

**CONSOLIDATED
ANNUAL REPORT**

2021-2022-2023



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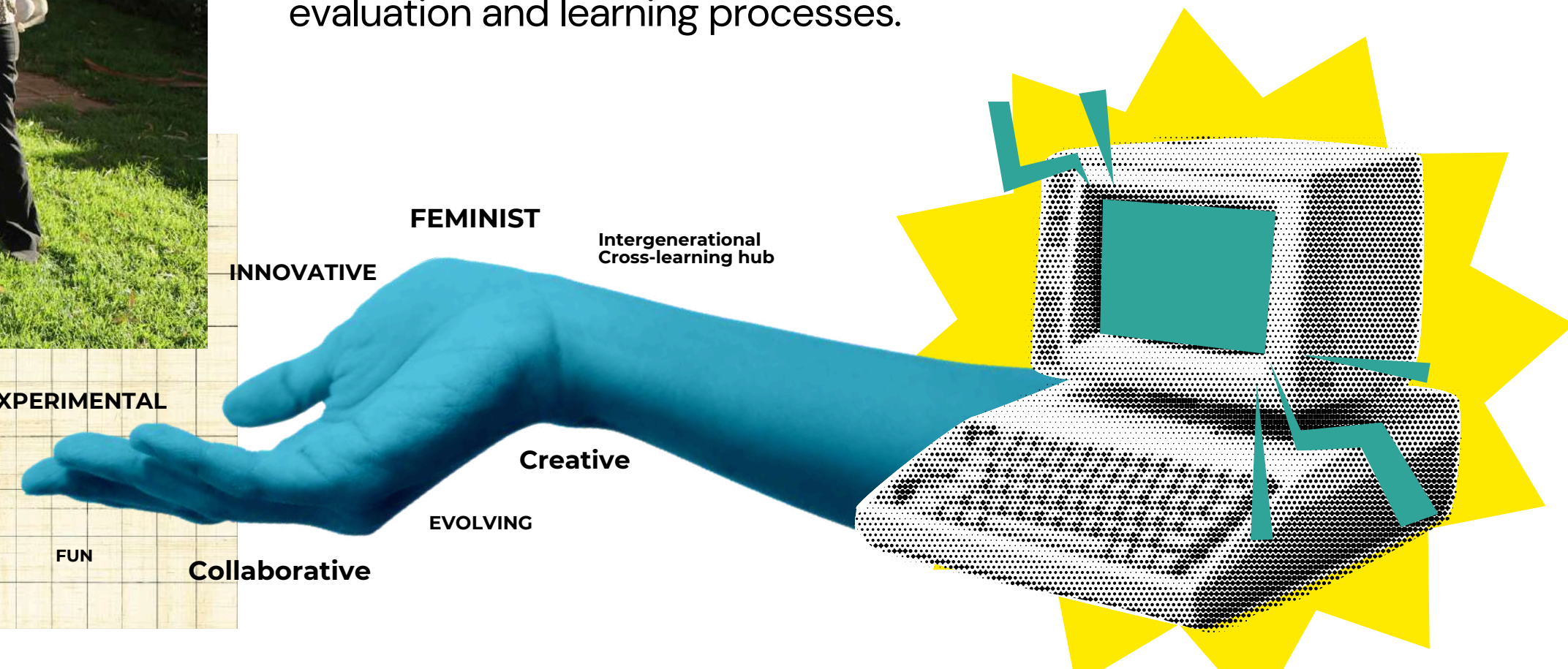
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Note of
appreciation

GENDER AT WORK



Gender at Work is a transnational community of practitioners comprising 37 Associates across 16 countries and a compact, diverse administrative and programmatic core team spread across three regions. Using transformative approaches and innovative tools, **we support partners to increase inclusion and equality within organisations and communities** by challenging entrenched norms. Committed to feminist principles, we support leaders and activists whose aim is to disrupt patriarchy, racism, classism and heteronormativity, and transform ways of being and doing in their places of work. We also support movement-building and integrate our approaches within research, monitoring, evaluation and learning processes.



TRANSITIONS AND MILESTONES

2021, 2022 and 2023



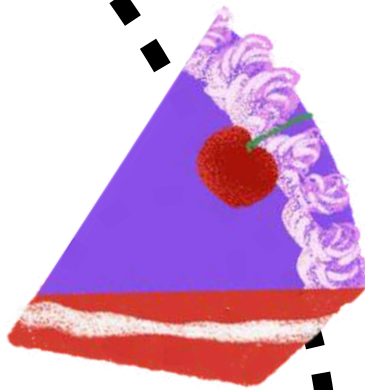
For Gender at Work, 2021, 2022, and 2023 were years of significant experimentation, reinvention, and transition. During this period, we joined an international feminist consortium for the first time, collaborated on over 45 projects with partners worldwide, initiated our own organisational Refresh, Renew & Re-vision process and celebrated a remarkable two-decade milestone.

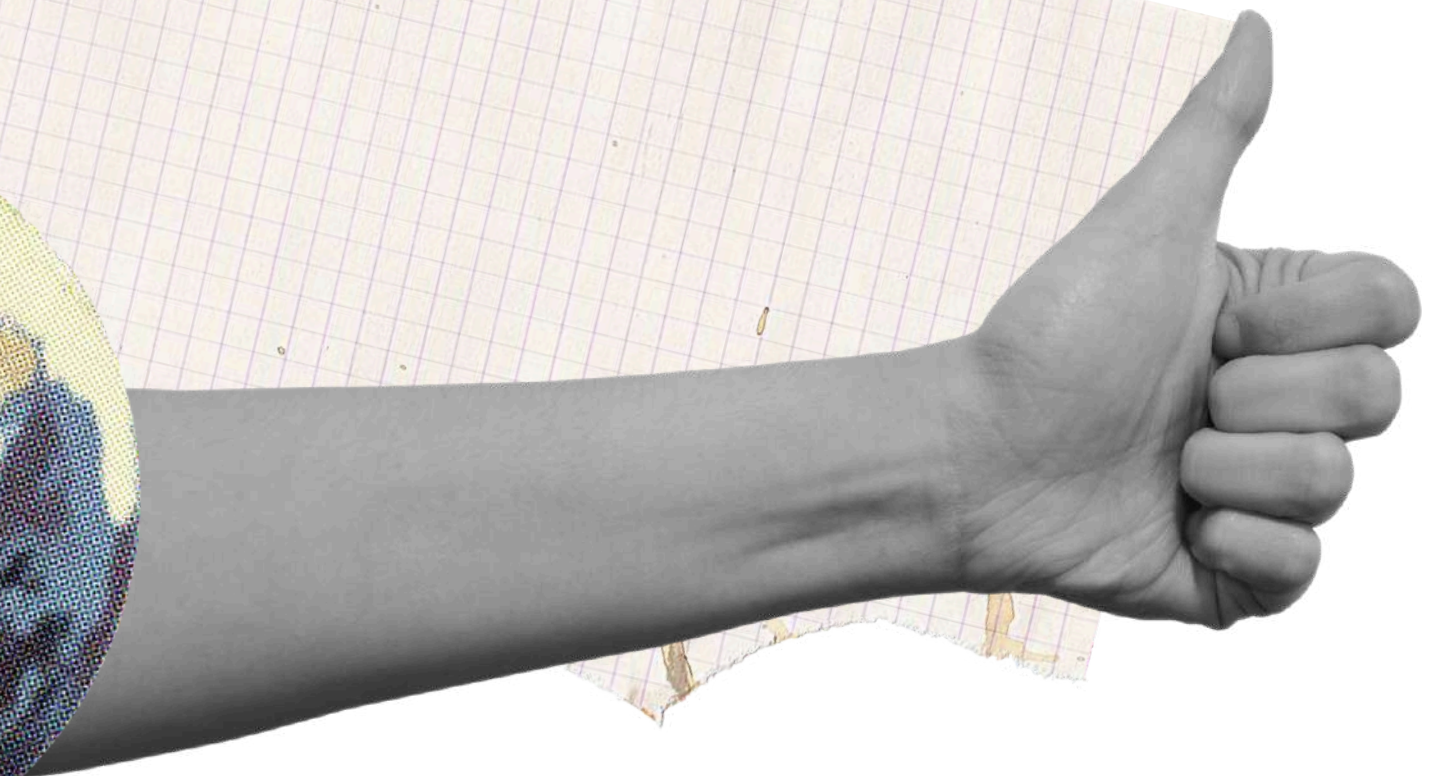
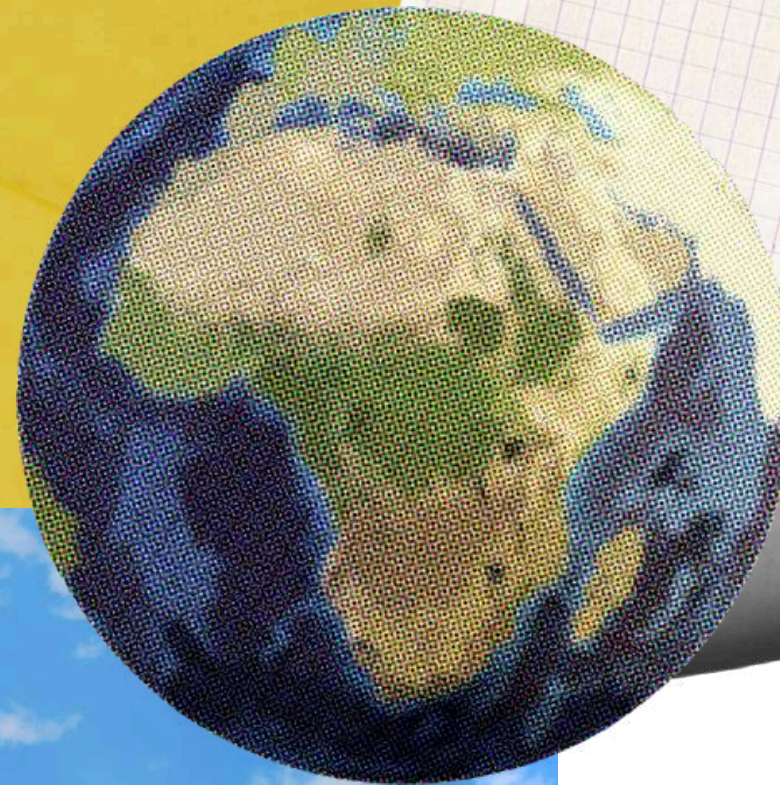
Unlike for most organisations, the onset of the global COVID-19 pandemic and related lockdowns did not trigger a scramble to start working online for us: since its foundation in 2003, Gender at Work has always only had an 'online office'. However, between 2021 and 2023, we worked to bring our own organisational ways of collaborating online with each other into our work with

our partners. This called for increased openness and imagination: we needed to be open to the possibilities that rapidly developing online tools and platforms offered during this period. We also needed to (re) imagine how to ensure the feminist values, principles and approaches that have always guided and framed our work could be replicated online.

