

GL ACADEMY 2026/2027 PROSPECTUS

**GENDER LINKS**
FOR EQUALITY AND JUSTICE

GL ACADEMY
2026/27

LEARN | CONNECT | APPLY | TRANSFORM

Feminist learning for a more equal, just and sustainable world



PEOPLE
PURPOSE
POSSIBILITY

Stronger together for gender justice

**GENDER LINKS**
FOR EQUALITY AND JUSTICE
GL ACADEMY 2026/27
Ethical Applications of AI
FOR NON-PROFITS
Technology with a feminist purpose

**GENDER LINKS**
FOR EQUALITY AND JUSTICE
GL ACADEMY 2026/27
A Feminist Approach to Value for Money
Making visible what matters

**GENDER LINKS**
FOR EQUALITY AND JUSTICE
GL ACADEMY 2026/27
Sexual Orientation, Gender Identity and Expression
Changing Discourse, Shifting Narratives

**GENDER LINKS**
FOR EQUALITY AND JUSTICE
GL ACADEMY 2026/27
Care for the Carer/Activist
Collective and Self-Care

**GENDER LINKS**
FOR EQUALITY AND JUSTICE
GL ACADEMY 2026/27
Organisational Growth and Development
Stronger organisations for greater impact

PEOPLE | PURPOSE | POSSIBILITY

Ethical applications of AI for non-profits

Course prospectus | October 2026 – March 2027



Course coordinators: Dr Monica Bandeira and Kevin Chiramba

Objective: Equip non-profits to use artificial intelligence (AI) confidently, ethically and practically – strengthening research, communications, administration and financial management without compromising privacy, accuracy, integrity or feminist values.

Rationale: Over the last year (literally!) AI has taken the world by storm, moving at such a rapid pace that developers themselves say there is more than 10 percent chance that this technology can wipe out humanity in less than a decade. Similar fears gripped us all with the advent of the Internet in the early nineties. At GL we believe in *Making IT work for gender justice*. We need to harness technology before technology harnesses us. This course explores practical and ethical applications of AI that can help us reduce costs and increase efficiency without sacrificing our core feminist values.

Who should attend: Staff, leaders and volunteers of women's rights and LBTQI+ organisations, women human rights defenders and partners who want to put AI to work in their organisations. No technical background is required.

Course dates and links

Date	Module	Links
Wednesday 14 October 2026	AI Module 1: Getting started – which AI, and the ethics of using it	https://genderlinks-org-za.zoom.us/join/10Ke3swQIW6POSYs7oSRw
Wednesday 11 November 2026	AI Module 2: AI for research and communications	https://genderlinks-org-za.zoom.us/join/XhIaMaEnS-SZMEi0Ry-9TA
Wednesday 13 January 2027	AI Module 3: AI for human resources and administration	https://genderlinks-org-za.zoom.us/join/e_qe4vCsTaO2YWiQ5h-UkQ
Wednesday 10 February 2027	AI Module 4: AI for finance, donor reporting and compliance	https://genderlinks-org-za.zoom.us/join/AnQWqTUoSGCagHFtw4sLQQ
Monday 8 March 2027	GL Academy graduation	

Sessions run once a month, for 90 minutes on Wednesdays from 12noon to 13.30 SATS. All sessions are recorded and hosted, with readings, exercises and quizzes, on the GL Academy Moodle platform for self-paced learning.

Course modules

Module 1: Getting started – which AI, and the ethics of using it (14 October 2026)

This module demystifies AI. Participants learn what AI can and cannot do, how to match a tool to a task and a budget, and how to weigh the risks before adopting it. It confronts the ethical questions head-on: data privacy and consent, safeguarding, bias in AI systems, environmental cost, and the risk of losing the authentic voices of the women and communities we serve.

Key question: *How can we use AI responsibly while protecting people, data and the authentic voices of the communities we serve?*

- **Lecture:** What AI is, how it works, and the tool landscape – free and paid.
- **Reading:** Ethical AI principles for civil society; the “red lines” for sensitive data.
- **Exercise:** Draft the first outline of your organisation’s AI use guideline.
- **Case study:** Gender Links demonstrates the 15 AI agents it has built for editorial, media, fundraising, reporting and Barometer work – what worked, what did not, and what it cost.

