dairy sector and land governance through economic and political empowerment.

- b) Mali: In Mali, G@W is supporting 4 farmers' organization (URPLS, AOPP, CNOP, Coop K)

The use of Bambara in exchanges, the excellent quality of translation, the use of sketches and drawings (rather than written presentations) in the exploration of themes within the GAL processes, encourage the active and equal participation of staff from these 4 rural farmer organizations, especially women with limited formal education. The equal involvement of men and women has allowed both men and women to recognize that gender issues do not belong only to women. Male and female participants have left the GAL workshops with more confidence in their own abilities to change the gender dynamics within their families, organizations and communities.



Oxfam’s design of the programme allowed G@W to create coherent links between different actors in the Malian agricultural sector, thus strengthening the personal and organisational links that are essential for experiential peer learning. The training of facilitators has already proven to be complementary to the objectives of the GAL process.

Despite the organizational barriers faced by some change teams, the individual learning and mutual support provided by participants in both processes give us hope that participants will make significant changes within their own context in the coming months.



FEMINIST RESEARCH AND EVALUATION



Bill and Melinda Gates Foundation – Supporting Institutional Change

Gender at Work continues to support the development of a cross-foundation vision and approach to Gender Equality and the empowerment of women and girls for BMGF. In 2018, Gender at Work 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.

Evaluation of Nijera Kori's Core Program "Ensuring Democracy, Accountability and Rights of the Poorest" in Bangladesh, 2018

We were invited to carry out an evaluation of the BfW-supported programme "Ensuring Democracy, Accountability and Rights of the Poorest", the core programme of Nijera Kori, a well-known NGO in Bangladesh. Unlike many other NGOs which have focused on the delivery of services or on income-generating activities, Nijera Kori continues to work in accordance with its Freirian philosophy of social transformation through conscientisation, organisation and collective action. The G@W team framed the evaluation as a platform for structured reflection by the Nijera Kori team and its allies. The evaluation framework - a set of key questions against the standard DAC metrics - was developed through discussion with the Nijera Kori steering team.

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The process was designed as a series of reflection meetings and free-flowing interactions with staff, people's organisations and allies. These conversations yielded rich insights and data on the impacts of Nijera Kori's work on the lives of individuals, people's collectives and the larger social and political environment in Bangladesh. The G@W team brought a feminist integral framework to bear on the data and findings of the evaluation exercise, making visible the interconnected and intersectional dynamics of changes in four key organisational domains. The evaluation report affirmed the unquestioned strength and larger political significance of Nijera Kori's approach and offered recommendations for strengthening and grounding the emerging transformations in gender relations and power hierarchies within Nijera Kori as well as in people's organisations.



"Our conversations with them went well beyond the parameters of the evaluation exercise, into the shared complexities and contradictions of life and politics in South Asia today. Our visits and stays in the NK field centres in Noakhali, Chandina, Nungola and Shaghata were memorable not only for these discussions but for the feast of food, music and 'adda' that we were treated to. We feel uniquely privileged to have experienced the simple beauty of communal life in these spaces, and have been deeply touched by the ways in which these committed activists are striving to live by Nijera Kori's founding ideals of equality, democracy and justice. Our meetings with the landless organisations and women's groups were inspiring and enriching at many levels. Samiti members talked to us about their struggles, victories and dilemmas with candour and a matter-of-fact acceptance that the road ahead would be long and rough. Despite the very real political and physical risks they face, these veterans of struggle are unshaken in their commitment to democracy and social justice. Our meetings with them have left us both humbled and uplifted."



FEMINIST ORGANISATIONAL CAPACITY BUILDING

Feminist Organizational Capability Strengthening- International Women's Development Agency

In July 2018, Gender at Work completed a set of interactive Feminist Organizational Capability Strengthening (FOCS) resources developed with the International Women's Development Agency (IWDA), Australia, and consultation with IWDA partners. IWDA is carrying out an 18-month FOCS pilot with a group of partner women's organizations and networks across Asia and the Pacific, co-designing and testing the FOCS approach. The approach supports organizations to conceptualize and put into action what it means to bring a feminist lens to their organizational practice.