In 2021, we said a BIG THANK-YOU! and goodbye to our former co-Directors – Carol Miller and Sudarsana Kundu – and we were skilfully steered through the process of finding new leadership by interim Executive Director (ED) Ilana Landsberg-Lewis and the Gender at Work Board of Directors. In October 2022, we welcomed our current ED, madeleine kennedy-macfoy.

In this report, you will find our highlights from the 2021–2023 period, categorised by areas of work. We hope you enjoy reading about what we've been up to over the last three years!





RESEARCH AND EVALUATION FOR TRANSFORMATION

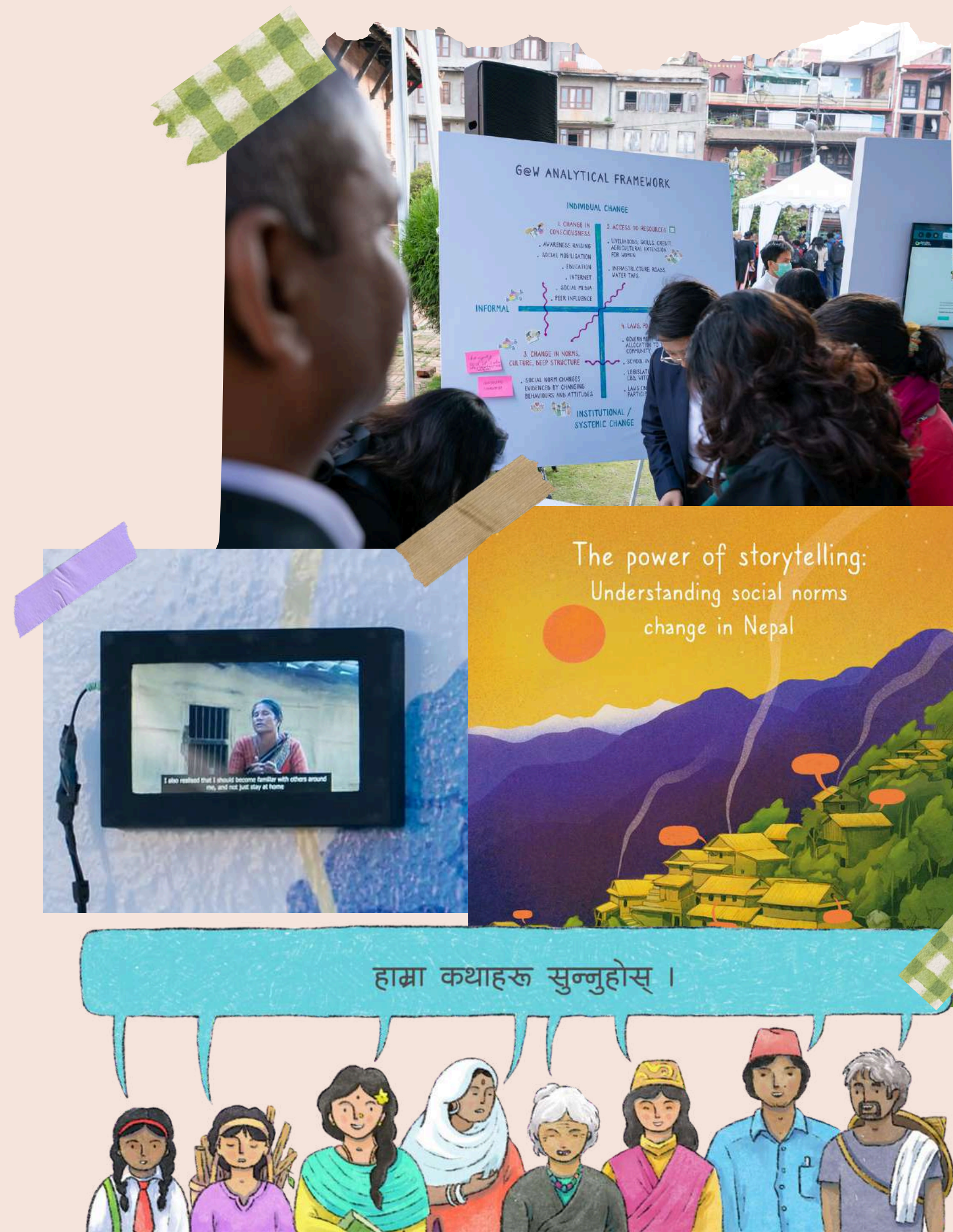
The first step on the road to social norms transformation is recognising that there is a need for change. Over the last three years, we worked with a range of partners on **research**-focused initiatives and **monitoring, evaluation, and learning** (MEL) processes to build evidence that supports the advancement of social justice and human rights.

SOCIAL NORMS CHANGE IN NEPAL: A STORYTELLING APPROACH

In Nepal, women and girls endure various hardships including caste-based discrimination, menstruation restrictions (*chhaupadi*), child marriage, dowry-related violence, and witchcraft accusations. The COVID-19 pandemic exacerbated these challenges, amplifying their impact.

In 2022, Gender at Work collaborated with The Story Kitchen (TSK) for Hamro Sahakarya (Our Collective Action), an initiative by UN Women Nepal initiative aimed at catalysing social norms change, which was funded by the Government of Finland.

Using storytelling and the collection of stories as research methodology and method, respectively, the five-year project seeks to uncover pathways to transformative shifts in gender equality and social inclusion. For the baseline assessment, Gender at Work and TSK engaged community-based peer researchers to collect 1,000 stories from diverse storytellers across five districts of Nepal. This feminist, innovative, participatory research process empowered women, girls, and community members to share their narratives of social norms change and empowerment journeys. Revealing persistent harmful norms, the stories also highlighted emerging signs of change. Analysis based on the Gender at Work Framework underscored the need for multi-domain transformation to achieve lasting change.





RE-THINKING THE NGO COMMITTEE ON THE STATUS OF WOMEN

Each year, thousands of women's rights, feminist and gender equality advocates and activists from around the world convene at the Commission on the Status of Women (CSW) and the NGO CSW Forum, in New York City. Governments are also represented at the CSW Sessions, which is the United Nation's largest annual gathering on advancing gender equality and women's empowerment.

The NGO Committee on the Status of Women, NY (NGO CSW NY) convenes the annual NGO CSW Forum, which runs in parallel with each official UN CSW Session. NGO CSW NY works to 'bridge the gap between global civil society, grassroots organisations, and the official UN CSW process in New York City'. Gender at Work was invited by NGO CSW NY to facilitate an internal online process with its staff and members, which would identify framing questions and generate options for its future organisational arrangements. The ultimate aim of the organisation being to transform and expand its capacity to strategically and sustainably support the activists and advocates who participate in CSW each year. Between May and June 2023, Gender at Work conducted extensive focus groups and interviews with more than 100 individuals, spanning representatives from civil society organisations, youth groups, activists, UN member-states, and various stakeholders and came up with a presentation of the findings for the Committee.

GENDER, DIVERSITY, AND INCLUSION IN GLOBAL HEALTH

Global Health 5050 (GH5050) has been reviewing the gender-related policies and practices of numerous global health organisations annually since 2018, aiming to advance gender equality and health equity. Despite some progress over time, significant global shifts such as the #MeToo movement, Black Lives Matter, and the COVID-19 pandemic have highlighted gaps between the Gender and Health Index's measurements and organisational realities.

To address this, between 2022 and 2023, Gender at Work partnered with GH5050 to explore the relevance of the GH5050 Index and organisational culture in promoting gender, diversity, and inclusion (GDI) within global health organisations. Through surveys and interviews with key informants from a sample of 201 organisations, we assessed current practices, the impact of GH5050's reports and Index, and strategies for measuring organisational culture changes. The "Inform, Inspire, and Incite Action to Promote GDI: Insights from organisations active in Global Health (OAGH) on what works and what could be strengthened in GH5050'S Gender and Health Index" study aimed to refine GH5050's Index, engage global health organisations in monitoring and scoring, and identify effective methods for measuring cultural shifts to advance gender and health equity.



MALE ALLYSHIP FOR GENDER EQUALITY

The Bill and Melinda Gates Foundation initiated a pilot project addressing the contribution of male allyship programmes to women's leadership and gender equality in the workplace.

Equimundo - Center for Masculinities and Social Justice approached Gender at Work to collaborate on the initial phase of this project, to explore the potential for developing norms and standards for male allyship programmes, and to document a range of approaches (through case studies) to male allyship and women's leadership.

Drawing from diverse workplace contexts, key informant interviews with allyship experts, male engagement specialists, and feminist thought leaders across India, Nigeria, Egypt, Australia, South Africa, and the US, a report compiling findings and lessons learned is currently in preparation.

