



Imagine...

External evaluation of Dignity International

21 October 2009



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Usually, the main problem with life conundrums is that we don't bring to them enough imagination.

Thomas Moore, Care of the Soul

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Executive Summary

Dignity International (hereafter *Dignity*) was one of the first NGOs to focus on Economic, Social and Cultural rights and to focus on a human rights based approach to poverty alleviation, instead of a needs based approach. Dignity works closely together with poor and marginalized people, empowering them.

Dignity is effective at reaching grassroots organisations – most other NGOs do not manage this. In this sense, *Dignity* has created a niche for itself. Furthermore, *Dignity* informs people about the content and implications of the rights – which is an eye-opener to many people. In addition, the connections *Dignity* makes among partner organisations are considered to be of great value.

Dignity has generated much output during the evaluation period, with limited means. The outcome of the activities, especially the trainings, has been impressive. *Dignity's* activities are highly appreciated by all stakeholders interviewed. Evaluation forms as well as previous researches regarding *Dignity* show the same appreciation. The impact of the work is more difficult to establish, due to lack of monitoring and complications with attribution.

Dignity is well connected and well respected among major national and regional grassroots networks in the area of ESC-rights. It is regarded by them as a vehicle to reach out to the international arena and to influence international policies. *Dignity's* policy is aimed towards connecting grassroots networks and creating an atmosphere of mutual learning and joint outreach and it is considered to be successful in this regard. Although not formally, regional and national networks feel a great sense of ownership and engagement for *Dignity's* cause and well-being.

Dignity's trainings are highly appreciated by those who were involved. The trainings have a lasting impact on people, leading to a change in attitude, increased knowledge and feeling of empowerment. Trainees undertake relevant follow-up action on the trainings. *Dignity* is most well-known for its trainings. Stakeholders say that they see the trainings as the core of *Dignity's* work. *Dignity* is considered to be a unique organisation with very

innovative, participative and esteemed training methods. *Dignity* grabs opportunities as they present themselves to *Dignity*. *Dignity* has a clear strategy on partnerships and alliances. *Dignity's* visibility of and position with ODA-players is weak.

The main problems of poor and marginalized people as identified for the purpose of this evaluation are the unequal power relations and the lack of access to power by the poor – they are not heard, not invited when those in power decide about policies affecting their lives. *Dignity* seeks to address these problems, by supporting the poor to gain access, by informing them about the relevant human rights language and instruments. In the training manual gender inequality is addressed. By selecting grassroots leaders for their trainings, *Dignity* influences the poor and marginalized. The impact of *Dignity's* work as a whole on them is difficult to establish, partly due to attribution problems. Although the position of women is not specifically addressed, the focus on those people to stand up that are most oppressed in families, communities and societies, implicate also strengthening the position of women.

The Executive Director occupied a very central role in all the communications, activities, contacts and in the image of *Dignity*. In recent years this focus has been shifting more towards the other team members. Yet, the success and visibility of the organisation is linked to the person of the Executive Director. This is both a strength and a weakness of the organisation. The capacities of the staff are relevant for *Dignity* and relevant appraisals are held with the staff. The structure of the organisation is simple and clear, with short communication lines.

Dignity could have more output, outcome and impact if it had a larger staff – there is demand for more output from people and organisations. *Dignity* decides on projects and activities after consultation with relevant Board members and the staff members. A weakness of the organisation is the lack of consistent monitoring of progress and lasting results.

Dignity's visibility is weak among the community of development organisations and donors and *Dignity's* focus is not on considerable growth nor marketing for funds. As a result, the financial basis of *Dignity* is – although stable – relatively modest.

Foreword

Warner Strategy & Fundraising conducted this evaluation in cooperation with Inducar. The evaluation consisted of a variety of techniques, including desk research, in-depth interviews and case studies. The evaluation had to be finished in a very limited amount of time. It started on the 2nd of September 2009 and was finished by the 9th of October. Only a limited number of interviews can be conducted in such limited time, but these did generate a fair amount of information. The evaluation remains a qualitative evaluation and must be read and used as such.

Although we have conducted dozens of previous evaluations, we have never before encountered so much enthusiasm among the people we have interviewed. In this respect, *Dignity's* executive director is especially credited for her energy and inspiration.

The evaluation team wants to convey its gratitude to all those that have contributed to this evaluation. We thank everyone for their time and openness and we thank *Dignity's* team and board for their trust. We wish all involved much success in the future and we hope that the conclusions and recommendations will contribute to further strengthening the important issue of economic, social and cultural rights in addressing the position of poor and marginalised people, not as victims or needy persons, but as people with rights they should claim. We especially wish *Dignity* to have a bright future.

October 11, 2009

Amsterdam, Theo van Koolwijk and Pippa Groenberg

Lissabon, Miguel Garcia

Methods

We have implemented the evaluation along five complementary and interconnected lines:

1. Kick-off meeting in Amsterdam with the evaluation team and *Dignity's* chair and executive director
2. Review of documentation (current results on the basis of compiled data, compared with the proposed results and proposed monitoring and quality management, previous assessments and follow-up of these, data and tools for stakeholder engagement, financial data, existing assessments of counterpart results and their satisfaction, description of existing tools and existing reviews of their applicability, etc.)
3. Retrieving information through interviews with *Dignity* board, staff and selected counterparts, beneficiaries and stakeholders through interviews via phone and Skype.
4. Four case-studies (conducted by Inducar)
5. Presentation of the draft findings and recommendations during a strategy week in Strasbourg with *Dignity* board members and other stakeholders.

Background: *Dignity* International's Strategic Plan

Causes of poverty are deep rooted and their eradication cannot be achieved by isolated projects alone. It can only be achieved through the adoption and implementation of consistent policies rooted in human rights, at the national, regional and international levels.

Dignity International, strategic plan 2007-2009

In this regard - according to *Dignity* - human rights need to be all inclusive:

"Human rights are more than civil liberties, they are also the rights to food, housing, education, healthcare and to a decent standard of living. It must be recognised that basic needs are also basic rights".

Needs and rights are often separated and human rights issues have a bad reputation as being 'socialist':

"We need to overcome the fear of developing countries that human rights is a conditionality – but that the human rights framework is beneficial to them especially in pushing for an international political, financial and economic order that is conducive to human development of all."

Moreover, people themselves are often absent in the debate, therefore it is needed to ensure participation of the people in front of the human rights struggle in the human rights discussions and debates:

"Essentially, Dignity is a catalyst for social change: supporting the primary change agents – People in the frontline of the human rights struggle."

In their work *Dignity* therefore strives to:

- Support human rights advocacy work of the communities whose basic human rights are denied;
- Connect the different Struggling Communities across national borders;

- Build a Global Family for lasting social change.

Dignity's aims and strategies, as described in the strategic plan 2007-2009, are the following. It wants to achieve the following changes:

At local level:

- Organised communities to improve their lives.
- Strengthened communities with greater awareness and knowledge about human rights;
- Empowered communities: with more examples of people based advocacy.