Module 2: AI for research and communications (11 November 2026)

The module that delivers the fastest wins. Participants learn to write effective prompts and to use AI for desk research, literature and policy scans, referencing, and the drafting of press releases, blogs, I-Stories, newsletters and social media content, while keeping their organisation’s voice and verifying every fact and source.

Key question: *How can we use AI to strengthen research and communications while maintaining accuracy, credibility and our organisational voice?*

- **Lecture:** Prompting that works; research, drafting and repurposing content with AI.
- **Reading:** Spotting AI “hallucinations”; disclosure, credit and consent in storytelling.
- **Exercise:** Turn one of your own reports into a publication-ready story, then fact-check it.

Module 3: AI for human resources and administration (13 January 2027)

How AI can free up staff time in the back office, drafting job descriptions, policies and board papers, transcribing and summarising meetings, scheduling, and organising institutional knowledge. Equal attention goes to what must never be delegated to a machine: recruitment decisions, disciplinary and safeguarding matters, and anything involving personal staff or beneficiary data.

Key question: *How can AI reduce administrative workloads while protecting people, privacy and fairness in organisational decision-making?*

- **Lecture:** AI across the HR and admin cycle; protecting personal information (POPIA and equivalents).
- **Reading:** Bias in AI-assisted recruitment; what to keep out of an AI tool.
- **Exercise:** Use AI to draft one HR or admin document, then review it against your policy.

Module 4: AI for finance, donor reporting and compliance (10 February 2027)

The module closes the loop on organisational sustainability: using AI to scope funding calls, draft proposal and budget narratives, interrogate expenditure patterns, prepare donor reports and check compliance requirements, with the verification discipline and audit trail that financial accountability demands.

Key question: *How can we use AI to strengthen funding, reporting and compliance while maintaining accuracy, verification and accountability?*

- **Lecture:** AI in the funding and reporting cycle; where AI gets numbers wrong.
- **Reading:** Donor expectations on the disclosure of AI use; verification and audit trails.

- **Exercise:** Draft a donor report narrative or funding call summary from your own documents.

Course requirements

Participation: Attendance at three of the four live sessions, or completion of the equivalent self-paced modules and quizzes on Moodle.

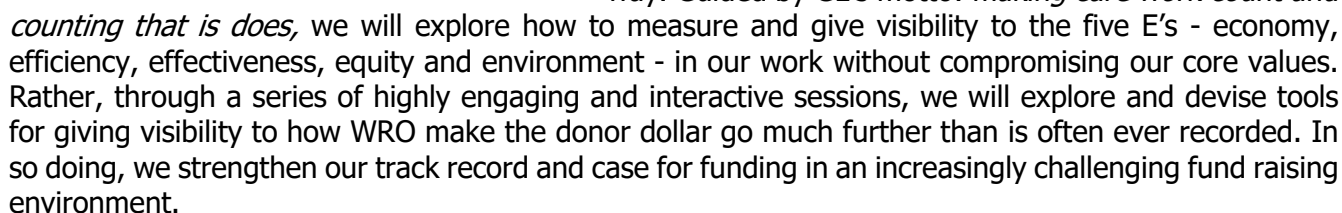
Assignment: One assignment, set at the start of the course and due two weeks after Module 4 – an “AI in our organisation” package consisting of: (a) one practical AI-assisted output drawn from your own work; (b) a one-page reflection on the prompts used, what had to be corrected and what was verified; and (c) a one-page AI use guideline for your organisation.

Course completion: 80% obtained on the assignment and the end-of-course quiz. Certificates are issued on the Moodle platform and at the GL Academy graduation on 8 March 2027.

Monitoring, evaluation and learning: A baseline self-assessment of confidence and use at the start of the course, and an endline assessment at the end.

Enrolment: Free for WVL and Marang Fund grantees and GL staff. Other participants pay a cost-recovery fee via PayFast of \$25.00 or equivalent.