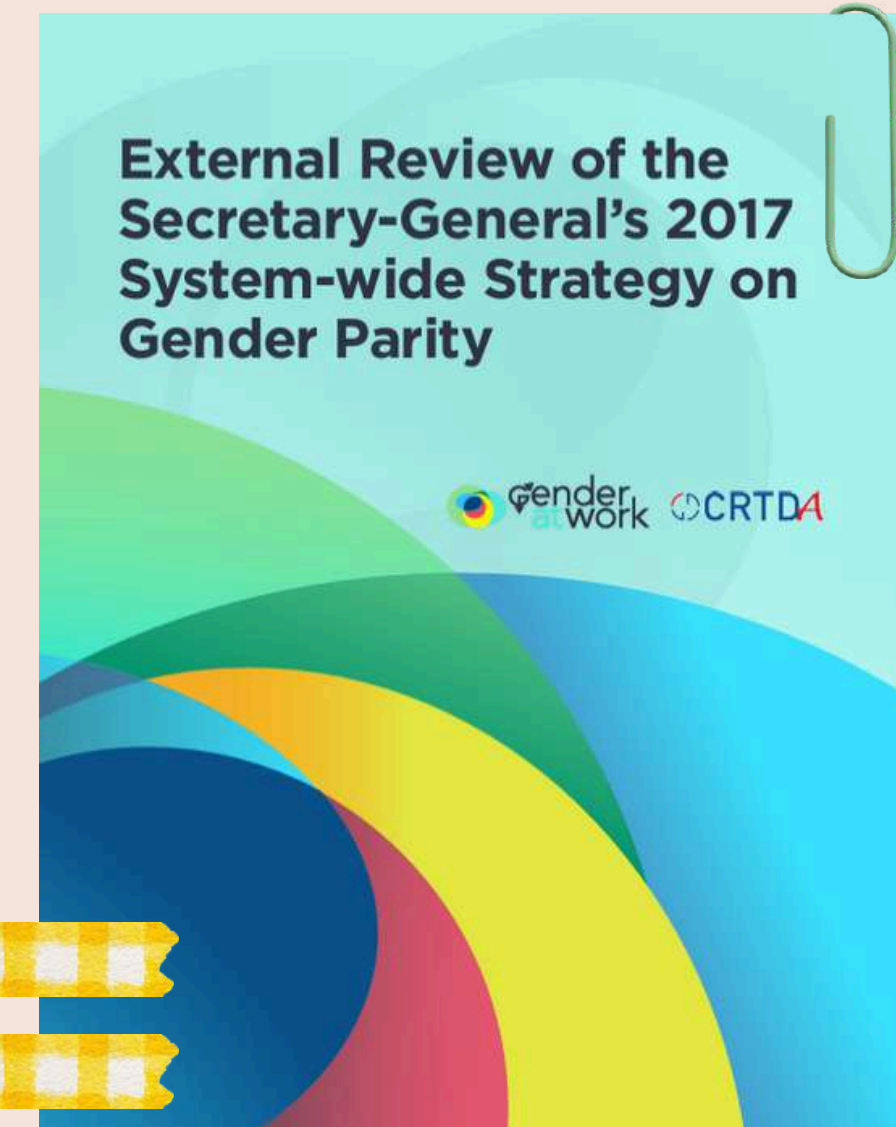


THE UN SECRETARY-GENERAL'S SYSTEM-WIDE STRATEGY ON GENDER PARITY

What does it take to transform deeply entrenched norms and practices affecting women's lives in institutions such as the United Nations?

In a collaborative initiative, Gender at Work and The Collective for Research and Training on Development-Action (CRTD.A), conducted a comprehensive review of the UN Secretary General's 2017 System-Wide Strategy on Gender Parity. This review, commissioned by UN Women and published in 2022, offers an external perspective informed by civil society, and an assessment of the UN's progress on implementing the Strategy and achieving its Gender Parity objectives.

The report identified persistent challenges hindering the advancement of women in various UN entities. Based on the analysis of publicly available information and 100 qualitative interviews, the study acknowledges the Strategy as a significant effort to promote gender equality within the UN and emphasizes the need for continued efforts to overcome persistent obstacles.



NURTURING FEMINIST LEADERSHIP

Transformative feminist leadership entails utilising power, resources, and skills to champion gender equality, human rights, and social justice through inclusive practices. From 2021 to 2023, we collaborated on UN-commissioned projects to **empower young women and education activists** on their **feminist leadership** journey. These sessions, conducted **online** and catering to diverse linguistic backgrounds, provided an opportunity to refine our methodologies and approaches in today's digitally interconnected and rapidly changing contexts.



WELCOME TO A FEMINIST CLASSROOM!

Recognising the transformative potential of feminist leadership, popular education and activism in driving policy change to advance gender justice, Gender at Work and the UN Girls' Education Initiative (UNGEI) joined efforts to launch Feminist School. Using an experiential and peer-based approach to learning, the initiative offers a reflexive space to a variety of stakeholders working to advance gender equality within their communities and organisations.

Feminist School, piloted in August 2021, brought together 26 young feminist activists, movement builders and changemakers working on gender equality and education in an online space for a six-week learning journey. In March 2023, UNGEI and Gender at Work jointly presented the Feminist School approach to different stakeholders at the 67th Session of the UN Commission on the Status of Women. Entitled: "Patriarchy Disrupted: Embracing innovative feminist learning and digital tools for gender equality!", the event (sponsored by the Canadian Mission to the United Nations) created a unique experience of community care, solidarity and dialogue on the sidelines of CSW67.

With support from the Open Society Foundation, another edition of Feminist School was launched in April 2023 for activists working in civil society organisations in the education sector, in which 27 grassroots leaders from 18 developing countries participated.



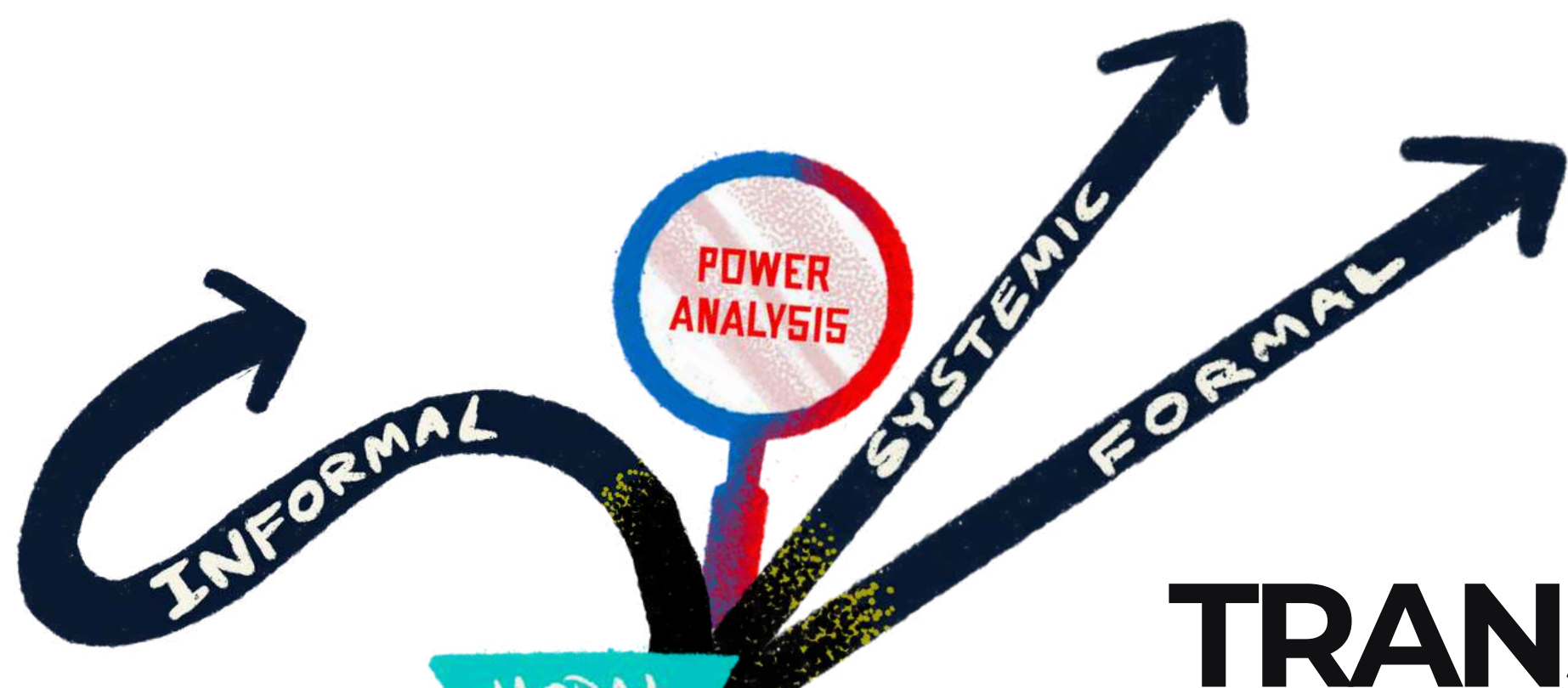
ADOLESCENT GIRLS' AND YOUNG WOMEN'S LEADERSHIP IN HIV RESPONSE

Adolescent girls and young women, particularly those living with HIV, play critical roles in HIV response efforts, despite being disproportionately affected by the virus.

Empowering them with knowledge about their rights, enhancing their advocacy skills and increasing their ability to identify opportunities to influence policy change, is essential to breaking barriers to accessing HIV services, ending AIDS as a public health threat, and advancing gender equality.

Between 2022 and 2023, in partnership with UN Women, Gender at Work led feminist leadership training and tailored inter-generational mentoring initiatives under the Investing in Adolescent Girls and Young Women's Leadership and Voice in the HIV Response programme, which was implemented in 15 countries across Africa, where adolescent girls and young women are living with some of the highest rates of HIV risk and infection globally.





TRANSFORMING DEEP STRUCTURES WITHIN ORGANISATIONS

From 2021 to 2023, Gender at Work undertook **Gender Action Learning** processes and supported teams, organisations, and networks in processes of learning, exchange and sharing. Our objective? To create spaces for people to recognise and understand **deeply rooted structures and norms of inequity, inequality and exclusion**, so they could begin to (re)build organisational cultures of equity, equality and inclusion.