At national level:

- Democratic Society: with transparency, accountability and overall good governance at all levels.
- Strengthened State:
- Strengthened Civil Society:

At regional level:

- Greater linking, learning and networking among struggling communities across the regions;
- Greater solidarity among these groups and formulation of people based advocacy at regional levels;
- Specific people based human rights advocacy issues around regional organisations and trading blocs.

At global level:

- Greater linking, learning and networking among struggling communities cross the world;
- Greater solidarity among these groups and formulation of people based advocacy at the global level;
- Specific advocacy issues

How? By supporting and connecting struggling communities and by engaging in global advocacy.

More specifically by:

- Capacity Building for Human Rights - Global Learning Centre for Human Rights in Development – Learning for Transformation:
- Organising *Dignity's* own Learning Programmes;

- Assisting local organisations and communities by providing a variety of learning programmes (training of community trainers, training of community theatre and use of other popular methods of learning for transformation);
- Offering consultancy and facilitation services to a wide variety of development actors on the theme of human rights in development – learning for transformation.
- Community Organising – assisting struggling communities to organise – through training and support.
- Support for People based advocacy – (provide technical support for people based advocacy, and sharing of experiences around success and unsuccessful stories).
- Linking and facilitating exchanges among struggling communities - Global People to People – Global Community to Community linking!
- Networking and alliance building for social change.
- Catalyst role – undertake actions that can generate a multiplier effect including putting people and communities in touch, initiating certain discussions, debates, and putting ideas on the table, perhaps for others to pick up.

Dignity is a non-profit organisation registered as a foundation¹ in the Netherlands. In January 2003 it became operational as an NGO outside the North-South Centre of the Council of Europe. Since then *Dignity* has explored many activities. Since 2004 annual reports are available. In these *Dignity* reports about its activities. The annual plans are available for the years 2005, 2006, 2008 and 2009. The 2007 annual plan was integrated in the larger strategic plan. In the annual plans, the planned activities are reported on, with an indication of the likelihood that they will take place (usually depending on forthcoming budget). The plans and reports are summarized in an annex to this report, per year.

¹ A 'Stichting' under Dutch law is a legal not-for profit entity with a board that has limited liability.

Findings

The work of Dignity- what did Dignity achieve?

As a starting point we are using the strategic objectives as described above. To what extent did *Dignity* achieve changes at the local level and at the national, regional and international levels? And to what extent can such changes be attributed to *Dignity's* intervention strategies?

First of all a word about consistency of strategic choices. The internal logic of the strategic plan is clear and an assessment of opportunities and risks is well made. In using Economic, Social and Cultural rights (ESC-rights) as the basis to address the situation of the poor and in the underlying analysis, *Dignity* has a strong argument and approach, very different from those who address poverty as a 'need'. The starting point and the results differ considerably in relation to regular poverty alleviation approaches.

Because of this choice, it is logical to address power imbalances and to strategically start with empowering individual people. The multiplier effect – as indicated by *Dignity* – is essential to bring about change. On the basis of the review of documentation, through interviews and in the case studies presented in this report, one can see that there is a careful selection procedure. For instance, from the hundreds of people submitting an application for a training, *Dignity* carefully chooses those that have the potential or position to become community leaders and ensures a group of participants that has complementary qualities, in order to ensure maximum linking and learning.

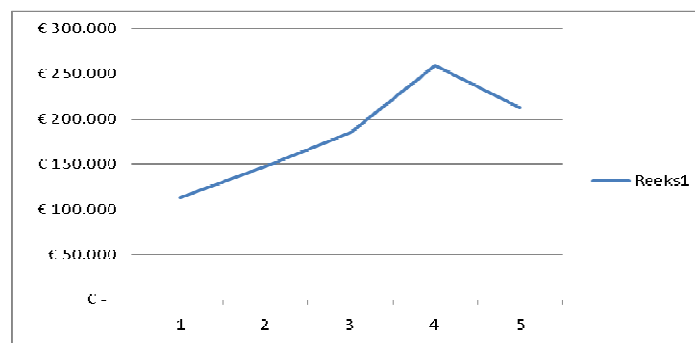
In this – bottom-up - ESC-approach, the desired changes at the global and regional level can only be achieved if individual people, community leaders, communities get together to form a regional and global people-based advocacy to address ESC-rights. Therefore it is logical to focus on community organizing, multiplying, networking and alliance building. The levels of success will be addressed later.

Although the internal logic as such is clear, the strategic plan does not provide clear strategic objectives nor an indication to what extent the intervention strategies should lead to achieving these objectives.

Quote: The focus of trainings is on esc rights. More than 200 people submit applications for the trainings per training. showing that there is a big demand for this training. In this training an interesting thing is that we receive people with different profiles. E.g. we have a human rights lawyer as expert as well as a young neighbourhood organisation person. They are building the concept of human rights together. Everyone learns from this, including experts .

In 2003, *Dignity* was (one of the) first organisations to address poverty as a violation of human rights. Meanwhile many other organisations have taken over this concept. In that sense *Dignity* has been successful in promoting the concept of ESC-rights on a worldwide scale (although direct attribution is difficult to assess). *Dignity* still is one of the few ESC-organisations that starts with empowering individual people through trainings, meetings, exchanges and encounters.

Dignity's output is summarised in an annex to this report, per year. In tables we have indicated which plans have been executed according to the annual reports. We have also indicated which additional activities were undertaken according to the annual reports. This shows that although not everything was executed according to plan, regularly extra activities were undertaken. Annual budgets have increase slightly in the past five years, with a backdrop last year (2008).



Without going into detail at this stage, it can be stated that the *quantity* of the output is impressive, given the modest annual budgets and the relatively high office costs (in

Strasbourg, France) and the usual high costs for travel and stay of organisations globally involved in trainings and capacity building.

Case Studies

Throughout the report, we have included a total of four case studies of the work of *Dignity*. The purpose of this is to illustrate the outcome and impact of the work. They are cases, and do not statistically prove anything. They do however illustrate that the message of *Dignity* is consistent in very different contexts, that the outcomes are diverse and adapted to the local situation. Furthermore, they show that the projects have become autonomous and have their own dynamism and make a link between the global and the local levels.

The first case study illustrates *Dignity's* (previous) domestic programme. It was felt important to show that poverty and violation of ESC-rights is not something far away, but that the issue is also at stake in western societies and to generate awareness of global human rights violations. Through an education program in a small Portuguese community, a permanent curriculum on human rights was established, including the annual celebration of human rights day:

Case Study 1 – Human Rights in schools – Alcochete

HUMAN RIGHTS IN THE SCHOOLS –Alcochete-

Background of the project: Alcochete, a small town 30 km from the Portuguese capital Lisbon is the former home of the *Dignity* secretariat. Determined to try out for themselves in their former community what they encourage others to do worldwide, *Dignity* started a Human Rights Learning project with the primary schools in the municipality.

Project description: The project was in partnership with the Group of Schools, the Municipality and the Animation Group Anime.

Activities: The activities started in 2004 and took place during the months of November and early December culminating in a joint celebration on 10 December Human Rights Day. The animation group used puppet theatre to take the 4-8 year old children on an adventure to the land of Human Rights. The annual activities went from strength to strength.

