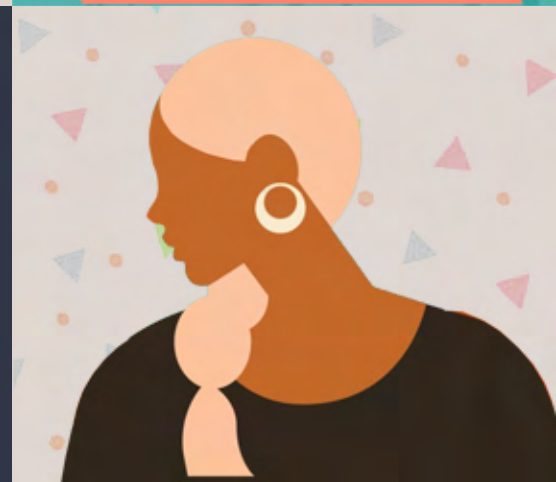
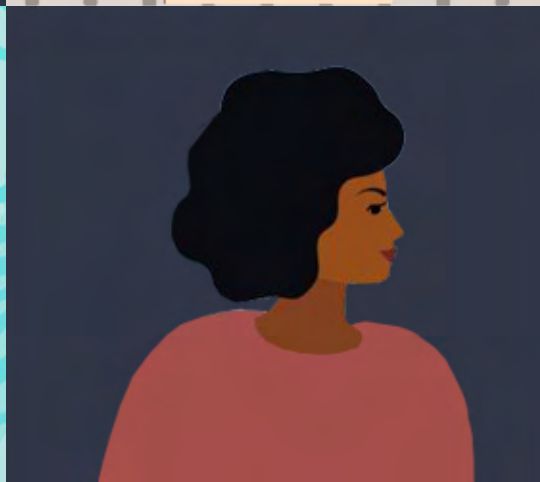
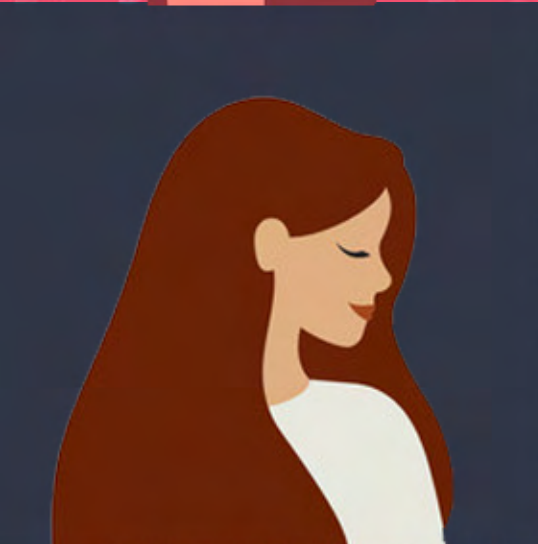


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# ANNUAL REPORT

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## 2020







## 2020 at G@W!

In 2020, the world went through massive change due to the spread of the COVID-19 virus. As a transnational feminist network, we address deep structures and social norms within organizations and society and strive to build cultures of equality, inclusion, and peace. The perpetual fight for social change and justice requires a continuous effort, especially in trying times like these. To respond effectively to these abrupt and unpredictable changes, we made adjustments to the way we work and engage with our staff, associates, consultants, and partners.

At the beginning of the pandemic, our executive directors, Sudarsana Kundu and Carol Miller, wrote this, reflecting on the role and responsibilities of Gender at Work during COVID-19.



# We centred our feminist principles and collective care

Feminist solidarity and our feminist principles are at the core of our work and we use a feminist lens to inform our initiatives. We believe in breaching patriarchal binaries, addressing power and privilege, and questioning received wisdom and accepted orthodoxies. We acknowledge multiple truths and realities, respect difference, and give space to diverse voices.

During 2020, we strove to centre our intersectional feminist principles of collective care and growth in our interventions and within our teams. We had internal conversations, led by G@W associates Rieky Stuart and Kalyani Menon-Sen, on reimagining and rethinking our intersectional feminist futures that drove us all to do a lot of internal reflection on our individual and collective values and our vision for this world.

We also organized a write-shop with the incredible Ethan Gilsdorf to find the storytellers within each of us!