The suite of FOCS resources includes:

- **A FOCS Facilitation Guide** that outlines facilitation principles and practical tips consistent with feminist values and practice.
- **A FOCS Self-Assessment** module that partners may use to reflect on capacities they want to develop as part of a capacity strengthening process.
- Four **resource modules** on the specific capacity areas most often identified as areas in need of support by FOCS partners and IWDA staff: Creating Cultures of Care to Build Resilience in Women's Rights Organisations; Leading, Governing and Being Accountable for Women's Rights; It's Your Money: Stepping Up to Mobilize Resources for Women's Rights; and Financial Management for Activists.
- **A FOCS Backgrounder** that supports IWDA program staff to understand the concepts and principles underpinning FOCS.

In October 2018, IWDA staff tested the FOCS Self-Assessment module on their own organization. The modules are also being tested in Africa by partners of Womankind.

Capacity Building for Gender Equality in Education for UNGEI

This programme is designed to advance UN Girl's Education Initiative's (UNGEI) goal by 1) reinforcing the capacity of members of the Global Advisory Committee for strategic and operational planning for UNGEI to effectively contribute to the implementation of the gender and education commitments outlined in Education 2030; and 2) strengthening the capacity of Global Partnership for Education (GPE) countries to more effectively integrate gender throughout the education sector planning process, which will contribute to their ability to develop equitable and inclusive sector plans. Both work streams have been jointly managed and implemented by Gender at Work and the UNGEI Secretariat, and also involve United Nations International Children's Emergency Fund (UNICEF) and GPE staff as technical resources.

For both workstreams, Gender at Work and UNGEI convene meetings and training workshops and employ gender analytical frameworks, the collective impact method to movement building, and participatory interactive and reflective learning approaches.





Feminist Collectivization and Capacity Building in India

In 2016, Gender at Work started work on building a Feminist Collective, a strategic pan-India network of grassroots women's rights organizations who came together for collective reflection, strategy building, and action on transformational gender change with a focus on gender-based violence against women and adolescent girls. Presently, the Collective comprises of six-member organizations from North and West India, to be joined by three new women's rights organizations in 2019. Organizations are also supported in the form of organizational and leadership development. The collective is self-funded and members meet once in a quarter at a location that is convenient to the majority of the members. Each workshop lasts for 3-4 days.

Gender at Work has brought in a diverse range of experts to help them co-facilitate the workshops for the feminist collectives. Members have already reported increased self-awareness of their rights in personal and public spheres, enhanced understanding of feminist thought and leadership, and wider use of democratic processes and tools in their respective organizations.

In September 2018, a three-day workshop with the partner NGOs was organised in Delhi, India to reflect on the current backlash against women's rights groups and strategies for resisting this backlash and polarisation. Collective members have committed to a process of dialoguing with a set of unconventional partners (e.g. national cadet corps) as a way of countering divisiveness.

Gender Sensitization Workshops in India

G@W India conducted multiple gender sensitization workshops to develop the capacity of child rights organizations such as Global March Against Child Labour (June 2018) and more recently Mahita (October 2018). Both the workshops aimed at developing the understanding and capacity of the organization partners/programme staff on gender in order to enable them to mainstream gender into their child rights work and advocacy. Similarly, G@W had conducted a Gender Sensitization workshop for Ethical Tea Partnerships (ETP) in Guwahati, Assam on April 8-9, 2018. The two-day training of the ETP team was meant to facilitate a journey in three phases: understanding concepts on gender equality, reflection, and the application within the organisational context. All three workshops used the G@W Analytical Framework to help organizations understand challenges, gaps in the organizations' approach towards gender equality and design action plans to address the gaps.