Outcomes: Over 200 primary school kids received HRE in the primary schools in Alcochete as a result of the intervention. In 2006 the town council passed a resolution to put human rights day and the activities surrounding it on its official calendar. The resolution is a landmark for all parties concerned.

Impact: The documentation and the interviews show that the seed that was sown by the Group of Schools in Alcochete and *Dignity* can now flourish and be sustained in the local context under local leadership.

According to Miguel Bereiro (Former Mayor of Alcochete, incumbent President of the Alcochete

Municipal Assembly) with some “ups and downs” the tradition of celebrating the Human Rights Day and the awareness raising activities around it continues in Alcochete. He says that the local NGOs should be attentive to guarantee that the resolution of celebrating the Human Rights Day is respected. He observes that even if it is just once a year, the celebrations and the activities linked to it *“contribute to the democratic attitude of citizens, to their positive behaviour towards the community. It contributes as well to foster the solidarity with the victims of the most serious violations of Human Rights.”* In 2008, as part of the celebrations of the 60th Anniversary of the Universal Declaration of Human Rights, *Dignity* reached over 10,000 people in the municipality with the article series on Global human Rights Struggles published in the local newspaper.

Capacity building for Human Rights

To what extent have interventions led to a (lasting) improvement in knowledge, skills and changes in attitude? To what extent have they led to empowerment and a change of (power) relations with decision makers?

It is not always possible to link the various intervention strategies from the strategic plan one-to-one with the operational plans and annual reports provided by *Dignity*, the headings differ. Results are insufficiently monitored along the lines of the strategic objectives (and intervention strategies) and their attribution to *Dignity's* overall objectives. It is therefore difficult to assess the extent to which specific activities contribute specifically to the realisation of what strategic objective. In the following, we will provide a qualitative assessment and have formulated indicators in retrospect.

The *trainings* fall under various categories of intervention strategy – capacity building, global work, local work, regional work. Trainings are generally seen, by stakeholders, to form the core of *Dignity's* work. To evaluate the effect of trainings, we have interviewed nineteen stakeholders of which nine were ex-participants of the trainings. Furthermore three were partners/trainers for the trainings. We have also read through many evaluation forms. These evaluation forms are filled out by participants immediately after the trainings. Additionally, some evaluation forms were requested at a later stage – approximately half a year after the training. The evaluation forms are not generally compressed and analysed to render an insightful document – but are documented in the original separate evaluation forms.

Capacity building through trainings

Dignity provides various trainings yearly, such as the Global Linking and Learning programmes – provided on an annual basis, regional trainings on Human Rights in development, trainings on HRBA in development, 'Get up, Stand up, Stand up for your Human Rights' trainings and 'Training of Trainer' trainings. The trainings are generally perceived to be empowering and enriching. They are relevant in relation to bringing knowledge, skills and relations for people to actually go and stand up for their rights.

Quote from an interview: "The trainings are absolutely wonderful because they bring human rights to affected communities. They build the capacities of the poor. It is absolutely knowledge that helps me everyday. For example in the policy formulation processes. Being able to identify needs and being able to encapsulate this in the policies. Continued interaction has helped me in seeing policy formation processes. It gave me a very good foundation that I use to date."

The number of applications for trainings always greatly exceeds the available places. Interviewees indicated that they would like further trainings by *Dignity* for their peers, for example in their organisations, for those who have not yet followed the training, or to further explore certain topics/aspects.

Interviewees value the methodology and the capacity of *Dignity* to translate an abstract concept of human rights to day-to-day struggles of poor and marginalised people. No essential aspects were missing from the trainings according to most interviewees. In the evaluation forms, some people did indicate that they would have liked certain aspects to have been part of the training which were not. Evaluation forms as well as interviews were in general terms uniquely positive, although people also indicate potential adaptations. Examples of these are: further information on Human Rights covenants or more practical tools to claim the rights.

Interviewees said that the trainings were felt to be applicable to the home situation, partly due to the fact that participants were asked to provide cases from their daily situation as input for the trainings. The trainers were open to additional questions or aspects to be discussed. As can be seen from the quote below, *Dignity* does develop the trainings over the years ("Now these thematic issues are more developed"), showing flexibility and a willingness to learn.

Quote: The training modules are really great. They covered a lot of information and the topics covered are very useful. There was not a lot on gender, or on thematic issues such as poverty. Now these thematic issues are more developed. The methodology was great, but I feel it is not really appropriate for grassroots level. At the grassroots level, the level of understanding of human rights is low. The method is appropriate for human rights activists, who have a higher level of understanding. When I practice this methodology for grassroots, I need to revise and modify the method to make it applicable to grassroots people. I do try to use the methods in my own trainings. The flow of the training is good, but a missing aspect for me is how to create your own modules and facilitation skills. I followed up on the training, by creating my own workshop on the basis of the training, including the esc rights in the training as well as the methodology. I can't really say that the situation back home changed as a result of this. It is difficult to advocate to people at the government level, but it is possible to advocate to grassroots level people from home country. I find that it is hard to create government policy space to be heard. It is also very hard to

engage with policy makers. At local community level we did work on esc rights actions. We also developed movement action calling for change for esc situation in community.

Dignity does not always incorporate suggestions from trainees in future trainings. Many conflicting suggestions are made as well (the clearest example being that some people would like to see more human rights theory, while the above quote shows that the person believes it was too theoretic). One interviewee also said that 'Unlike many other consultancies, *Dignity* stands by its own believes. We engaged in discussions regarding the setup of the course, and *Dignity* was open to suggestions, but *Dignity* stood by the original idea'. The interviewee spoke positively about this.

On the basis of some 300 evaluation forms² and our interviews it can be stated that the trainings of *Dignity* have lead to a change in attitude, increasing of knowledge and feeling of empowerment. Trainees become more aware of their own perceptions of human's rights, the manners in which they may (accidentally) not respect other people's human rights and how to improve on this. Furthermore, many participants indicate that they have increased their knowledge on the topic of (ESC) Human Rights. Some participants do indicate that they already had a rather extensive knowledge of Human Rights and that the knowledge increase was therefore not the most important outcome for them.

Trainees indicate that they learn about methods of Human Rights education. They generally are very positive about the manner in which trainings are given. Especially the participatory and interactive aspects of the trainings are highly appreciated. Many trainees indicate that the trainers are very responsive to their (additional) queries. Many trainees have followed up on the trainings. This became clear from stakeholder interviews, evaluation forms which were filled out various months after the trainings as well as from the case studies done for this evaluation, such as the case study on the Latin America Linking & Learning programme (case study 4). The follow-up was mostly in the form of trainings that they organized. Either they organized trainings along the lines of *Dignity's* training, they incorporated aspects of the content of *Dignity's* training,

² After the trainings, participants are asked to fill in evaluation forms about the trainings. The evaluators have taken a random sample of evaluation forms and analysed those.

or they incorporated aspects of the methodology of *Dignity's* training in existing trainings.

An example of this can be found in the case study on Latin American Linking & Learning program:

"I worked with a Brazilian organisation of lawyers who closely works with "MST" (Movement of people without land) and advices vulnerable groups, in particular those having land grabbing problems. I happened to visit a community in Alcantara (North of Brazil) during an activity I was participating in, and I came across a person that participated in the 2005 LA programme. He was in that town to develop workshops for indigenous people (quilombolas) that were fighting for their land rights. He mentioned how useful the methodology of the Programme and the knowledge gained was for his daily work."