# We got a new co-ed and a new board!

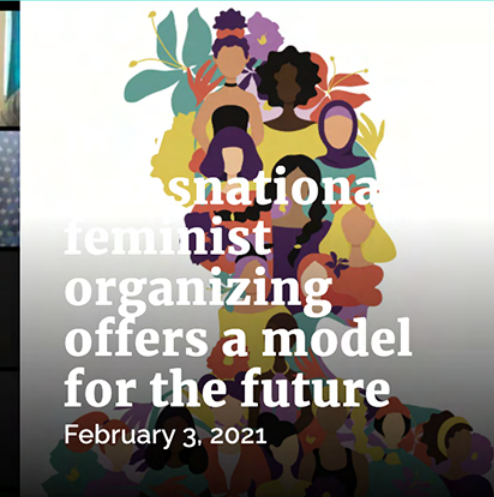
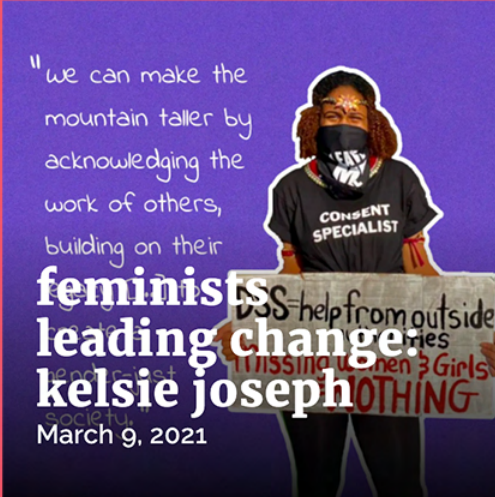
Carol Miller joined Sudarsana Kundu as our new fearless feminist leader. We also got an incredible new feminist board who joined our co-founders Aruna Rao and David Kelleher - Fiona Mckay, Ilana Landsberg Lewis, Lina Abou Habib and Alhadka.



# We reimagined the ways in which we work!

Keeping our feminist principles at the centre of our thinking and working, we reimagined our engagements with each other and with the world due to the COVID-19 pandemic. We provided our staff and associates with flexible work hours, flexible workload, and unlimited paid sick leave, among other self-care options.

We also had to take much of our work online and move our engagements around deep structures to virtual spaces. While that accorded us with a degree of flexibility and, more importantly, the ability to continue our work, it also came with a degree of uncertainty, anxiety, and discomfort. Kalyani Menon-Sen has captured that beautifully in a blog titled, **'The view from your window.....'** Please read it on our website - <https://genderatwork.org/news/the-view-from-your-window/>





# We researched, reflected, podcasted and wrote more! Promoting storytelling in this difficult time was a goal we strove for

A quick peek into some of the work we did:

## Measuring social norms change through storytelling in Nepal

Over the last fifteen months, Gender at Work has explored a mass storytelling tool to measure changes in social norms and gender equality (empowerment). This work is part of a collaborative initiative between the **Ministry of Foreign Affairs, Finland and UN Women, Nepal**. Gender at Work's efforts have included a scoping mission to Nepal in November 2019, a follow-up learning and planning workshop (virtual) in August 2020 and overall support to the development and pilot the data collection instrument.

## International Budget Partnership diversity and inclusion audit

Since March 2020, Gender at Work has supported the International Budget Partnership (IBP) with a Diversity and Inclusion Audit (focusing on gender and race equity). The audit came as a response to the commitment of IBP to deepen its journey as a diverse, inclusive, gender-responsive, and anti-racist organization and set out a clear path that will take it in that direction. The final audit report was completed in December 2020, and the road-mapping process with IBP staff will happen in January 2021. This project has been a learning journey for G@W, as well, with the team challenged to fully integrate diversity and racial equity issues within what started as a 'gender audit'.

Since the spring of 2020, Gender at Work has been supporting **African Women in Agricultural Research and Development** (AWARD) to create a conceptual and monitoring and evaluation (M&E) framework for gender-responsive transformation in national research institutes based on AWARD's implementation experience of its Gender Responsive Agricultural Research and Development (GRARD) initiative. The team has developed a draft framework, and in early 2021, it will be piloted with a selection of the eight agricultural research institutes participating in the GRARD initiative.

**Check out our 2020 podcasts-** Our podcast hosts Aruna Rao and David Kelleher continued to record podcast episodes throughout the year, discussing emerging ideas, trends and issues in feminist thinking and practice. Find all our 2020 episodes here- <https://genderatwork.org/podcast/>





# We continued advocating for safe schools and promoting inclusive spaces

Over the years, Gender at Work has refined and expanded 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 has a strong peer-to-peer learning process that includes a discovery phase (hearing our stories) and a series of peer-learning workshops. In addition, 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 a new understanding craft change projects. Change projects typically focus on transforming the culture of the organization and strengthening collective impact.



We use writing, creative expression, and movement practices from Tai Chi and Yoga as components integral to the action learning process. A typical gender action learning process spans 18 months.