FEMINIST LEADERSHIP DEVELOPMENT

Transformative Leadership for Gender Equality and Women's Rights

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Joanne Sandler and Aruna Rao have so far conducted courses with UN Women, in June 2018, in Vienna. for the Organisation of American States, in July 2018, and again in Istanbul in October, for UN Women.



Course - Women, Business and Rights

Gender at Work has collaborated with Genpact Centre for Women's Leadership (GCWL) and the Institute for Human Rights and Business (IHRB) to develop a certificate course, 'Women, Business and Rights', aimed to introduce working professionals and students to the crucial linkages between women, business, and human rights. The course focused on introducing participants to the linkages between women, business, and human rights. The course, a blend of theory and practical guidance, equips participants with the skills to develop strategies and assess business operations that are consistent with international standards on women's rights. The pilot batch of the course was successfully wrapped from May 14-19, 2018.



FEMINIST LEADERSHIP PROGRAMME

Gender at Work India has launched a new course for those in management and leadership roles to understand how they could drive change in their own organizations to advance gender equality and inclusion using a feminist leadership approach. The first course was held on 5-6 December 2018 in New Delhi and was facilitated by Aruna Rao.



Harvesting Learning

Gender at Work Podcast

The Podcast was launched to unite diverse voices within and outside the Gender at Work Network, to discuss emerging ideas that challenge our assumptions, stretch our boundaries and ignite our passion.

We have released six episodes in 2018 on the latest ideas, trends and issues in Gender and Development--- #metoo, toxic masculinity and misogyny, misconduct within humanitarian organisations, UNGEI, and art as activism.



Talking Gender

Panel – Tipping the Scale

On Feb 21, 2018, Gender at Work conducted a panel discussing the Business Response to Sexual Harassment titled - Tipping the Scale: Business Response to Gender-based Violence and Sexual Harassment in the Workplace. The panel was organised as a part of a multi-stakeholder Asia Consultation: the Gender Lens to the UN Guiding Principles on Business and Human Rights was convened by the UN Working Group on Business and Human Rights (UNWG) and hosted by the Genpact Centre for Women's leadership in collaboration with the United Nations Development Programme (UNDP) Asia-Pacific and UN Women. The consultation took place on 20-21 February 2018 at Ashoka University's campus in Sonipat, India.