One of the stakeholders interviewed indicated that most people are aware of the rights that are denied to them, but that because of years of systematic oppression they do not raise their voice. The work of organisations such as *Dignity* is waking them up.

Participants retain the feeling of empowerment for a long time. This became clear from many of the interviews. One of the stakeholders interviewed indicated that the training of *Dignity* had "changed her life"³. Various others indicated that they continue to either use the training methodology or have organised trainings, alone, or in cooperation with *Dignity* as follow-up of the training.

Dignity has also conducted several trainings on behalf of other organisations, more specifically organisations such as Concern Worldwide and Accord. Interviewees from other organisations indicate that they would like to receive trainings from *Dignity*. The trainings for organisations are felt to be very informative and inspiring. Interviewees indicate their appreciation for the unorthodox methodology - participatory, interactive and not using PowerPoint.

Impact assessment of trainings is difficult. Stakeholders find it difficult to indicate in which way the trainings of *Dignity* have had an actual and lasting impact in people's daily lives, their positions in society and their communities.

³ The training had taken place a few years prior to the interview.

On the individual level, there are several examples that it has a sustainable impact on their lives:

Quotes from various interviews:

"The training has influenced the way in which I work daily. I incorporate human rights methods into every action I take."

"The training has changed my life"

"After the training, we contacted local government officials to explain to them that certain policies would have a human rights impact. Now they come to us for help to understand the impact of their policies".

As indicated above, several interviewees do say that the trainings have made a (lasting) impression on people personally. Many stakeholders have indicated that they saw others, or felt themselves be more powerful, more knowledgeable and more secure about themselves at the end of a training. Trainees have indicated that this feeling has continued to influence them since the trainings.

Trainees incorporate methods used by *Dignity* in their own work and use the knowledge acquired to upgrade their own existing trainings. In addition, some of the ex-participants organised trainings themselves, thereby spreading the knowledge to others.

Community organising

To what extent have communities as such and as a whole benefited from Dignity's interventions and to what extent are they empowered? To what extent did Dignity address the issues of marginalised communities, including the issue of gender inequality?

The effects of community organising in terms of community empowerment are – in the first instance – illustrated in the following example. Case study 2 of the People's Settlement Network (NPSN) in Nairobi shows clear results on all strategic objectives: Capacity building, community organising, support to people's based advocacy, linking and facilitating exchanges, networking and alliance building and a catalyst role. This case study shows a high level of cooperation and mutual activities between NPSN and *Dignity* over several years in a community leaders learning programme, a training of trainers, of community theatre groups and joint celebrations. NPSN and *Dignity* have teamed up effectively and used each others competencies and opportunities in an efficient and effective manner. With limited means, some 6000 people were direct benefactors from these interventions. Moreover jointly they were able to generate substantial outreach, multiplication of this approach and they were able to directly influence policies. As can be read from the study, the interventions have led to sustainable empowerment of individuals and of the organisation as a whole, from humble beginnings to a major social and political player.

Case study 2: People's Settlement Network – Nairobi

PEOPLE'S SETTLEMENT NETWORK –Nairobi-

Background of the network: Prior to early 2005 there was no Nairobi wide network of people from the 'slums' but hundreds of diverse community self help groups spread across the eight constituencies in Nairobi. The idea of a Nairobi wide network was emerging and solidified when the community groups gathered together to organise the "Torch Run" through the eight constituencies parallel to *Dignity's* Annual Global Learning on Human Rights based Development in Nairobi (1-10 December 2005). The 'Torch Run' culminated with a joint celebration of the people from the 'slums' at St John's Church, Korogocho on 10 December 2005. The Torch Run and the joint celebrations on Human Rights day were led and organised by the community leaders, facilitated by *Dignity's* partner Hakijamii Trust and financed by Dignity International. On 11 December the same parties met in an open and honest discussion to evaluate the process and to look towards the future. The outcome of this process was the creation of the "Nairobi People's Settlement Network" (NPSN) with the purpose of influencing public policies through Human Rights and of creating a platform for the less privileged to air their aspirations on development agenda.

Network description: NPSN has been operating loosely since its inception and has managed to retain its purpose of why it was formed and strengthen it by consistently engaging its members on

through human rights; this has been sustained through mutual partnership with local NGOs like economic and social rights centre (Hakijamii) and international NGO *Dignity* through capacitating community leaders/trainers/artists within the Network with skills and knowledge on Human Rights, how to link their daily struggle for survival to human rights and through linkages and solidarity actions other similar struggling communities around the world.

Outcomes: The creation, existence and working philosophy of NPSN has been inspired, supported and closely linked to *Dignity*. Therefore, the work of NPSN can be considered an outcome of the educational and organisational work of *Dignity*.

Activities: The work of the network has two basic pillars:

Advocacy and lobbying: Through this program the network has been able to lobby policy makers on issues of education, health, devolved funds, environment and the right to housing by stopping a number of forced evictions from occurring and presenting position paper on the same.

Some of the most relevant initiatives in that direction were the "Peoples' Manifesto", the "Peoples' Budget" process where the aspirations of the less privileged were voiced and canalized in the decision making processes of local and national authorities. In the areas of Education and Housing the network is influencing the policy strategic plan at national level called "Vision 2020". In 2008 in Kenya following the post-election violence, key activists within NPSN formed the "Tujijenge Group" – acting across ethnic boundaries – and contributed to the eventual reduction in violence and national reconciliation process in the country.

Capacity building: The capacity building process was supported by *Dignity* through the "Get Up Stand Up – Stand Up for Your Human Rights" process which aimed to strengthen the human rights capacity through community leaders learning programme, the training of community trainers, the training for community theatre groups, and annual Human Rights Day celebrations. The multiplication effect was strong and quick so that the network has managed to train many community trainers, activists and focal point persons on Human Rights issues.

Impact: According to the documentation and to the interviews with Humphrey Otieno (Chairman) and Samuel Njoroge (Secretary) of NPSN around 2.500 people participated yearly in the advocacy and/or capacity building activities of the network.

- Around 6000 people are direct beneficiaries of their work for Human Rights and Human Dignity in Nairobi.
- The Nairobi People Settlement Network from humble beginnings has now become a major social and political force. A bottom up process led by the people, that is able to effectively influence policies, decisions and programmes on Economical, Social and Cultural Rights in issues like Housing, Education, Health, Access to water, Sports, Public Utilities, Security.
- It was able to have its voice and its issues heard at international forums like the United Nations Committee on Economic Social and Cultural Rights which reviewed the Kenya State Party Report in November 2008.
- Motivated and inspired by the success of NPSN, other major cities in Kenya (Mombassa and Kisumu) are mobilising in the same way. What covers Nairobi for now may soon cover Kenya nationally with the involvement of the other major cities.