CIVIL SOCIETY & SOCIAL CHANGE IN JHARKHAND

In the diverse and resource-rich state of Jharkhand, in eastern India, civil society has long been a vital force for addressing the challenges faced by marginalised groups, particularly the numerous Adivasi communities. Despite their symbiotic relationship with nature, issues such as land alienation, poverty, and gender-based violence persist in these communities.

Acknowledging the importance of Jharkhand's civil society as a fundamental pillar in championing the voices of marginalised groups, the Empowering Civil Society for Social Change in Jharkhand initiative (2018–2023), focused on strengthening over 30 grassroots organisations.

Supported by the Oak Foundation, Gender at Work and Civil Society Academy came together to enhance leadership capacity, foster collaboration, and build a network of civil society organisations in Jharkhand. Through a feminist and human rights-centred approach, the project aimed to build organisational capacities, promote solidarity and alliance-building, while also investing in creating a cadre of organisational change facilitators to sustain capacity-strengthening efforts beyond the project's duration.

Discover more about the multifaceted dimensions of the "Empowering Civil Society for Social Change in Jharkhand" programme by exploring, watching, engaging with, and experiencing the various knowledge resources, reflections, artworks, and testimonial videos developed throughout the five-year programme [here](#).



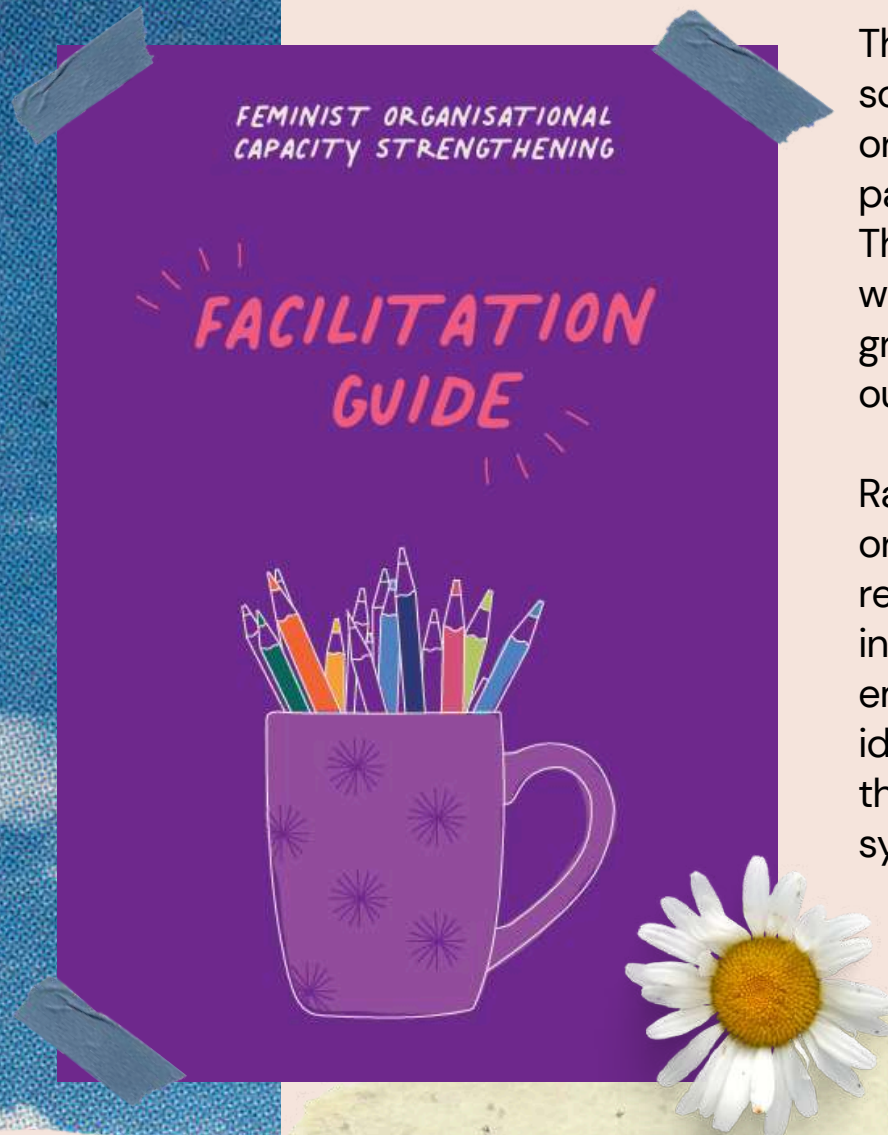
FEMINIST TOOLS FOR ORGANISATIONAL CAPACITY STRENGTHENING

We believe it is imperative to recognise and challenge unequal power relations within organisational cultures and practices, as a fundamental step towards recognising and transforming power structures in society at large.

The International Women's Development Agency ([IWDA](#)) alongside Gender at Work, with support from the Government of the Netherlands, developed the [Feminist Organisational Capacity Strengthening Toolkits](#). This was in response to insights gleaned from a workshop on the challenges of working in women's rights, such as the lack of self-care and community spaces, the importance of intergenerational dialogues within women's rights organisations, which are in need of flexible funding structures and collective action.

These toolkits were published in 2021 and respond to the scarce availability of practical resources that help organisations like IWDA and other Gender at Work partners apply a feminist lens to addressing such issues. They represent a contribution to feminist movements and women's rights organisations around the world, which grapple with the difficult task of ensuring the way we run our organisations lives up to our feminist values.

Rather than prescribing a specific model for feminist organisations, the toolkits provide frameworks for reflection and pose questions to guide each organisation in developing their unique approaches. The toolkits aim to empower feminist organisations to experiment with new ideas and embolden them to be creative in dismantling the patriarchal thinking that has infiltrated organisational systems and practice.



GENDER AND INCLUSIVITY WITHIN SCIENCE GRANTING COUNCILS

Addressing gender disparities in science, technology, and innovation (STI) is vital not only for upholding rights and justice but also for fostering inclusive teams, enhancing research quality, and increasing the relevance and impact of innovation for women and society at large.

Gender at Work partnered with the Human Sciences Research Council, South Africa to implement the [Gender and Inclusivity](#) project between 2021 and 2023, with funding from the Canadian International Development Research Council. A [Gender Action Learning \(GAL\)](#) process tailored to the online Zoom platform was rolled out with science granting councils in Burkina Faso, Malawi, Mozambique, Tanzania and Zambia, whose change teams were supported by Gender at Work to undertake organisational change projects aimed at increasing gender equality within the Councils and/or within science, technology and innovation in the respective countries. A final project [Learning Summit in Cape Town in February 2023](#) and a series of online feminars during the course of the project enabled knowledge exchange, and created space for reflections on themes including positionality, power and politics in the broader science and research field across the continent.





FEMINIST MOVEMENT BUILDING

Acknowledging the pivotal role of **feminist movements** in challenging systemic inequalities and fostering safer, more equitable societies, Gender at Work embarked on a new journey into feminist movement building in 2021. This strategic move aligns with our mission to create spaces for **collective strategising** and pave the way for a future where all individuals can thrive, free from discrimination and oppression.

ADVOCATING FOR BODIES, VOICE AND RESOURCES IN A FEMINIST CONSORTIUM: POWER UP!*

Today's world is characterised by the erosion of democratic and human rights norms and systems, ascendant authoritarianism, shrinking civic spaces. At the same time, well-funded, well-orchestrated, and sustained transnational anti-rights, anti-gender movements are determined to roll back hard-won gains to eradicate gender-based violence, and increase womxn's rights, sexual and reproductive health and rights and womxn's political and economic participation. Economic instability, the slow recovery from the COVID-19 pandemic and environmental crises have further hastened this backsliding.

Feminist movements and women's rights organisations, including organisations working to advance the rights of lesbian, bisexual, queer and trans womxn, are crucial not only for countering the tide of these negative trends but for continuing to drive progress on gender equality and women's empowerment in their communities and countries. They require dedicated support, solidarity, and protection against the increasing threats they face to their physical safety, in their work and on-line.

Power Up! (2021 – 2025) is a response to these multi-layered and escalating challenges, bringing Gender at Work into consortium with Just Associates (JASS) and Yayasan Pemberdayaan Perempuan Kepala Keluarga (PEKKA). Through support to localised, context-driven approaches, as well as movement building support, Power Up! bolsters womxn's rights organisations and networks, including LBQTI communities, in more than seventeen countries in Africa, Asia, and Mesoamerica. Together, we work to amplify the voices, actions, and leadership of structurally excluded groups within their communities and in social movements, and to build, mobilise and transform womxn's power on three, inter-related strategic agendas: Bodies, Voice and Resources.

Within Power Up!, Gender at Work provides catalytic grants to support the current work of 13 organisations working on women's rights and the rights of queer communities in eight countries: Benin, India, Lebanon, Mozambique, Rwanda, occupied Palestine, South Africa and Tunisia. Our support has helped, for example: Indigenous women in India to access and safeguard their individual and collective forestry rights; food handlers in schools to organise and mobilise for their rights to decent work and social protection in South Africa; and feminist activists to become empowered in their communities in India and Tunisia.

Gender at Work's Power Up! partners are challenging social norms, contesting traditionally male-dominated sites of political, economic, and institutional power and claiming spaces for womxn's autonomy, equality and resilience. We have created and facilitated internal learning spaces for our partners to enhance synergies across strategic agendas and regions; we have also brought partners into broader, Power Up! Consortium spaces for collective sense-making, strategising and advocacy.

Our Power Up! journey, so far, has offered Gender at Work many lessons. By taking on the role of resourcing women's rights organisations and activists, we have been intentional in grounding our partnerships in feminist principles of allyship, solidarity and mutual accountability. Working in consortium has also required us to navigate the complexities and opportunities inherent in balancing and modelling feminist ways of working whilst meeting donor demands and requirements.