Course prospectus | October 2026 – March 2027



Course dates and links

Date	Module	Zoom registration link
Tuesday 20 October 2026	VFM Module 1 Introduction – VFM and the unwaged work of women – a feminist perspective	https://genderlinks-org- za.zoom.us/join/8tObKdQyWu TJsg
Tuesday 17 November 2026	VFM Module 2 Economy and efficiency	https://genderlinks-org- za.zoom.us/join/fQ98PN8HQcyycRBtJA8 yUg
Tuesday 19 January 2027	VFM Module 3 Equity and Effectiveness	https://genderlinks-org- za.zoom.us/join/oBQDMmQMScA1CDrJL oxL6Q
Tuesday 16 February 2027	VFM Module 4 Environment	https://genderlinks-org- za.zoom.us/join/wq3Iv2sFS2WxUO4BcD 8CtA
Monday 08 March 2027	GL Academy Graduation Celebrating knowledge and learning!	https://genderlinks-org- za.zoom.us/join/cexl3CarRkK_KV53_AK nvO

5

Course modules

Module 1: Getting started – VFM and feminism: friends or foes - 20 October 2026

This first module sets out the issues. What is Value for Money? What is feminism? Where and how do the two intersect? How can we use VFM arguments and methods to advance feminist agendas?

Key question: *How can Value for Money approaches make visible and strengthen the often-hidden contributions of feminist work?*

- **Lecture:** How gathering VFM data can help us understand/amplify work and contributions that are taken for granted
- **Reading:** A series of readings on feminism and Value for Money
- **Exercise:** Finding hidden contributions in our every day work
- **Case study:** Making care work count

Module 2: Economy and efficiency - 17 November 2026

The module that resonates with our finance departments! Getting the best value for the best price is something women do all the time (we just don't call it VFM!) Now many exciting new technologies enable us to do so more efficiently. Will this result in job losses? Or create more opportunities?

Key question: *How can we achieve greater economy and efficiency without compromising feminist values, people or opportunities?*

- **Lecture:** Procurement, feminism and VFM
- **Reading:** Share your procurement and IT policies; course handouts on economy and efficiency.
- **Exercise:** Plan an event together. How do we ensure maximum economy and efficiency?
- **Panel:** Three participants will share how they ensure best value in their work, including through in-kind contributions.

Module 3: Effectiveness and equity - 19 January 2027

Here is the good news: VFM is not only about doing more with less, but also about doing it better, even if that costs a little more. That includes ensuring equitable outcomes, even if that comes at additional cost.

Key question: *How can we use Value for Money to achieve better and more equitable outcomes, rather than simply doing more for less?*

- **Lecture:** Beyond numbers: measuring impact and justice.
- **Reading:** Course handouts on effectiveness and equity.
- **Exercise:** Use AI to draft one HR or admin document, then review it against your policy.
- **Case study:** GL@25: Planning, synergies and VFM

Module 4: Environment and wrap up - 16 February 2027

There is more good news! Being kind to the environment is less costly to the planet and to our budgets. Going green, coming clean and achieving VFM – three wins in one! This module explores the simple things we can do to achieve all three; and to record these wins. In this module, we will also share a case study of the VFM analysis we did of a major project undertaken by GL that some may be familiar with: the FCDO-sponsored Women of the South Speak Out (WOSSO) project 2023 to 2025.

Key question: *How can environmentally responsible choices strengthen both Value for Money and feminist climate justice?*

- **Lecture:** Measuring and minimising our carbon footprint
- **Reading:** Various texts on feminism, climate justice and VFM
- **Exercise:** Use the carbon footprint tool to measure how your carbon footprint differs depending on the choices you make. How does going green and coming clean contribute to VFM?
- **Case study:** Measuring Value for Money (VFM) in the Women of the South Speak Out programme 2023 to 2025. Tabettha Kanegoni, GL Director of Programmes and Monica Bandeira, GL MEL Associate

Course requirements

Participation: Attendance at three of the four live sessions, or completion of the equivalent self-paced modules and quizzes on Moodle.

Assignment: One assignment, set at the start of the course and due two weeks after Module 4 – Measuring VFM in my organization or on a project you are working on,

Course completion: 80% obtained on the assignment and the end-of-course quiz. Certificates are issued on the Moodle platform and at the GL Academy graduation on 8 March 2027.

Monitoring, evaluation and learning: A baseline self-assessment of confidence and use at the start of the course, and an endline assessment at the end.