From the interviews, it appears that gender is not specifically present in the trainings. Many interviewees could not recall any more of gender than that it was mentioned. One of the interviewees indicated that gender inequality was partly addressed through ensuring adequate representation by both genders and through addressing issues relating to the causes of inequality. Another interviewee said that a lot of information was covered, but not a lot on gender. In the training manual 'From poverty to dignity', on the other hand, gender is covered rather extensively. In all communication, *Dignity* recognises the specific role of women as agents of change, and it emphasises the urgent need to address power imbalances, implicitly also referring to power imbalances in

families, communities and societies and the specific need to empower women in this respect.

People based advocacy

To what extent was Dignity able to strengthen people's skills and capacities to advocate their rights with decision makers and with what effect?

Dignity has initiated a new activity in 2008: Advocacy & Campaigns. In the operational plan 2008 *Dignity* writes: "*Dignity* still needs to make its presence felt at the international level as – a youthful, dynamic, engaged, serious, and charismatic political player that can break through potential stumbling blocks and bring about change through effective and decisive action." The advocacy campaign was discussed with the board in June 2008. The campaign was launched in the fall of 2008. In the 2009 operational plan, *Dignity* mentions that in 2008 a new member was added to the team for advocacy and campaigns. Discussions were held with possible partners for a joint global campaign. We have not seen further actions in this area.

An interviewee said that *Dignity* believes that a campaign for global advocacy should come from the grassroots organisations, but that this has so far not happened. *Dignity* has had to initiate and follow-up on the global advocacy campaign, while the grassroots organisations are insufficiently committed to take the campaign a step further. Some stakeholders indicate that they are aware of the fact that *Dignity* is engaged in an advocacy trajectory. Outcome of advocacy and campaign work has so far been limited. Grassroots organisations have expressed their interest in taking part in a campaign. They have not taken action to organize the advocacy campaign.

On the other hand, various 'regular' activities have led to improved advocacy capacities and advocacy activities, often resulting in important changes in policies and practices.

The following case study Youth for Unity and Voluntary Action (YUVA) in Mumbai provides an example. Other case studies show comparable successes. This case study gives an example of how advocacy has worked to make a difference in the lives of poor people - by resulting in the release of compensation funds. *Dignity* brought together various local organisations to roll out a project on housing for the poor in Mumbai. One of the aspects of the project was advocacy. The advocacy was based on research and supported by capacity building. The local community used advocacy at municipal and

state level and as a result of this they were able to claim the funds for compensation.

Case Study 3 - Mumbai – Right to Live

THE RIGHT TO LIVE IS ALL WE ASK! -Mumbai-

Background of the project: The Tata Institute of Social Sciences (TISS) through Dr. Neela Dabir participated in the Economical Social and Cultural Rights and Budget Analysis training programme of *Dignity* in 2005. At the time the World Bank was investing huge amounts of funds in the Mumbai Urban Transport Plan (MUTP) which aimed to (1) improve the railway infrastructure and (2) enlarge main motorways in Mumbai, India. The World Bank project also had a rehabilitation component for people affected by the project. Bearing this in mind, as well as TISS's interest to engage more with *Dignity*, and as a direct outcome of the Economic, Social and Cultural Rights and Budget Analysis programme, the idea was borne to start an action-research project to follow people who have been affected by the infrastructural projects of MUTP and to develop an advocacy component which links the local with the global dimensions of development. With this idea *Dignity* started a conversation with TISS and Youth for Unity and Voluntary Action (YUVA). After a positive response from the partners and after the development of a project plan, *Dignity* also raised the money for the project. YUVA became the main coordinating body of the project and the organisation receiving and managing the funds.

Project description: As it was explained the strategic entry point for the project is the analysis of the Mumbai Urban Transport Project (MUTP). The project is supported by CORDAID and is implemented by YUVA, TISS and Dignity International. The project aims to find lasting solutions to the right to housing for the poor in Mumbai. The project had three main components: *Action Research, Capacity Building, and Advocacy*. This project represents one of the large infrastructural programmes in the city with implications for resettlement of 80,000 households.

Outcomes: The Project resulted in bringing to light the reality of resettlement and the negative effects it had on the livelihood, health, education and transportation of the people. The training and advocacy resulted in people demanding their rights in the rehabilitation sites and the release of funds meant for livelihood compensation and compensation for increased travel. The project enhanced the understanding of the partners in relating with housing rights/human rights issues in development induced displacement in urban areas.

Impact: YUVA has continued the work on the rehabilitation sites despite of the fact that the project period ended. As part of the project, various training materials were produced:

- Formation of housing cooperatives
- how to use Right to information Act
- Hand book for formation of Anganwadis (crèches)
- Booklet based on the literature review etc.

A petition was filed in National Human Rights commission (NHRC) regarding the rights violations happening in the rehabilitation sites. This was further to the visit of the Ex United Nations Rapporteur on Housing Mr. Miloon Kothari.

The project brought new issues and new habitations of the urban poor into focus. The sustainability of the populations in the rehabilitation site needs special attention and care which needs training (maintaining housing cooperatives) organising to deal with issues of basic services, advocacy and lobbying with municipal and state governments etc.

The interviews with YUVA Executive Director (K. T. Suresh) and with YUVA Programme Coordinator (Raju Bhise) and the analysis of the web site set up for the project⁴ show that the long term impact of the project can be summarised as follows:

- The project has built the civil society attention to the issues of rehabilitated communities.
- The project has promoted the rights of the rehabilitated communities post rehabilitation.
- The project has generated an objective research data on the conditions of rehabilitated communities.

⁴ <http://www.dignityinternational.org/ex/mutp/pages/home.php>

Linking and facilitating exchanges

What were the multiplier effects of Dignity's interventions? To what extent was Dignity successful in generating productive exchanges, what were the effects and results in terms of lasting changes in policies or practices?

Case study 4 of the Latin America Linking & Learning program indicates that as a result of the trainings, other organisations have approached the organizers for future collaboration and for the multiplication of the learning program at different levels. The case study also shows that the training has multiplier effects; the training program is used in other training courses and educational activities at all levels: regional, national and local. This is also apparent from many of the interviews. The manual "From Poverty to Dignity" is highly appreciated and often used by many interviewees. Some use only parts of the manual, others use it in its entirety.

Many interviewees say that they found the interaction with the other participants - from different backgrounds, at various levels, bringing a wide variety of experiences and solutions to the table - very informative. Some of the participants have teamed up with co-participants to organize further trainings, showing both a multiplier effect and the positive effects of linking people. This can also be seen in the case where people from Mumbai met people from Nairobi. 'The participants felt that the only thing that was keeping the world's poor apart was the physical distance... The painful realities are similar in Mumbai and Nairobi... This solidarity will empower both communities to step up their fight for human rights now and human rights for all.' (Annual report 2007).

Most of the interviewees found it hard to indicate to what extent the work of *Dignity* had led to results in terms of lasting changes in policies or practices. Yet the interviewees also say that it would be a terrible loss if the work of *Dignity* would not continue. Also, some interviewees could indicate an effect on policies and practices.

A case in point is the quote from one interviewee below:

Quote: "Dignity particularly helped us to talk to the parliamentarians. We can now influence policies. Basically we are able to drive the process of the formulation of national land policy. For example, we

have been able to get the draft from the government and include issues from the communities. We help formulate policies and put them up for adoption. Normally we call together parliamentarians to advise them. Sometimes they come to us to seek our opinion and we help to link them up with local communities. We also give parliamentarians technical backup to formulate policies. A major change is that we now think Human Rights when thinking about policies. Many of the policies have been implemented, so that they are in favor of the marginalized.”