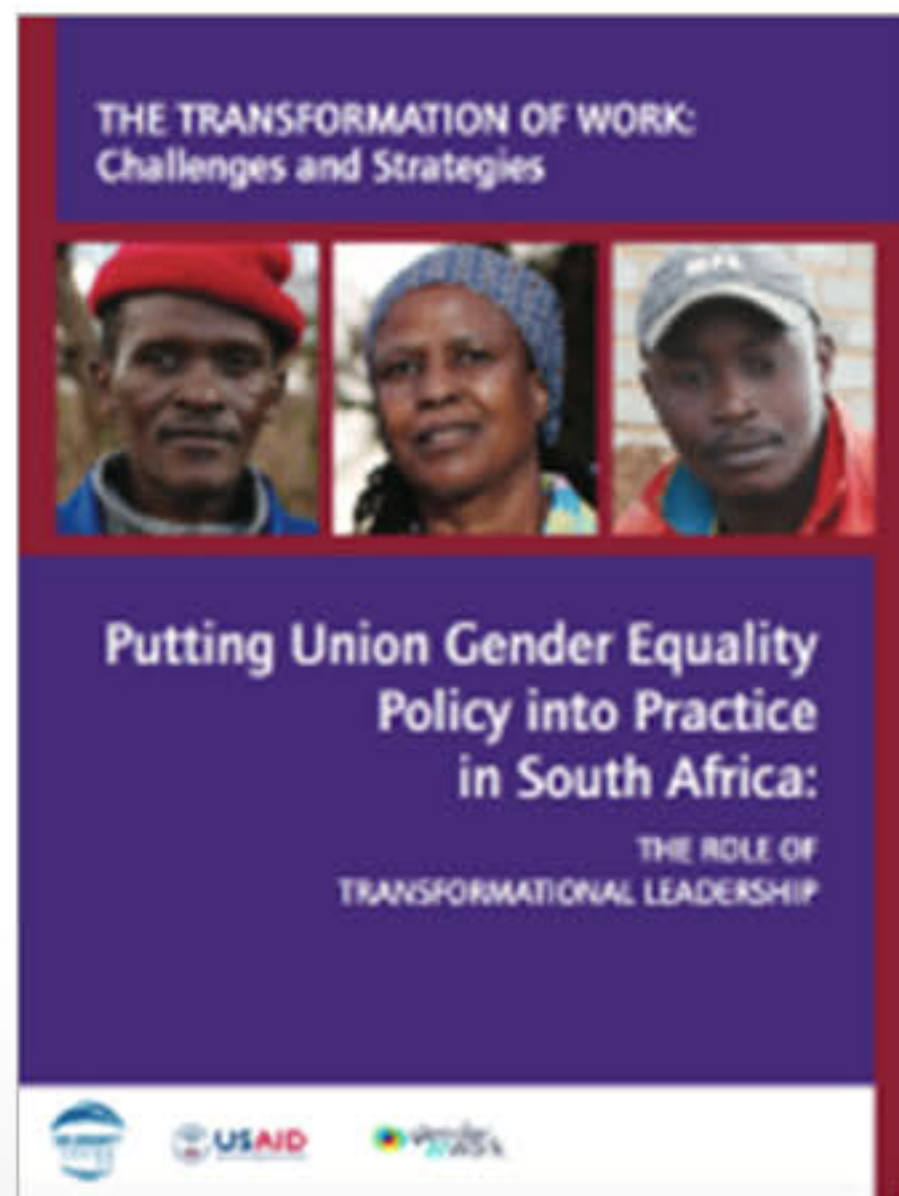
Panel – Bridging the Gender Gap at the Workplace

On November 15, 2018, G@W India team organised a multi-sectoral panel discussion on 'Bridging the Gender Gap at the Workplace', at Goethe Zentrum, Hyderabad, India. The panel aimed at highlighting the challenges and bias faced by working women in India owing to the discriminatory gender practices and policies of organizations while striving to come up with innovative, collaborative and sustainable solutions and best practices to bridge the gap, and promote gender equity and inclusion in the workplace.



Publications

A list of our selected publications:



The Transformation Of Work: Challenges And Strategies: The Solidarity Center commissioned this report as part of its ongoing focus on empowering women workers, furthering gender equality, and supporting transformational leadership in labor unions globally. The paper was commissioned from Gender at Work, South Africa office, and written by Nina Benjamin, associate at Gender at Work, and Gender Programme Coordinator, the Labor Research Service.

Compendium of Most Significant Change (MSC) stories from Mali, Senegal, Burkina Faso, Ghana, Vietnam, and Cambodia Oxfam and Gender at Work: 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. Using the Most Significant Change (MSC) methodology, we have been able to reflect and learn about how change around gender justice happens on an individual, organizational and community levels. This compendium contains some of those stories.



GENDER ACTION LEARNING (GAL)