Enrolment: Free for WVL and Marang Fund grantees and GL staff. Other participants pay a cost-recovery fee via PayFast of \$25.00 or equivalent.

Sexual Orientation, Gender Identity and Expression: Changing Discourse, Shifting Narratives



Coordinator: Lusanda Mamba

Objective: To strengthen participants' knowledge, political and legal analysis, and practical tools to mainstream SOGIE, challenge exclusionary narratives and advance inclusive and transformative change grounded in intersectional feminist and Pan African values.

Rationale: The course explores how history, law, culture, religion and politics shape understandings of gender and sexuality in Africa, while supporting

participants to translate learning into institutional change, lobbying, advocacy and movement action. The course examines how opposition to LGBTQI rights intersects with challenges to women's rights, SRHR, bodily autonomy, sexuality education and wider democratic and human rights gains.

Who should attend: Staff, leaders and volunteers of women's rights and LGBTQI+ organisations, women human rights defenders and partners

Dates:

Date	Module	
Thursday 22 Oct 2026	SOGIE Module 1: SOGIE, Power & Intersectionality in African Contexts	https://genderlinks-org-za.zoom.us/meeting/register/9aq69S0nQgCV8iE_ZULXrw
Wednesday 18 Nov 2026	SOGIE Module 2: Law, Rights & the Politics of Family, Values & Sovereignty	https://genderlinks-org-za.zoom.us/meeting/register/wjmqokBEQqyePsnzc-C1RA
Thursday 21 January	SOGIE: Module 3: Changing Discourse & Reimagining African Narratives	https://genderlinks-org-za.zoom.us/meeting/register/pS0QtFQ1T42H-v8yP01fJg
Thursday 18 February	SOGIE: Module 4: From Analysis to Action: Mainstreaming, Lobbying & Movement Power	https://genderlinks-org-za.zoom.us/meeting/register/xzKbSKxsQcWQKFWA8V4DZw
Monday 08 March 2027	GL Academy Graduation Celebrating knowledge and learning!	https://genderlinks-org-za.zoom.us/meeting/register/cexl3CarRkK_KV53_AKnvQ

Sessions run once a month, for 90 minutes from 12noon to 13.30 SATS. All sessions are recorded and hosted, with readings, exercises and quizzes, on the GL Academy Moodle platform for self-paced learning.

Course modules

Module 1: SOGIE, Power & Intersectionality in African Contexts

This module establishes a shared conceptual and analytical foundation. Participants critically engage with sexual orientation, gender identity, gender expression, sex and gender, while examining myths, stigma and exclusion. It explores how sexuality and gender intersect with race, class, disability, age, religion and other structures of inequality.

Participants explore African histories and understandings of gender and sexual diversity and interrogate how colonialism, inherited laws and dominant knowledge systems have influenced contemporary ideas about what is considered “normal”, “traditional” or “African”. This deepens the intersectional foundation of the original course.

Key question: *How do history, power and intersecting inequalities shape our understanding of gender, sexuality and belonging in Africa?*

- **Lecture:** SOGIE, intersectionality, power, African histories of gender and sexuality, coloniality and inherited systems of knowledge.
- **Reading:** SOGIE and intersectionality resources; selected African feminist and historical perspectives.
- **Exercise:** Map how SOGIE intersects with issues and inequalities within participants’ sectors, movements and country contexts.

Module 2: Law, Rights & the Politics of Family, Values & Sovereignty

This module interrogates the African legal and political landscape in which SOGIE work takes place. Participants examine inherited colonial laws and penal codes alongside constitutional protections, national legislation, regional and international human rights commitments, progressive jurisprudence and policy developments, implementation gaps and areas of legal regression. Comparative African examples explore how law can function both as an instrument of exclusion and as a site of resistance, accountability and social change. Participants interrogate contemporary narratives around **family, African values, culture, religion, children and sovereignty**, asking who defines these concepts and to what political effect.

Key question: *Where do our struggles intersect, and what do we miss when we respond to them separately?*

- **Lecture:** African SOGIE legal landscape; colonial legal legacies; constitutional and human rights protections; legal gains and regression; contemporary anti rights narratives.
- **Reading:** Selected African legal and policy case studies and regional human rights frameworks.
- **Exercise:** Legal, political and power mapping of a current SOGIE issue, identifying laws, actors, narratives, allies, risks and opportunities.