Case Study 4 – Latin America Linking & Learning programme

LATIN AMERICA - REGIONAL LINKING & LEARNING PROGRAMME

Background of the project: Graciela DEDE who at the time was working for Social Watch and Jeannethe Lara working for Primate World Relief of the Anglican Church of Canada (PWRDF) -now on the Board of *Dignity* - attended as participants the *Dignity's* Annual Learning programme on Economical Social and Cultural Rights in December 2003.

As a follow-up and after many conversations over a number of years the dream to organise a Latin America regional programme on Economical Social and Cultural Rights became a reality.

Project description: After 5 years and following this idea 3 Latin America regional programmes on Economic Social and Cultural Rights have been organised in 2005, 2006 and 2007. In 2008 there was no regional programme because the annual global programme was held in Latin America for the first time and this provoked a lack of staff capacity. For 2009 it will still take place in November.

The most relevant concrete achievements of those regional programmes so far:

- Around 620 persons from 20 countries (more than 60% women) applied for the programmes
- 55 activists from all different countries of Latin America were trained on Economical Social and Cultural Rights
- Very positive evaluation from the participants of the Programme on the direction, content, methodology and process for the programme.
- 2 educational reports have been produced and circulated to all participants and to wider interested audiences
- 1 follow-up meeting organised through Oxfam NOVIB (KIC – Learning among counterparts project) to explore how *Dignity* programmes can improve organisational exchange and learning on Human Rights based approaches.
- The regional programmes attracted the interest and support of well established authorities - For example, the first programme was declared a public interest in Uruguay and has been receiving the attention of the UN family and the strong commitment from funding agencies, like the Swedish NGO Foundation for Human Rights and the Primate's World Relief and Development Fund of the Anglican Church of Canada.

Outcomes: The analysis of the documentation and communications indicate that several follow-up actions were undertaken. We can summarise the most important as follows:

- Multiplication of the training programme through training courses and other educational activities at sub-regional, national and local levels within communities. Two examples of it are the case of Kinal Antsetik (Mexico) and Madre Tierra (Guatemala)
- Joint advocacy on a number of issues related to advancing Economic Social and Cultural Rights in the region and throughout the world:
 - Support for the optional protocol;
 - More work around the Millennium Development Goals as benchmarks for Economic Social and Cultural rights;
 - A deeper look at the impact of free trade agreements that are being negotiated in the region and their influence on human rights.
- Continued exchange of information and collaboration among the participants and other organisations on a range of issues including Economic, Social and Cultural rights strategies (e.g. legal, advocacy, media, community participation) and exchange of ideas on issues relating to shadow reports, campaign around the optional protocol to the ICESCR;

Impact: The interviews with Graciela Dede (formerly Social Watch and now working as a freelance consultant) and Jeannethe LARA (Participant of 2003 programme, Programme Officer for Latin America of Primate World Relief of the Anglican Church of Canada and recently joined *Dignity* as a

Board member) and the analysis of the documentation indicate the following areas of impact:

- The tools and knowledge offered at the learning program informs and equips other organisations, groups and/or individuals working for more effective actions in the promotion/protection of Human Rights.

A significant example of it was described in the interview with Graciela Dede

"I worked with a Brazilian organisation of lawyers who closely works with "MST" (Movement of people without land) and advises vulnerable groups, in particular those having land grabbing problems. It happened to me to visit a community in Alcantara (North of Brazil) during an activity I was participating in, and I came across a person that participated in the 2005 LA programme. He was in that town to develop workshops for indigenous people (quilombolas) that were fighting for their land rights. He mentioned how useful the methodology of the Programme and the knowledge gained was for his daily work."

- A Spanish version of *Dignity* website has been created for educational and networking purposes
- Based on previous successes several other organisations –in principle not part of the Regional programme- have approached the organisers for future collaboration and for the multiplication of the learning programme at different levels including:
 - collaboration on existing initiatives like the Amazon school organised by Economic and Social Rights Centre in Ecuador
 - replication of the Programme in Mexico, for indigenous communities, by 2 participants of the LA Programme (Nellys Palomo - Kinal Anzetik/Tierra de Mujeres, Mexico; and Victor Santiz – Fundación Leon XII, Chiapas, Mexico)
 - inspiration for a ESCR Learning Programme in Colombia, organised by the participant Libardo Herreño (from the Colombia based organisation ILSA – Instituto Latinoamericano de Servicios Legales Alternativos / Latin-American Institute of Alternative Legal Services).
 - proposal to organise a specific programme on Economic Social and Cultural rights for Public Service Workers (due to the high number of applications received from civil servants of various countries, this proposal was raised and it is worth considering its follow-up).

Several interviewees indicated that the interaction between participants remained after the trainings. Interviewees were not unanimous in whether *Dignity* has been active in stimulating the continued interaction between participants. Some say *Dignity* has been instrumental in this, others say that *Dignity* did nothing to support this.

There is no consistent follow-up from the trainings, documenting the ways in which the work of *Dignity* has had an impact on the actual daily lives of ex-trainees or their surroundings. *Dignity* does not keep accounts of which changes can be attributed to their work. With the creation of an alumni network, we expect *Dignity* to be able to better assess long term effects of their work.

Networking and alliance building

What were the successes and effects of networking and alliances built by Dignity?

Dignity creates exposure for itself and its affiliates at the World Social Forums and other international meetings. The organisation produces a monthly online newsletter. *Dignity* works in partnership with many other organisations. It furthermore supports grassroots organisations to get to the table and to have their voices heard. The exposure *Dignity* creates for itself through international meetings, newsletters, trainings and partnerships have led to many contacts, further partnerships and demands for trainings. Stakeholders interviewed indicate that the relationships forged can often be attributed to the energy and enthusiasm of the Executive Director.

One of the partnerships forged is described in the case study on Alcochete (case study 1, p. 29-30). *Dignity* organised a project in schools on Human Rights in partnership with local parties. Over 200 school children received education on Human Rights and the town council has instituted a Human Rights day. The case study shows that:

'The tradition of celebrating the Human Rights Day and the awareness raising activities around it continues in Alcochete. The local NGOs should be attentive to guarantee that the resolution of celebrating the Human Rights Day is respected. Even if it is just once a year, the celebrations and the activities linked to it "contribute to the democratic attitude of citizens, to their positive behaviour towards the community. It contributes as well to foster the solidarity with the victims of the most serious violations of Human Rights."

In 2008, as part of the celebrations of the 60th Anniversary of the Universal Declaration of Human Rights, *Dignity* International reached over 10,000 people in the municipality with the article series on Global human Rights Struggles published in the local newspaper.'

Dignity has supported grassroots organisations to attend meetings such as the World Social Forum. *Dignity* has organized events inside and outside the World Social Forum linking people and making their voices heard to those present at the World Social Forum. Most of the people supported by *Dignity* to attend the World Social Forum would otherwise not have been able to be present.