Read our blog

<https://genderatwork.org/talking-gender/>

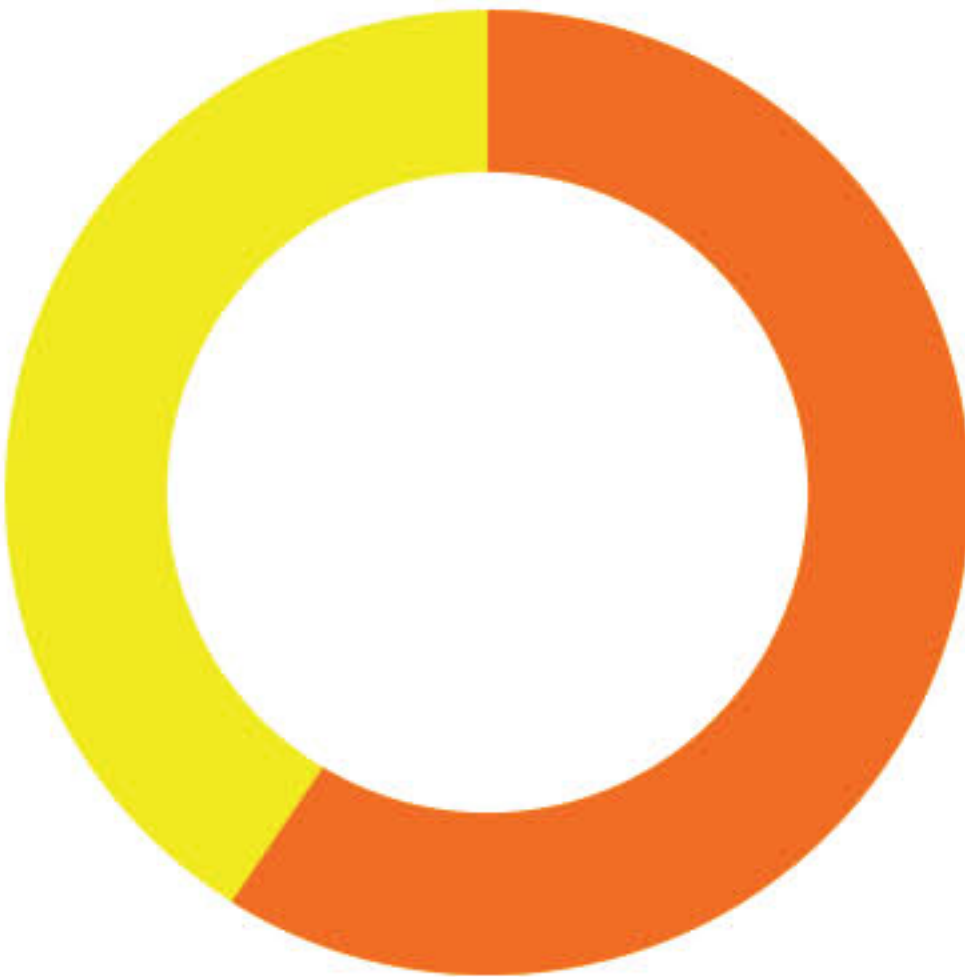
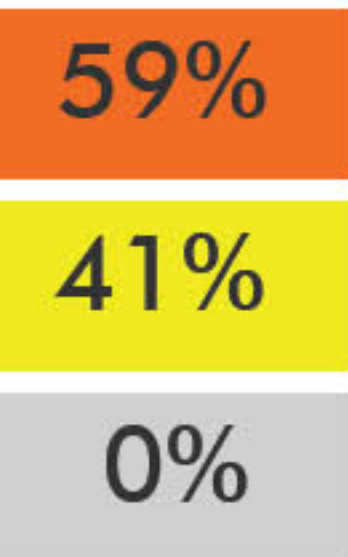
Financial Highlights 2018