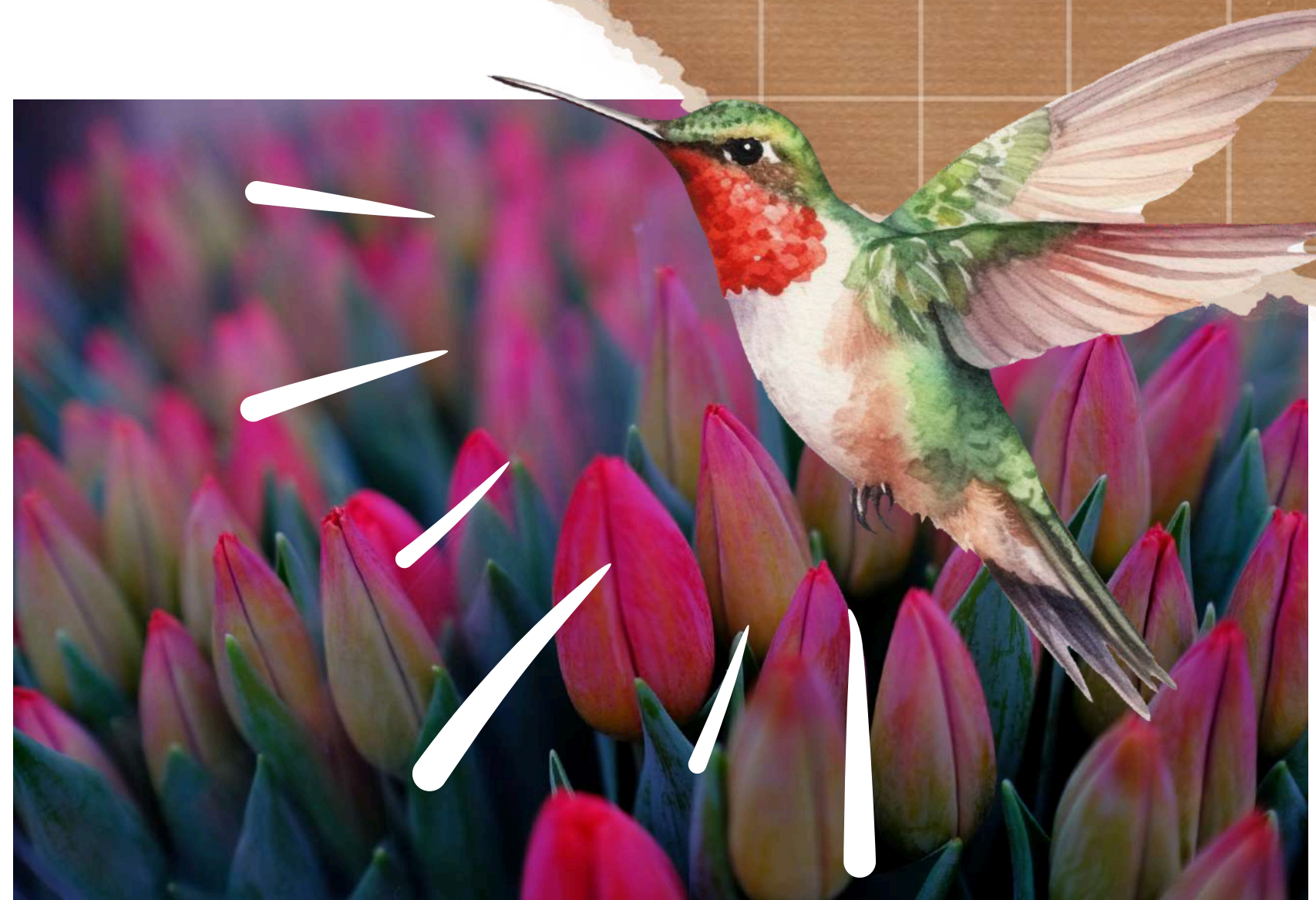
Discover more about our journey, our collective learnings and the inspiring and innovative work of our partners [here](#).

* Power Up! is a five-year programme funded by the Dutch Ministry of Foreign Affairs.



CROSS-POLINATING PARTNERSHIPS

Establishing and nurturing **long-standing partnerships** to tackle the multifaceted nature of gender and other intersecting inequalities is paramount for sustained impact, resource maximisation, and comprehensive approaches that are responsive to the needs and priorities of the communities they serve. Between 2021-2023, we kept **collaborating**, side by side, with partners who are committed to creating a more just and inclusive world.



ADVANCING GENDER EQUALITY IN DEVELOPMENT RESEARCH WITH IDRC

Starting in 2016, Gender at Work has been on a collective journey to enhance gender integration within development research institutions with the Canadian International Development Research Center (IDRC), recognising the need to address both core research issues and power dynamics within workplaces where research is done.

Operating across various domains of development research, the initiatives have fostered significant gender-transformative shifts, including changes in research methodology, research team approaches, organisational norms, grant-making procedures, staff skills and dissemination practices. Between 2021 and 2023 specifically, our collaboration with IDRC spanned projects ranging from climate change to artificial intelligence and education, impacting research practices and organisational cultures in over 15 countries.

Departing from traditional approaches, Gender at Work's methodologies in these initiatives have blended feminist theory and organisational change principles, including emergent learning, reflective practices, relationship-building, participatory processes and contextualisation of knowledge.

We invite you to peruse this monograph and explore this page further to delve into the richness, complexity, and uniqueness of the initiatives undertaken in partnership with IDRC to support and advance gender equity and equality within development research.



ADDRESSING POVERTY AND INEQUALITY THROUGH A GENDER LENS WITH OXFAM

For more than a decade, Gender at Work has been a strategic ally to Oxfam globally, integrating a gender perspective into their mission of combating inequality and addressing poverty and injustice.

In 2022, Oxfam Belgium launched its third five-year programme funded by the Belgian government, and invited Gender at Work to support initiatives with Oxfam offices in Mali, Burkina Faso, the Democratic Republic of Congo (DRC), and the Occupied Palestinian Territories (OPT), as a technical partner.

In Burkina Faso, we initiated a new Gender Action Learning (GAL) cycle in 2023, engaging Oxfam Burkina Faso and four other partner organisations to advance gender justice, particularly among young people, and to better address their realities and expectations. Additionally, Gender at Work recruited two Burkinabe facilitators to support our work with the francophone local partners. Similarly, preparations for a new GAL cycle in the DRC are underway in collaboration with local facilitators, which were due to begin in 2023 but were postponed for a year because of the violence and insecurity in the region.

In Mali, a workshop held in May 2022 empowered local facilitators from the previous programme to take ownership of the gender facilitation *Référentiel* (read about it in the box on the right) by actively testing its exercises, leading to the development of a more structured curriculum for future facilitation training. This experience allowed the Gender at Work team to develop a more structured curriculum to support the next phase of facilitation training in the country, to ensure activists will be better equipped to hold and facilitate gender justice discussions in their communities.

Additionally, building on prior collaborations, Oxfam Belgium integrated a Gender Action Learning process into a West Bank programme in 2020. Despite COVID-19 restrictions, an experienced Palestinian facilitator successfully led the GAL process in 2021 with four local organisations, supported by Gender at Work from a distance. Adaptation and translation of the *Référentiel* for the Palestinian and Arab-speaking context commenced in 2023, although activities were disrupted by the ongoing conflict in Gaza and restrictions in the West Bank.



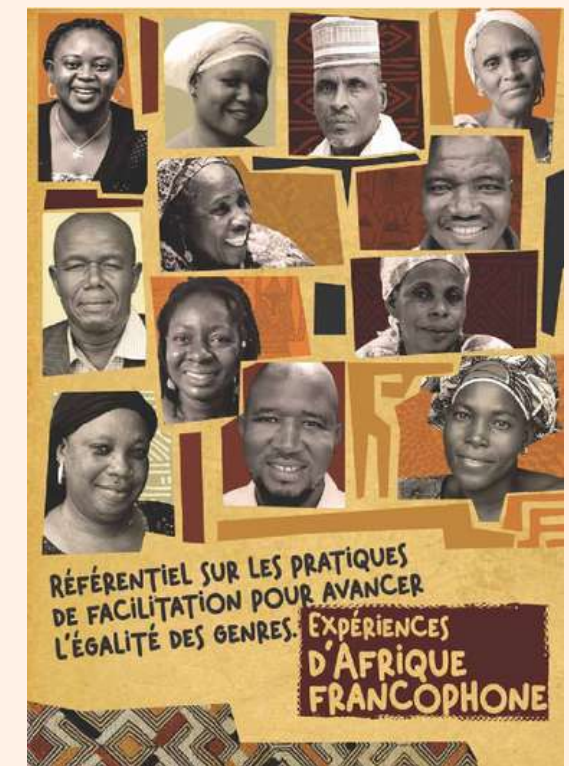
Over the past decade, in collaboration with Oxfam Belgium, Gender at Work has spearheaded Gender Action Learning processes in numerous francophone African countries, catalysing meaningful change at individual, familial, civil society organisational, and community levels.

With the aim of disseminating knowledge and training francophone facilitators in Gender at Work's approaches and methodologies, we developed a training programme and published the **RÉFÉRENTIEL SUR LES PRATIQUES DE FACILITATION POUR AVANCES L'ÉGALITÉ DES GENRES: EXPÉRIENCES D'AFRIQUE FRANCOPHONE** ('Repository on Facilitation Practices to Advance Gender Equality: Experiences from Francophone Africa') at the end of 2021.

This document encapsulates a broad spectrum of practices, reflections, insights, and facilitation tools garnered by Gender at Work Associates across various contexts.

Structured around six fundamental questions guiding facilitators in reflection and training sessions on power and gender dynamics, it equips practitioners to navigate complex gender-related challenges:

- ✦ Who am I as a person, change agent, and gender facilitator?
- ✦ How can we create a space for sharing and learning?
- ✦ How can we understand gender-based relationships and power dynamics?
- ✦ How can we foster change for greater gender equality?
- ✦ How can we learn from our experiences and those of others?
- ✦ How do we evaluate the process and outcomes of the training workshops?