Furthermore, *Dignity* has organised grassroots organisations to meet each other. The organisations exchange information, share problems and solutions and create a feeling

of mutual sharing. In the same vein, *Dignity* supports organisations to organise themselves into more influential networks.

Dignity has also supported grassroots people in their efforts to make their voices heard to policy makers or their representatives. An example of this is the support of *Dignity* to the Nairobi People's Settlement Network (NPSN). A full description of *Dignity's* work on the NPSN can be found in the relevant case study on page 21. An additional outcome has been that *Dignity* supported a representative of its grassroots partner to participate in people's advocacy work related to a meeting on the occasion of the Kenyan Government's first report to the UN Committee on Economic, Social and Cultural Rights in Geneva.⁵

An Alumni Association has been launched in 2006. In 2008, this association had over 460 members. A hundred alumni met in January 2007 for an alumni dinner in Nairobi. International alumni joined hands with local alumni from the settlements who have attended the community learning programmes. An online meeting centre has been created, but this is not active.

Dignity sends out a newsletter. In 2004, the news bulletin had 11 issues and 2700 recipients. The number of issues fluctuated between 11 and 12 and the number of recipients remained the same until 2007. In 2008 the number of recipients went up to 3500. Stakeholders indicate that they find the newsletter very informative and inclusive. The contents covers information about (ESC) human rights from all over the world, not only what *Dignity* does. One stakeholder said that it is the most inclusive source of information on Economic, Social and Cultural human rights to be found. The lay-out is - according to most stakeholders - fine, but some have points of critique. Most notably, not being able to click through to the article of your interest, but having to scroll down in your email to the article, is a point of critique.

⁵ Dignity Annual Report 2008

Catalyst

To what extent was Dignity successful in initiating discussions, debates, actions that were relevant and created a multiplier effect? What were the effects of these initiatives?

Dignity has furthered the debate on ESC rights, in various ways. By means of the trainings, more people have become aware of and active in the discussions and debates. The effect of this goes beyond the trainees themselves, due to the multiplier effect described before. Furthermore, policy makers (such as the parliamentarians who seek advise of *Dignity's* trainees) have been influenced to analyze their policies on the effect they have on human rights of poor people. They were previously not aware of these effects.

ESC rights are now more commonly believed to be rights that people can and should claim. More emphasis is put on ESC rights and other organisations, such as Amnesty International, have taken up the furtherance of 'Dignity' in a campaign on poverty and human rights. The campaign focuses on many similar aspects as *Dignity* as focused on: eg human rights for all and active participation. It is not possible to analyze to what extent the work of *Dignity* has attributed to these developments, but the similarities with Amnesty's campaign are remarkable.

Dignity has written a document detailing on what basis partnerships will be undertaken – the 'Partnership Principles and Guidelines'. This is a thorough document describing a.o. the kind of partners *Dignity* is interested in, for what type of activities partnerships will be undertaken and how the partnership will be structured (e.g. financially, and on communication).

From interviews it became clear that *Dignity* has generally grabbed the contextual opportunities and selected the targets that were presented to it. There is no explicit strategy on the type of target or ally that *Dignity* wants to associate with.

That said, *Dignity* does create exposure for itself in global events like the World Social Forum. The likelihood of finding good opportunities and meeting potential allies at such events is high. Most contacts are initiated and maintained by the Executive Director.

Profile of *Dignity*

Dignity made the decision to adhere to the principle "Small is beautiful", -not to become a large organisation with the risk of high overhead costs-. *Dignity* also decided not to roll out a major publicity campaign.

Dignity is not very visible and hardly known. An informal short round among professionals in development and in human rights confirms this. Although *Dignity* receives sufficient applications from poor and marginalised people, both *Dignity's* management, staff and stakeholders believe that they are not sufficiently found by those who would be in need of their work.

An internet search gives an impression of this. The number of web pages referring to the site www.dignityinternational.org is 21200. The site of an organisation like Equal in rights (working on Human Rights and Economic, Social and Cultural rights) is referred to 265000 times. As a reference, an organisation like Future for Nature, (different sector, but secretariat of two people), is referred to 482000 times. Amnesty International's site is referred to 20 million times.

On the other hand, major regional and national networks working for instance on housing and land rights consider *Dignity* to be an excellent vehicle in order to ensure international grassroots connections and for global outreach. *Dignity's* policy is aimed at connecting grassroots movements and creating international solidarity. A limited internet scan, benchmark indicated that there exists no other major initiative working on ESC rights on a global level and connecting individual grassroots networks.

Organisation

What are the organisational strengths and weaknesses in terms of capacities, organisational priorities, staff expertise, management and structure?

Management

The management structure is as follows. There is an Executive Director who leads the organisation comprising of a small secretariat and international staff. The Board of Directors oversees the organisation and the functioning of the Director. The Board is not involved with the daily business. The Chair of the Board is an exception on this; he does the payments. The international staff currently comprises three international advisors, on Capacity Building, Advocacy & Campaigns and on Communications. Additionally there are advisors on a consultancy basis and volunteers.

The Executive Director maintains and coordinates most of the communication with the Board members, the staff, partners and trainees. Stakeholders indicate that she is the centre of the organisation. It is her energy and enthusiasm that is central to the success of the organisation, according to stakeholders. Decisions about projects or activities are taken by the Executive Director, but discussed with relevant Board members and with the team.

Board

The duties and powers of the Board are unambiguously described in the statutes. The interviews confirm that the statutes are followed in the following aspects. The statutes state that there is a roster of resignation for the Board. Regarding recruiting new board members, the vacancies arising shall be filled as soon as possible and new board members shall be appointed by the board. Staff and the director may not be in the board, the board must be internationally representative and appropriate to the nature of the foundation. The statutes do not explicate how candidates for the Board are to be recruited. The make-up of the current Board follows the criteria of the statutes. It is international in nature, people from various backgrounds, appropriate to the organisation are included. The Board does *not* follow the statutes in the regularity of meeting. According to the statutes, the Board meets at least twice a year. This does not happen, either physically, on-line or by means of phone conferences or Skype. *Dignity* strives for

the Board to meet physically at least once a year. The Chair of the Board contacts individual members at times throughout the year. The Board members also do not usually have contact with each other apart from in the formal settings.

Board members are consulted by the Director on specific topics when necessary throughout the year. The Board does not hold formal appraisals with the Director.

Staff

The team

The small team of *Dignity* is spread out over the world. There are large physical distances between the team members. The staff members agree very much with the vision and mission of *Dignity*. They believe in what *Dignity* wants to achieve and the manner in which this is done. The staff members indicate that the work may not always be finished in the time set for it. The team of *Dignity* does not communicate much with each other directly. The communication chiefly goes via the Executive Director, which is open and fast, according to interviewees. This is mainly due to the large physical distances between the various employees. Generally, staff indicates that this is not felt to be a problem, although some indicate that there is a lack of team feeling. Questions are answered, the Executive Director is open to criticism and engages openly in discussions. Occasionally, communication between team members is needed. At such times it is felt that the team members may be quicker in their responses. Appraisals are held once a year, between Director and employees. These appraisals are felt to be instructive and positive. Employees say they learn a lot from them and as a result can improve their work.