10,51,746

INCOME

Contributions	6,23,448
Fees	4,27,897
Interest Income	401
	\$ 10,51,746

Contributions
Fees
Interest Income

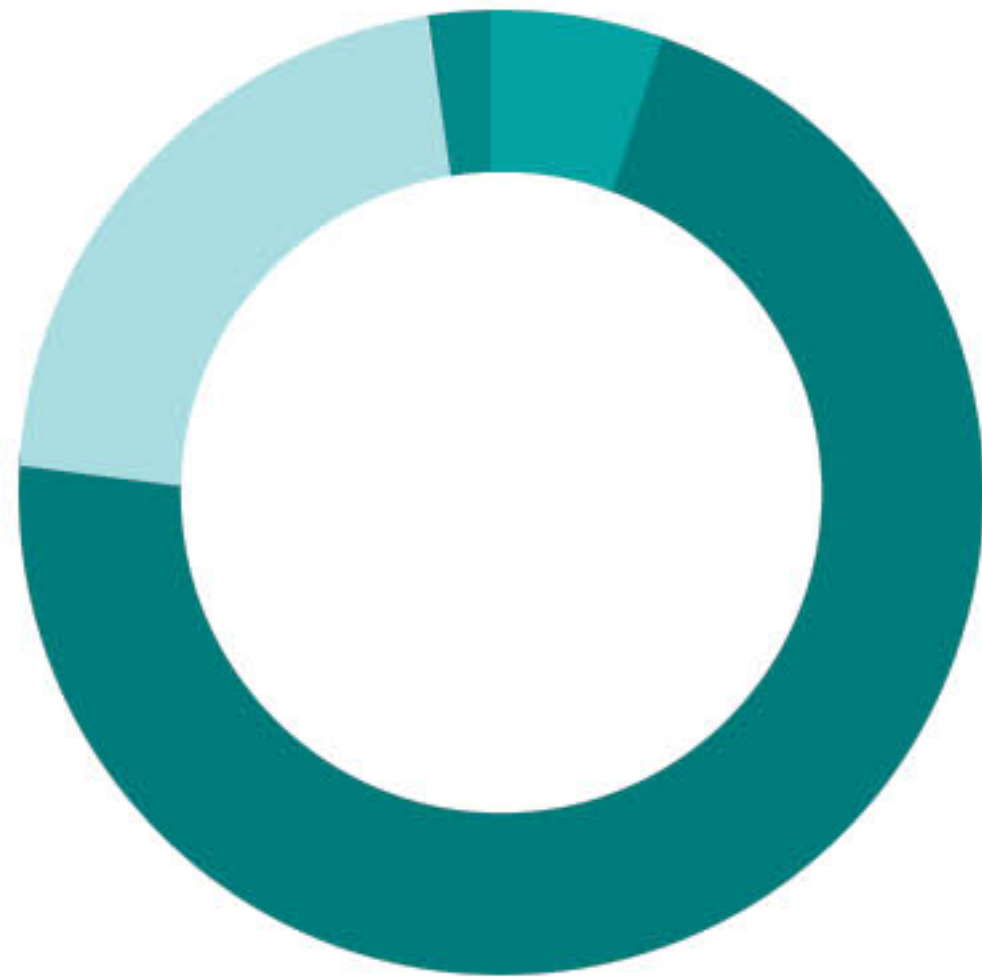
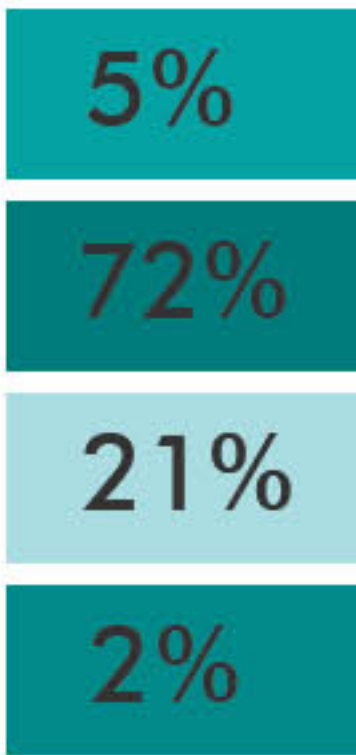


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EXPENSE

Salaries and benefits	49,924
Consulting	7,08,275
Travel and Accomodation	2,06,628
Other Administrative costs	23,468
	\$ 9,88,295

Salaries and benefits
Consulting
Travel and accomodations
Other Administrative costs





gender at work

building cultures of equality & inclusion

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