Module 3: Changing Discourse & Reimagining African Narratives

This module moves from analysing dominant narratives to **building alternatives**. Participants examine how language, media, political discourse and movement communications shape public understandings of gender and sexuality. Participants interrogate who gets to define **family, African identity, culture and values**, including the contradictions that arise when inherited colonial laws are mobilised in defence of supposedly authentic African values.

Drawing on **Ubuntu, African feminist thought, dignity, collective humanity, historical complexity and lived African realities**, participants explore narratives that affirm belonging and recognise the diversity of African societies. The objective is not simply to counter harmful messages, but to reclaim narrative power and articulate the societies and futures movements seek to create.

Key question: *What are we for, not only what are we against?*

- **Lecture:** Narrative power, African feminist and Pan African perspectives, Ubuntu, public discourse and movement narratives.
- **Reading:** African case studies on narrative change, SOGIE, feminism and social justice.
- **Exercise:** Deconstruct an exclusionary narrative and identify the power, assumptions and political interests underpinning it.

Module 4: From Analysis to Action: Mainstreaming, Lobbying & Movement Power

The final module translates learning into **institutional change and outward facing advocacy**. Participants identify practical entry points for mainstreaming SOGIE across programming, human resources, safeguarding, MEL, budgeting, procurement, research, communications and organisational policy, building on the institutional mainstreaming focus of the original course.

Participants also explore lobbying, advocacy, allyship and movement solidarity. They identify the change sought, who holds the power to make that change, potential allies and opponents, and the most strategic entry points for engagement.

Key question: *How do we translate shared analysis into institutional change and collective power?*

- **Lecture:** Institutional mainstreaming; policy development; lobbying and advocacy; allyship, solidarity and movement power.
- **Reading:** SOGIE policy guidance, advocacy resources and movement case studies.
- **Exercise:** Institutional SOGIE policy and practice review; stakeholder and power mapping for advocacy.

Course requirements

Participation: Attendance at three of the four live sessions, or completion of the equivalent self-paced modules and quizzes on Moodle.

Assignment: One assignment, set at the start of the course and due two weeks after Module 4 – A SOGIE inclusive organisational policy and a targeted lobbying or advocacy intervention.

Course completion: 80% obtained on the assignment and the end-of-course quiz. Certificates are issued on the Moodle platform and at the GL Academy graduation on 8 March 2027.

Monitoring, evaluation and learning: A baseline self-assessment of confidence and use at the start of the course, and an endline assessment at the end.

Enrolment: Free for WVL and Marang Fund grantees and GL staff. Other participants pay a cost-recovery fee via PayFast of \$25.00 or equivalent.

Care for the Carer / Activist: Collective and self-care

Course prospectus | October 2026 – March 2027



Course coordinator: Dr Monica Bandeira and Lynette Mudekunye

Objective: To apply an appreciation of self and collective care to develop practical strategies for embedding these into our lives and organisations to address the needs and risks of carers and activists.

Rationale: Most frontline of care workers and activists – whether responding to GBV, or SRHR and HIV or as gender activists – come from and are

based in the communities that they are working with. They have experienced and often continue to experience the same stresses and traumas as the people that they are working with. Every day they experience further stress as they care for and support those that they are working with. They pour care out to others from a half full reservoir. Online violence and backlash is adding a new layer of stress for activists especially.

Care for carers and activists is not a luxury but is rather a fundamental ingredient in sustaining and strengthening movements. Investing in those who, for generations, have provided care to others at the expense of their own wellbeing is also deeply political.