[READ IT HERE.](#)



EMPOWERING EDUCATION LEADERS ACROSS THE GLOBE WITH UNGEI

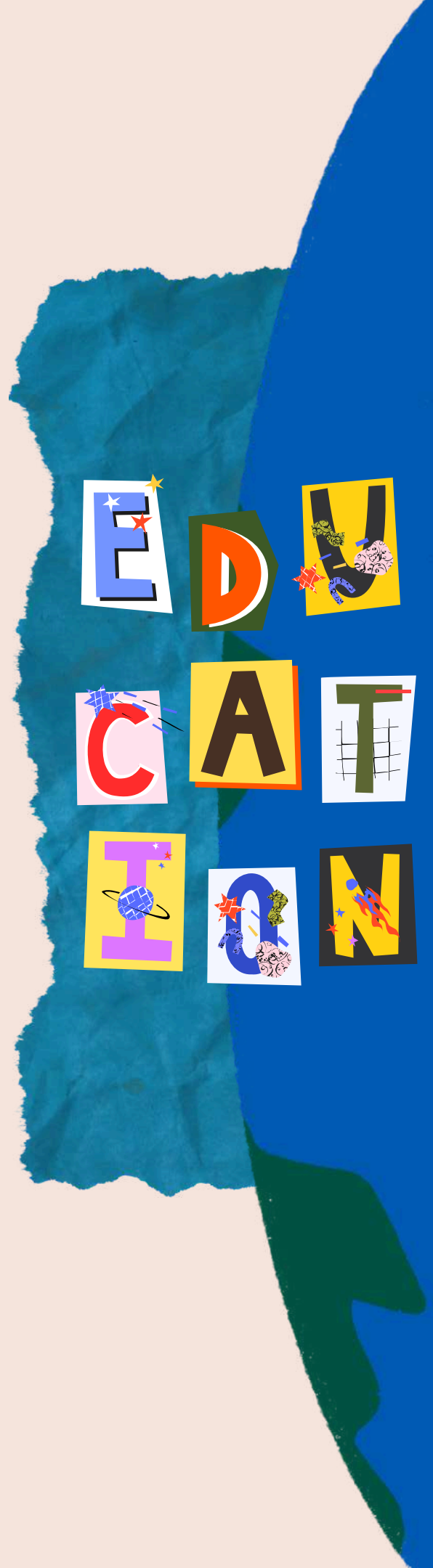
Aiming to increase interest, capacity, and action to drive gender-transformative change in and through education, Gender at Work has been collaborating with the United Nations Girls' Education Initiative (UNGEI) for several years, in different capacities and on different occasions. Between 2021 and 2023, we continued our engagement through the co-creation of Feminist School (see the 'Nurturing Feminist Leadership' section of this report), the implementation of the Gender-Responsive Education Sector Planning (GRESP) initiative and leading transformative leadership trainings. Find out more about the last two below:

★ **Transformative leadership training with education sector leaders** ★

Supported by UNGEI, in January and February 2022, Gender at Work organised four online encounters for facilitators from the African continent who had previously completed GRESP facilitation training. The workshop aimed to introduce them to the Transformative Leadership curriculum developed by Gender at Work's Co-Founder Aruna Rao and Senior Associate Joanne Sandler, tailored for education sector leaders.

In April 2022, Gender at Work conducted a two-day transformative leadership workshop in Abuja for senior Ministry of Education leaders from nearly half of Nigeria's 36 states. The following month, a three-day transformative leadership workshop was held in Sierra Leone during a high-level meeting, gathering senior Ministry of Education officials, Civil Society Organisations, and youth leaders from 13 countries. The event led to the endorsement of the [Freetown Manifesto](#), affirming the represented countries' strong commitment to advancing gender equality in education at all levels. Additionally, later in 2022, Gender at Work organised a French-language transformative leadership workshop for 18 Ministry of Education leaders from 5 francophone west African countries. Prior to the workshop, the full curriculum was translated into French.

These initiatives not only enhanced the knowledge, skills, and commitment of education sector leaders in promoting gender equality across the continent but also facilitated collaboration among Gender at Work Associates, UNGEI, and various partners and facilitators. Through these efforts, new approaches were tested, accessible materials were developed in both English and French, and experiences in facilitating complex processes for gender equality and transformation were shared.



✦ Gender-Responsive Education Sector Planning (GRESP) ✦

Through practical, interactive, and participatory workshops of the Gender-Responsive Education Sector Planning (GRESP) initiative, Ministries of Education staff, members of local education groups and other stakeholders have engaged in reflection, peer-learning, and skill-building to develop equitable and inclusive education sector plans.

Early in 2021, along with other partners such as UNICEF, UNESCO, the Global Partnership for Education and Plan International, Gender at Work collaborated with UNGEI to organise a three-part series of online dialogues on gender and education in East and Southeast Asia. More than 80 participants, including government, non-governmental and multi/bilateral partners from 19 countries participated.

Additionally, Gender at Work collaborated closely with the Forum for African Women Educationalists (FAWE) and the African Network Campaign on Education for All (ANCEFA) to design a four-day in-person GRESP workshop for 40 francophone civil society representatives from across West and Central Africa, which was held in Dakar in September 2021 with UNGEI's support. This project also enabled Gender at Work to translate the full GRESP curriculum developed following a previously held facilitator training workshop (Nairobi, 2019) into French. Finally, in November-December 2023, Gender at Work designed and facilitated two GRESP workshops – one in Bamako, for 25 Ministry of Education, Civil Society Organisations (CSO) and youth representatives, and another for 40 Ministry of Education, CSO and multilateral organisation representatives from 8 African countries held in Dakar, in both French and English.



SUPPORTING EDUCATION INTERNATIONAL'S MEMBER ORGANISATIONS IN AFRICA

Gender at Work's collaboration with education unions in Africa started a decade ago, with an initial 3-year programme (2016-2019) focused on supporting member organisations of Education International (EI) – the global federation of teachers' unions – to work on eradicating school-related gender-based violence (SRGBV) in their respective contexts.

As the COVID-19 pandemic severely impacted learners, teachers and their organisations worldwide, and cases of gender-based and sexual violence against adolescent proliferated across regions, including in Africa, EI member organisations in various African countries saw the need to continue the work on SRGBV, even though in-person gatherings were suspended because of lockdowns. Accepting an invitation from EI to collaborate once more, the question we asked ourselves was: 'What will it take for education union leaders in Africa to use online approaches for strengthening the work of addressing SRGBV in the time of COVID?'

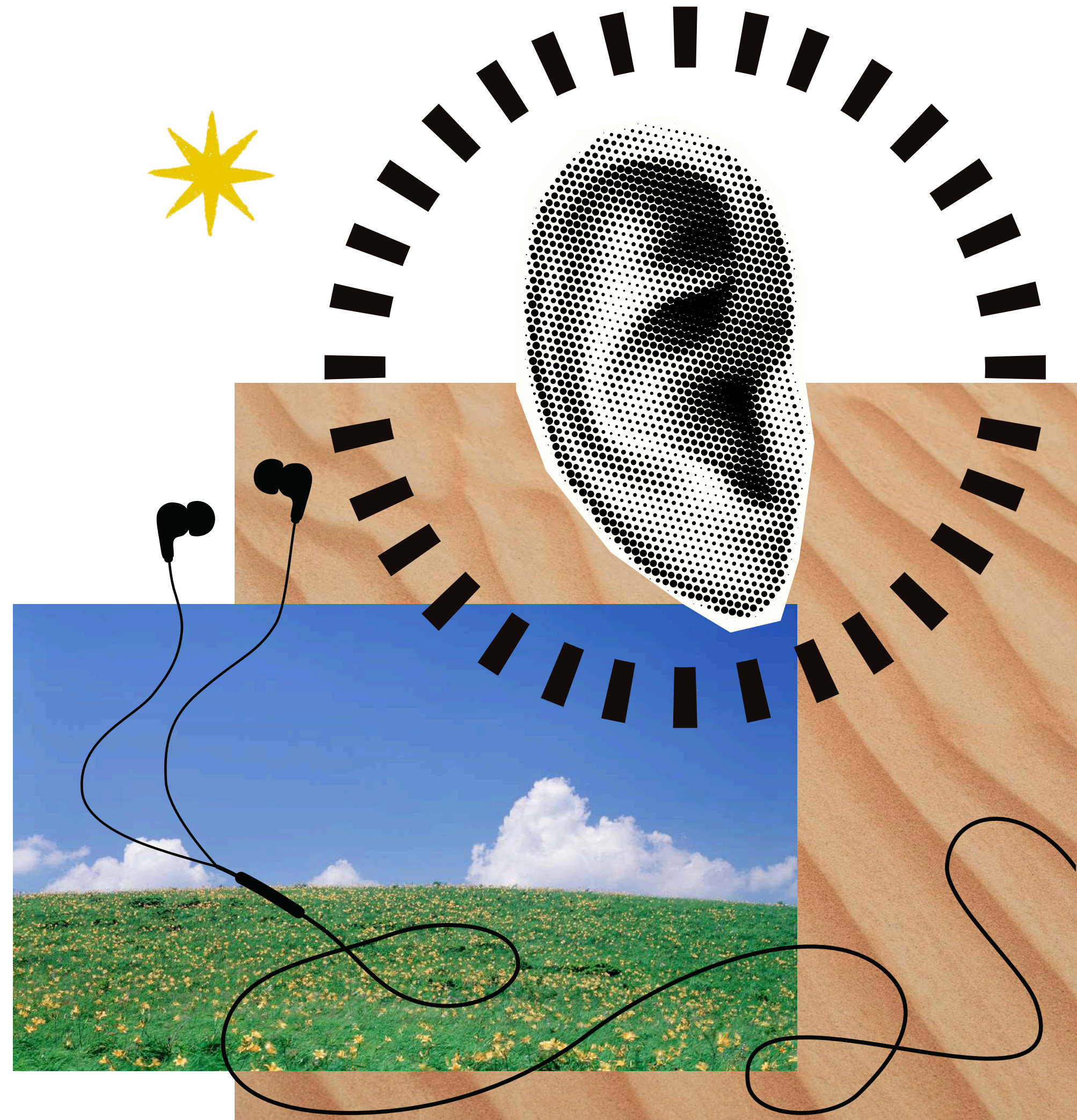
In 2021-22, we facilitated online learning circles with EI member organisations in French, English and Portuguese-speaking countries across Africa over a nine-month period. This initiative built on the previous skills, experience and commitment gained by EI member organisations in the Africa region, and the EI Africa Regional Office as part of the earlier 'Education Unions Take Action to End SRGBV' programme. The initiative aimed to enable participants to update their understanding of how SRGBV was affecting their members and learners in the context of school closures and reopenings, and to enhance union leaders' skills in identifying new strategies to address these challenges, particularly through the use of online platforms and encounters.