### Some of our Gender Action learning (GAL) initiatives include:

The “**Education Unions Take Action to End SRGBV**” was a four-year programme involving nine unions in seven countries in Southern, Eastern and West Africa, supported by the UN Girls' Education Initiative, Education International and Gender at Work and funded by Global Affairs Canada. 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 school related gender-based violence (SRGBV) in global fora. We also launched a compelling series of writings, blogs, videos, and analyses, from the four-year joint initiative. Link - <https://genderatwork.org/education-unions-take-action-to-end-srgbv/>

Gender at Work entered into a partnership agreement with Oxfam Novib in October 2020 to implement Gender Action Learning (GAL) Process with Oxfam FAIR (FAIR: Fiscal Accountability for Inequality Reduction) program staff and FAIR partners in El Salvador. Over an eighteen-month period, the project will support Oxfam, and its partners, reflect on the adoption of feminist principles within the tax justice portfolio. In addition, lessons learned from this process will be shared with other FAIR teams across the Oxfam confederation.

Gender at Work is supporting Oxfam Palestine, a GAL process in support of the overall outputs and outcomes of the “Promotion of Inclusive Agricultural Growth” in the West Bank.





## We ensured focused conversations around challenges of the workplace now that the workplace had shifted to the home

Along with our regular work, the G@W team (staff, associates, consultants and the board) have all constantly come together and contributed to new learning, new knowledge and new experience. You'll find those webinars and blogs. We also organized a series of webinars on COVID-19, gender and the workplace. The details and the recordings can be found



## We continued our engagement with our environment and striving to build feminist organizations

**Empowering Civil Society for Social Change in Jharkhand** - In 2018, Gender at Work, supported by Oak Foundation, piloted an initiative, 'Empowering Civil Society for Social Change in Jharkhand'. For the project team, 2020 started with a lot of plans for the cohort, which the pandemic brought to a halt. We paused our workshops and took time to collectively process the impact of the pandemic.' We soon realized that our partners needed our support more than ever and hence, through periodic online interactions and follow up through phone calls and emails, we spent the latter half of the year supporting our partners shift from a survival mode to a regenerative mode. Our partners expressed the lack of motivation and direction amidst the pandemic and regressive policy changes in the country, which led us to launch the **Organizational Resilience series**. The idea was to combat the isolation and despair by collectively looking at the individual, organizational and community level resources to respond to the pandemic. The workshops were also designed to reach a deeper understanding of the gendered impact of Covid-19, and building an organizational resilience canvas through strategic planning. The themes of self-care and the gendered impact of Covid-19 garnered a lot of interest from the participants and was a recurring component in the workshops. They shared,

*"The workshop gave us a platform to analyse the Covid situation from an organizational and individual perspective, it was a completely new experience for me. Especially, looking at the gendered impact of Covid. I would like to explore this topic more and also take it back to my team for a larger discussion."*



Since our partners are grassroots CSO who needed to continue their work, it was crucial for them to have access to and understanding of collaborative online tools. We launched a digital access survey to understand the digital divide within the cohort and moved towards a plan for digital inclusion.



Our methodology has always been emergent and adaptive, but this year added new dimensions to the way that we responded to our partners; it has meant pausing when needed, constantly listening to our partners and working around when our partners are ready. To know more about this work, check out our stories of change on our website -

<https://genderatwork.org/empowering-civil-society-for-social-change-in-jharkhand/>

**Promoting Transformative Research on Gender and Social Equity in the Context of Climate Change** - Gender at Work is facilitating a three-year Gender Action Learning and mentoring project to support the IDRC Climate Change team and its six research partners. One of the highlights of 2020 was a highly successful virtual workshop in early December, which engaged research partners, IDRC and Gender at Work facilitators.

**Supporting feminist organizational culture change within UNAIDS** - Since May 2020, Gender at Work has been supporting a process of transforming the organizational culture within UNAIDS and making it a safe, equal and empowering workplace. The Gender at Work team is facilitating a feminist action-learning process to engage all levels of staff in the process of transformation. As part of support, G@W is also equipping in-house facilitators within UNAIDS with the skills to create safe spaces for critical reflection and honest dialogue.

**EngenderHealth:** We were engaged by EngenderHealth, a leading non-profit organization that champions the cause of female reproductive rights, to design a gender equity diversity and inclusion (GEDI) policy.

**Bhutan Women's Leadership for Transformative Change in WASH** – In response to the need for building women's leadership for change in the Water and Sanitation Sector in Bhutan, Gender at Work develop a women's leadership for transformative change module for SNV Bhutan that was pilot tested in January 2020.