Who should attend: Staff, leaders and volunteers of women's rights and LGBTQI+ organisations, women human rights defenders and partners

Course dates and links

Date	Module	Zoom registration link
Tuesday 27 Oct 2026	Care for carers Module 1: Mapping the Activist Burnout Landscape	https://genderlinks-org-za.zoom.us/meeting/register/LxNtFS7TSTqGP-LKsdEi_A
Tuesday 24 Nov 2026	Care for carers Module 2: Setting Boundaries	https://genderlinks-org-za.zoom.us/meeting/register/FTjeP_HQwGDIIt9PQmrRw
Tuesday 26 Jan 2027	Care for carers Module 3: From Self-Care to Collective Care	https://genderlinks-org-za.zoom.us/meeting/register/J21lf6swSkKOgc5AVRpuIA
Tuesday 23 Feb 2027	Care for carers Module 4: Building Your Sustainable Action Plan	https://genderlinks-org-za.zoom.us/meeting/register/lft4Y8qiRfCfRxNslu7IIQ
08 March 2027	GL Academy Graduation	https://genderlinks-org-za.zoom.us/meeting/register/cexl3CarRkK_KV53_AKnvQ

Sessions run once a month, for 90 minutes from 12noon to 13.30 SATS. All sessions are recorded and hosted, with readings, exercises and quizzes, on the GL Academy Moodle platform for self-paced learning.

Course modules

Module 1: Mapping the Activist Burnout Landscape

The first module sets the scene – understanding how systemic oppression, secondary trauma, and internal organizational pressures impact the well-being of women activists. It validates the specific emotional toll of women's rights work and deconstruct the myth of the "martyr activist."

Key question: *How do the pressures of activism affect our well-being, and how can we recognise when stress is becoming burnout or trauma?*

- **Lecture:** The unique stressors of feminist activism (e.g., online harassment, emotional labor, funding instability). Recognizing the signs of burnout vs. vicarious trauma.
- **Reading:** Selected readings on physical, emotional, social, cognitive / mental and spiritual. What is burning out?
- **Exercise:** What motivates me as a caregiver and activist? What are the stresses I have now in my role as a caregiver / activist

Module 2: Setting Boundaries (Digital and Real-World)

This module equips activists with scripts and strategies to protect their energy from constant crisis mode. Practical tools for protecting personal peace, managing digital overload, and saying "no" without guilt.

Key question: *How can we set boundaries that protect our well-being while sustaining our activism and relationships?*

- **Readings:** Digital hygiene: Managing notifications, handling trolls, and creating "off-grid" time. The art of the feminist "No": Overcoming the socialized urge to over-compromise.
- **Exercise:** Participants practice using specific boundary scripts (e.g., turning down a last-minute project or setting communication hours with beneficiaries).
- **Panel/Fireside Chat:** Brief Q&A or storytelling with a veteran activist sharing their boundary journeys.
- **Reflective Journaling:** Writing down one immediate boundary to implement this week.

Module 3: From Self-Care to Collective Care

In this module, participants learn how to foster a culture of care within movements, organizations, and peer networks. Moving away from commercialized, individual self-care toward community-based safety nets and organizational wellness.

Key question: *How can we move from individual self-care to building cultures and systems of collective care?*

- **Reading:** Reviewing case studies of feminist organizations that successfully integrated rest into their operational budgets and policies.
- **Exercise:** Why "self-care" can feel like another chore on the to-do list. Defining **collective care**: Mutual aid, emotional checking-in protocols, and shared workloads.
- **Resource Share:** Launching a shared, crowdsourced document for community resources, therapists, and crisis lines.

Module 4: Building Your Sustainable Action Plan

Leave the course with a concrete, realistic roadmap for long-term resilience. Synthesizing the course into a personal and collective "Sustenance Plan" that outlasts the 4-week program.

Key question: *What do we need to put in place to sustain ourselves and our activism over the long term?*

- **Lecture:** Drafting a personal **Resilience Manifesto** (daily, weekly, and crisis-level care practices). Identifying accountability partners within the cohort.
- **Peer Review:** Pairing up to review each other's plans, ensuring they are realistic and not overly ambitious.

Course requirements

Participation: Attendance at three of the four live sessions, or completion of the equivalent self-paced modules and quizzes on Moodle.

Assignment: One assignment, set at the start of the course and due two weeks after Module 4 –a personal action plan to strengthen the culture of collective and self-care in your organisation and personal life?

Course completion: 80% obtained on the assignment and the end-of-course quiz. Certificates are issued on the Moodle platform and at the GL Academy graduation on 8 March 2027.

Monitoring, evaluation and learning: A baseline self-assessment of at the start of the course, and an endline assessment at the end.