Read more about the initiative [here](#) and [here](#).



HARVESTING KNOWLEDGE

Significant – and necessary – re-thinking is underway among practitioners and within feminist praxis on the integration of feminist principles and approaches across various domains of change-making, ranging from foreign policy to organisational development. Through our **podcast** and **diverse educational initiatives**, we take a deep dive into critical **femilemmas** (feminist dilemmas), open and hold space for critical thinking, facilitate challenging conversations, and share insights through the dissemination of knowledge and exchange of ideas and experiences.



THE GENDER AT WORK PODCAST

The Gender at Work Podcast, our platform to foster open dialogue on feminist principles and dilemmas (*femilemmas!*), released 13 new episodes between 2021 and 2023. Topics covered included feminist foreign policies, gender apartheid, leadership transitions, and many more.

Hosted by Gender at Work's Co-founder Aruna Rao and Senior Associate Joanne Sandler, a number of special guests joined us throughout these three years to challenge assumptions, share insights, and explore new avenues for growth within feminist and social justice movements.

With **more than 50 thousand streams and listeners from 177 countries**, our Podcast has served as a fun space for re-evaluation, reinvention, and re-imagination of what it takes to confront deeply ingrained biases and challenge barriers to transformative change.

GENDER EQUALITY LEADERSHIP COURSE

The United Nations Development Programme (UNDP) leadership plays a critical role in advancing the 2030 Sustainable Development Agenda.

Gender at Work collaborated with the School of Oriental and African Studies (SOAS), University of London, to deliver the Leadership for Gender Equality Learning Course, in consultation with UNDP Gender and Learning Teams. Held online from January to July 2022, this course aimed to embed feminist principles and strategic pathways into the analysis and problem-solving processes of UNDP senior leadership.

Through a variety of learning formats accommodating diverse styles and schedules, participants engaged in peer learning, reflection on power dynamics, and exploration of transformative leadership for gender equality. The initiative empowered thirty UNDP Resident Representatives (RR) to develop action plans tailored to their leadership contexts, fostering gender equality through purpose-driven, principled practices and partnerships.



WOMEN, BUSINESS AND HUMAN RIGHTS

By overlooking the gender dimension in business policies and practices, business leaders jeopardize talent retention and succession planning, profitability, and reputation; they also risk legal non-compliance.

To address this gap, the United Nations Development Programme's Business and Human Rights in Asia project, in partnership with Gender at Work, conducted a five-week course from December 2021 to February 2022.

The initiative aimed to familiarise participants with the nexus between women, business, and human rights. Through a combination of theoretical discussions and practical insights, participants critically examined topics such as businesses' human rights responsibilities and their impact on women.

They also explored strategies for achieving gender equality by 2030, engaging stakeholders from government, civil society, and business sectors. The course equipped participants with the skills to develop gender-responsive strategies and evaluate business operations in line with international standards on gender equality.

BUSINESS & LGBTIQ+ RIGHTS

Recognising the significant role businesses can play in combatting the marginalisation of, and discrimination against, members of the LGBTIQ+ community, Gender at Work partnered with United Nations Development Programme's Business and Human Rights in Asia project in December 2021 to deliver a two-day course aimed to enhance understanding of LGBTI rights in the world of business among members of the business community.

The initiative targeted mid-career professionals in Thailand seeking to integrate a stronger gender lens into their operations. The course combined theory with practical guidance, equipping participants with the skills and strategies needed to align their policies and practices with international standards.

Through expert speakers and regional case studies, attendees delved into the current status of LGBTIQ+ rights in the Asia and Pacific region, explored gender discrimination in business, and discussed strategies for fostering diversity and inclusion within corporate environments.



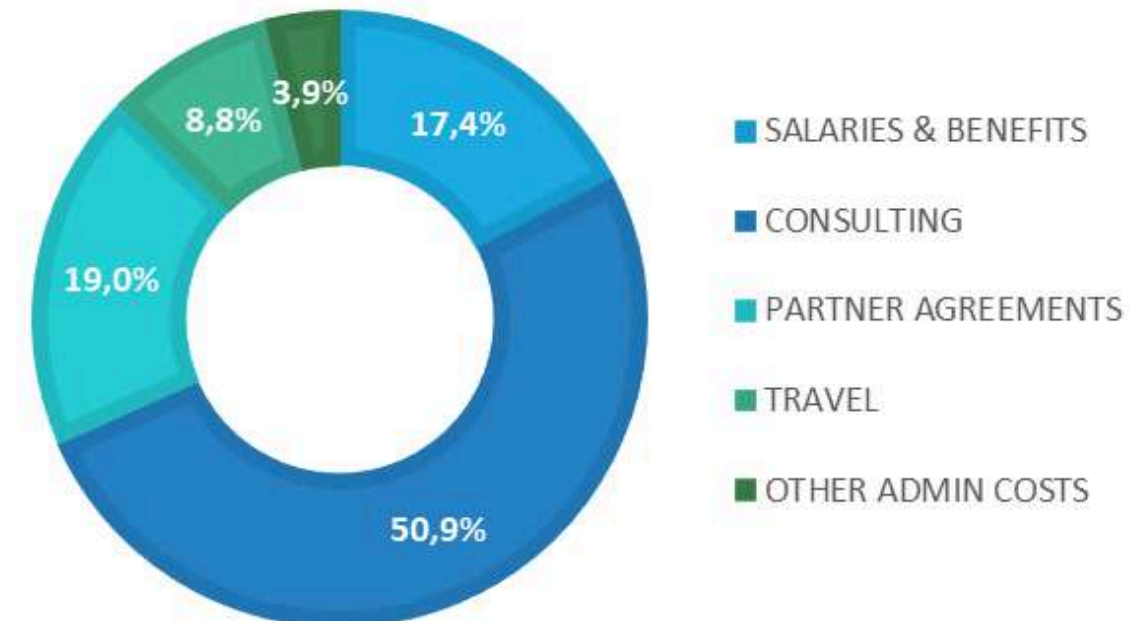
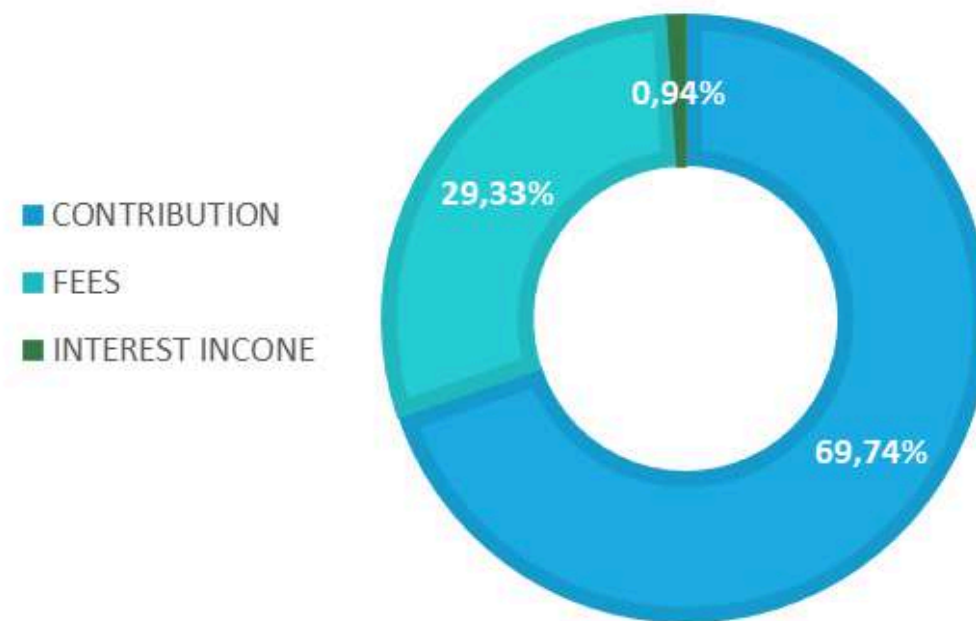
FINANCIAL HIGHLIGHTS - 2023

✦ INCOME ✦

CONTRIBUTION	USD 1 272 411
FEES	USD 535 042
INTEREST INCOME	USD 17 072
TOTAL	USD 1 824 525

✦ EXPENSE ✦

SALARIES & BENEFITS	USD 389 460
CONSULTING	USD 1 137 982
PARTNER AGREEMENTS	USD 424 839
TRAVEL	USD 195 600
OTHER ADMIN COSTS	USD 87 538
TOTAL	USD 2 235 419