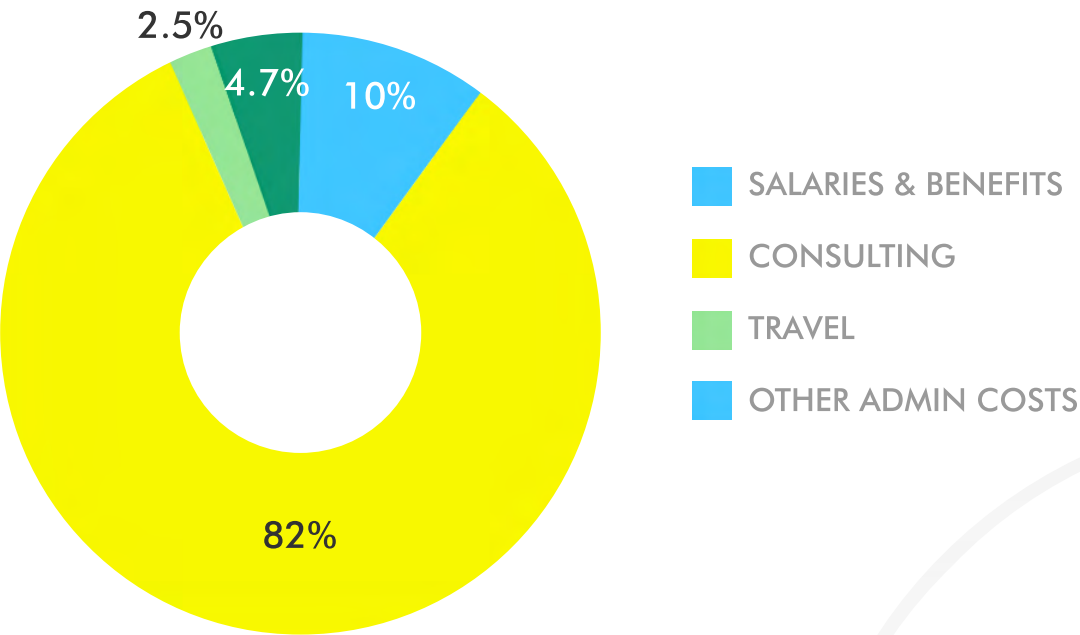
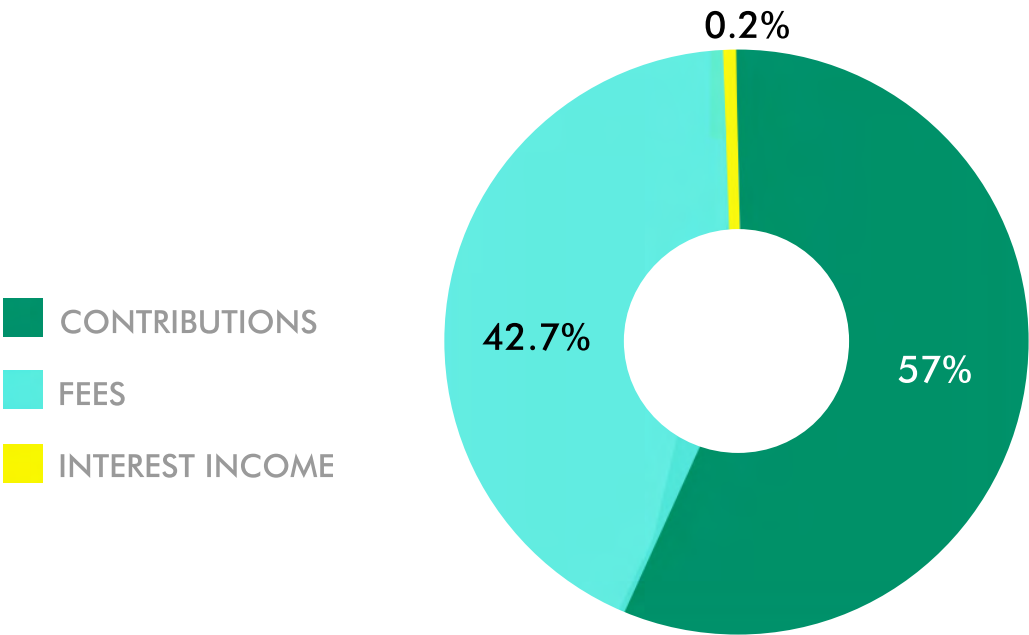
# Financial Highlights | 2020

## INCOME

CONTRIBUTIONS –	USD 680,164
FEES –	USD 509,359
INTEREST INCOME –	USD 1,105
<b>TOTAL</b>	<b>1,190,628</b>

## EXPENSE

SALARIES & BENEFITS –	USD 69,821
CONSULTING –	USD 565,034
TRAVEL –	USD 17,457
OTHER ADMIN COSTS –	USD 32,348
<b>TOTAL</b>	<b>USD 684,660</b>







# gender at work

*building cultures of equality & inclusion*



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