Enrolment: Free for WVL and Marang Fund grantees and GL staff. Other participants pay a cost-recovery fee via PayFast of \$35.00 or equivalent.

Organisational growth and development

Course prospectus | October 2026 – March 2027



Course coordinators: Nomtrium

Objective: To strengthen organizational growth, development, sustainability and resilience of women's rights and LGBTIQ organisations against the backdrop of the anti-rights movement and backlash.

Rationale: Even in the age of social media when one person and a cell phone can spawn a whole movement, there is irrefutable evidence that we need strong organisations to build lasting and enduring

movements. We as women's rights organisations, need to model the change that we call on our governments to deliver. We need strong, well governed, accountable organisations, led by visionary feminist leaders who grow the next generation of leaders. Our organisations need to be underpinned by watertight systems that ensure judicious and accountable use of resources, and enable us to keep fund raising. The organisations we build must be sustainable – able to endure any storm through deep roots; solid trunks and many branches that bear abundant fruit.

Who should attend: Staff, leaders and volunteers of women's rights and LBTQI+ organisations, women human rights defenders and partners who want to strengthen their organisations.

Course dates and links

Date	Module	Zoom registration link
Thursday 29 Oct 2026	Organisational development Module 1: Strengthening governance	https://genderlinks-org-za.zoom.us/meeting/register/odDPDLSZRyiSHcnl04wv6g
Thursday 26 Nov 2026	Organisational development Module 2: Leadership and accountability	https://genderlinks-org-za.zoom.us/meeting/register/-XS7HRERQMaS3oRPN9Rjgg
Thursday 28 Jan 2027	Organisational development Module 3: Building core operational systems that support sustainability	https://genderlinks-org-za.zoom.us/meeting/register/H22yRRFhSy2TpIejPksDWg
Thursday 25 Feb 2027	Organisational development Module 4: Improving Implementation Capacity and donor readiness	https://genderlinks-org-za.zoom.us/meeting/register/CwDY1JXjTIegsUWkV02CsQ
08 March 2027	GL Academy Graduation	https://genderlinks-org-za.zoom.us/meeting/register/cexl3CarRkK_KV53_AKnvQ

Sessions run once a month, for 90 minutes on Thursdays from 12noon to 13.30 SATS. All sessions are recorded and hosted, with readings, exercises and quizzes, on the GL Academy Moodle platform for self-paced learning.

Course modules

This module situates organizational strength and resilience in the context of good governance. Starting with the nature of an organisation's registration (which may vary), the module makes the case for a strong and representative board; that meets regularly and procedurally and exercises effective oversight. The module covers the relationship between the executive and the Board; the role of the founder and succession planning.

Module 1:

- **Lecture:** Good governance: walking the talk in our organisations
- **Reading:**
- **Exercise:**
- **Case study:**

Module 2: Leadership

This module covers the role of leadership in organisations. What does a "good" leader look like? Can leadership be learned? Improved? Passed on? What are the consequences of bad leadership? How can this be corrected

- **Lecture:** Leadership – the good, the bad and the ugly
- **Reading:**
- **Exercise:**
- **Case study**

Module 3: Systems for sustainability

In this modern era with a systems solution to every conceivable problem, how do we go about selecting the most efficient and effective solutions for our organisations? How can we make sure that the systems serve us and not the other way around? How can we learn from our peers, minimize costs and errors?

- **Lecture:**
- **Reading:**
- **Exercise:** Panel of NGO leaders sharing the systems that have worked best for them

Module 4: Managing donors and raising funds

- **Lecture:** Dicing with donors
- **Reading:**
- **Exercise:**

Course requirements

Participation: Attendance at three of the four live sessions, or completion of the equivalent self-paced modules and quizzes on Moodle.

Assignment: Use your Organizational Development Score to develop an Institutional Effectiveness strategy for your organization.

Course completion: 80% obtained on the assignment and the end-of-course quiz. Certificates are issued on the Moodle platform and at the GL Academy graduation on 8 March 2027.

Monitoring, evaluation and learning: Participants will

Enrolment: Free for WVL and Marang Fund grantees and GL staff. Other participants pay a cost-recovery fee via PayFast of \$25.00 or equivalent.