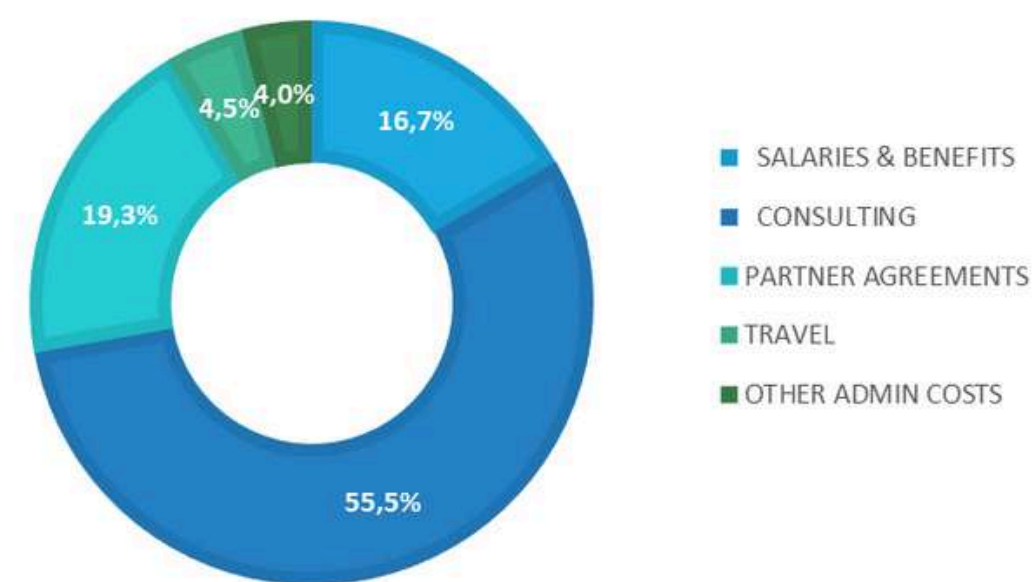
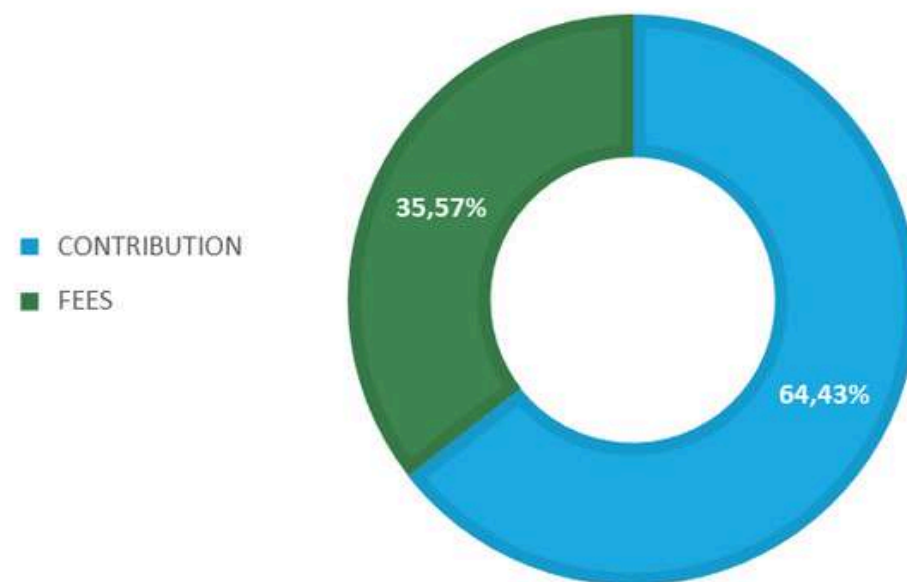
FINANCIAL HIGHLIGHTS - 2022

✦ INCOME ✦

CONTRIBUTION	USD 1 867 764
FEES	USD 1 031 152
INTEREST INCOME	USD 960
TOTAL	USD 2 899 876

✦ EXPENSE ✦

SALARIES & BENEFITS	USD 349 617
CONSULTING	USD 1 162 894
PARTNER AGREEMENTS	USD 405 174
TRAVEL	USD 93 526
OTHER ADMIN COSTS	USD 83 804
TOTAL	USD 2 095 015



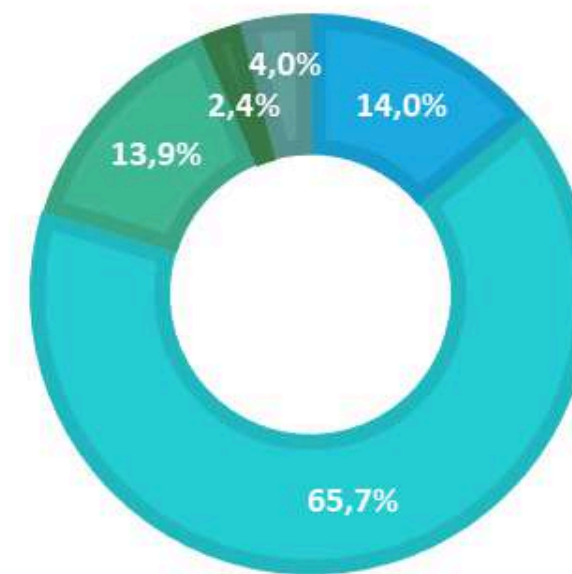
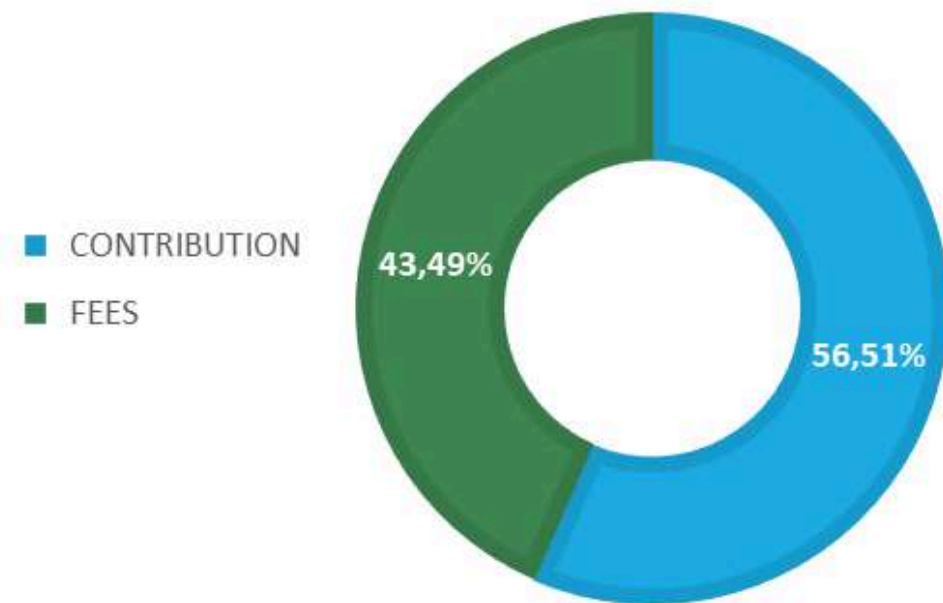
FINANCIAL HIGHLIGHTS - 2021

✦ INCOME ✦

CONTRIBUTION	USD 714 297
FEES	USD 549 680
INTEREST INCOME	USD 829
TOTAL	USD 1 264 806

✦ EXPENSE ✦

SALARIES & BENEFITS	USD 186 969
CONSULTING	USD 875 179
PARTNER AGREEMENTS	USD 184 856
TRAVEL	USD 31 455
OTHER ADMIN COSTS	USD 53 530
TOTAL	USD 1 331 989



- SALARIES & BENEFITS
- CONSULTING
- PARTNER AGREEMENTS
- TRAVEL
- OTHER ADMIN COSTS



WHAT'S ON THE HORIZON?

A word from the Gender at Work ED



With all that is going on in the world currently – genocide, war, violent anti-rights and anti-gender movements, climate catastrophe, economic crises – we are called on, more than ever, to account for ourselves: what are we doing in these times of polycrisis? What powerful questions are we asking about multiple types and levels of hardship that powerful *men are causing in our name? What does it take for a group of committed colleagues, comrades, to make meaningful contributions to the ongoing struggles to defend, protect and advance the hard-won rights that are under threat today?

Our solid 21-year track record – exemplified in the highlights above – shows how we have been answering those questions, particularly over the last three years. Much has changed in over two decades, even in just three years. Yet, much has also stayed the same or worsened. The impetus for Gender at Work's existence in the world remains: gender and other intersecting inequalities still characterise the deep organisational structures of workplaces; gender still works to marginalise and exclude women, especially Indigenous, Black, poor women, women living with disabilities, in rural areas, queer, trans, lesbian, and bisexual women.

Taking that into consideration, on the horizon are the strategic directions the Gender at Work community will agree to pursue, as we develop a new strategic plan (2024–2027) to strengthen our collective fight for social justice. We invite you to join us on this journey of building a more just and inclusive world.

In solidarity,
madeleine

NOTE OF APPRECIATION

A big thanks to all Gender at Work Associates who worked on the projects highlighted in this report; to the core team for the critical role they play, and to all external consultants who joined us in different projects, here and there, during the 2021–2023 period.

Our gratitude also extends to our partners who have stood by us over the last three years: IDRC, Oxfam, UNGEI, JASS, PEKKA, the Dutch MFA, all of Gender at Work’s Power Up! partner organisations, Oak Foundation, Civil Society Academy, EI, UN Women, UN Women NEPAL, The Story Kitchen, UNDP, UNDP B+HR, IWDA, EQUIMUNDO, HSRC, NGO CSW Forum, GH5050, and many others – too numerous to mention here!

We are grateful to Nafisa Ferdous for her outstanding illustrations, some of which are featured in this report. Special appreciation to Annabela and Brindusa from Springroll Media, who created the institutional videos showcased in this report.

This Consolidated Annual Report (2021–2023) was designed by Bedotroyee Bhattacharjee and Mariana Serrano Silvério.



From left to right, Grâce-Divine Menelet-Ingabire, madeleine kennedy-macfoy, Mariana Serrano Silvério, Bedotroyee Bhattacharjee, Ghada Jiha, and Samira Alishanova – Gender at Work’s core team.



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