Capacities

Dignity needs certain capacities to do the work it has set for itself. *Dignity* believes in the 'Small is Beautiful' concept, but some capacities are necessary. It is necessary to have a director to lead the organisation. Trainers are necessary to provide the trainings. Depending on the number of trainings given, more or fewer trainers are necessary. To engage in global advocacy and roll out a campaign, as well as for communication, *Dignity* needs manpower. *Dignity* currently has been able to achieve this basic capacity. We consider the current capacity to be the bare minimum to execute the activities *Dignity* undertakes at the moment, while there is a demand for *Dignity* to do more. *Dignity* is aware that its capacities are at the bare minimum, but has as yet not been

able to secure a sufficient and stable funding base to be able to increase its capacities to ensure it can respond to all requests of training it receives and to undertake additional and necessary activities (such as monitoring consistently for impact).

In interviews, both with stakeholders and staff, it is indicated that the staff has often made and continues to make long hours – often more than is explicated in contracts. There is, therefore, no capacity to do anything extra at the moment, such as following up on trainees for an extended period of time to establish the actual impact of its trainings. *Dignity* receives applications from many more people than the number it can provide trainings for, because of budgetary constraints. If more trainers were available, additional trainings could be provided. Stakeholders also indicate that they see that the staff works hard and makes long hours. One of the stakeholders questioned whether, in that sense, *Dignity* sufficiently ensures that the human rights of the staff are not violated.

Dignity has been efficient in securing modest funding, although a previous advice and concrete suggestions to increase its funding base has not led to a substantial increase. One of the stakeholders indicated that it was too difficult to undertake the suggested steps and reach the suggested organisations. Most of the fundraising activities are undertaken by the Executive Director. The Board is not actively involved in this.

Efficiency

Stakeholders indicate that, although it may be more expensive to have a global rather than regional organisation, the fact that *Dignity* can offer a global perspective and create global linkages, is invaluable. Stakeholders' estimation is that *Dignity* works very efficiently because, as many said, '*Dignity* does a lot of work, with very limited staff'. The costs of trainings vary highly, due mostly to the type of training (global/regional/local), the location of the training and the duration of the training. A global training costs on average approximately €40000,-. The global trainings involve approximately 25 participants, for ten days. This means that for this training one day of training costs €160,- per person per day. In comparison, a regional training in 2007 in Latin America has cost €21634.

Overall Conclusions

What is the external political, social and economic environment? What is the relevance of Dignity's work?

Dignity was one of the first NGOs to focus to Economic, Social and Cultural rights and a human rights based approach to poverty alleviation, instead of a needs based approach. *Dignity* works closely together with poor and marginalized people, empowering them. *Dignity* is effective at reaching grassroots organisations – most other NGOs do not manage this. In this sense, *Dignity* had created a niche for itself. Furthermore, *Dignity* informs people about the content and implications of the rights – which is an eye-opener to many people.

Dignity is well connected and well respected among major national and regional grassroots networks in the area of ESC-rights. It is regarded by them as a vehicle to reach out to the international arena and to influence international policies. *Dignity's* policy is aimed towards connecting grassroots networks and creating an atmosphere of mutual learning and joint outreach and it is considered to be successful in this regard. Although not formally, regional and national networks feel a great sense of ownership and engagement for *Dignity's* cause and well-being.

What did Dignity achieve during the evaluation period? What were the results and impact of its work? How well/badly/ efficiently did Dignity do them? Did Dignity grab the contextual opportunities, selected the right targets and strategic allies?

Dignity achieved many outputs during the evaluation period. The outcome of the activities, especially the trainings, has been impressive. *Dignity's* activities are highly appreciated by all stakeholders interviewed. Evaluation forms as well as previous researches regarding *Dignity* show the same appreciation. The impact of the work is more difficult to establish, due to lack of monitoring and complications with attribution.

Dignity's trainings are highly appreciated by those that were involved. The trainings have a lasting impact on people, leading to a change in attitude, increased knowledge and feeling of empowerment. Trainees undertake relevant follow-up action on the trainings. *Dignity* is most well-known for its trainings. Stakeholders say that they see the trainings as the core of *Dignity's* work. *Dignity* is considered to be a unique organisation with very innovative, participative and esteemed training methods. *Dignity* grabs opportunities as they present themselves to *Dignity*. *Dignity* has a clear strategy on partnerships and alliances. *Dignity's* visibility of and position with ODA-players is weak.

What are the specific problems facing the poorest and most marginalised communities and how did Dignity seek to address these problems including that of gender inequality. What were the outcomes and impact of Dignity's work on the poorest and most marginalised in particular those of women?

The main problems as identified for the purpose of this evaluation are the unequal power relations and the lack of access to power by the poor – they are not heard, not invited when those in power decide about policies affecting their lives. *Dignity* seeks to address these problems, by supporting the poor to gain access, by informing them about the relevant human rights language and instruments. In the training manual gender inequality is addressed. By selecting grassroots leaders for their trainings, *Dignity* influences the poor and marginalized. The impact of *Dignity's* work as a whole on them is difficult to establish, partly due to attribution problems. Although the position of women is not specifically addressed, the focus on those people to stand up that are most oppressed in families, communities and societies, implicate also strengthening the position of women.

What are the organisational strengths and weaknesses in terms of capacities, organisational priorities, staff expertise, management and structure?

The Executive Director occupies a very central role in all the communications, activities, contacts and in the image of *Dignity*. The success and visibility of the organisation is linked to the person of the Executive Director. This is both a strength and a weakness of the organisation. The capacities of the staff are relevant for *Dignity* and relevant appraisals are held with the staff. The structure of the organisation is simple and clear,

with short communication lines. *Dignity* could have more output, outcome and impact if it had a larger staff – there is demand for more output from people and organisations. *Dignity* decides on projects and activities after consultation with relevant Board members and the staff members. A weakness of the organisation is the lack of consistent monitoring of progress and lasting results.

Recommendations

Dignity has a niche in its reach of grassroots organisations and its methods. The niche on Economic, Social and Cultural rights is slowly being taken up by other organisations focusing on these rights as well. *Dignity* should consider its approach to this.

Dignity's training methods are highly appreciated and *Dignity* should continue providing such trainings. In order to reach more people and to generate more output, it is advised to emphasise the promotion of training methodologies and ensure others to take over. The training of trainer programs – and focussing these on more outreach - are a good start.

Start monitoring on progress and sustainability consistently. Be sure to remain in touch with alumni to see to what extent their (previous or continued) interaction with *Dignity* leads to impact. Make use of the Alumni Association, be in touch consistently with Alumni and ask for feedback on impact. Use the online Alumni facility for this.

On the basis of demand, *Dignity* can increase its output. *Dignity* has to decide whether it wants to increase its capacity to fulfil this demand. If so, funds need to be found to do this.

Dignity is not very visible to the world – outside of the group of people that already know *Dignity*. *Dignity* needs to decide whether they want to increase their visibility and invest in marketing and communication. It is expected that this facilitates the fundraising process as well.

Dignity can and should further build on the trust and position it has with major national and regional grassroots networks. Their interest lays largely on increasing global outreach and advocacy on ESC-rights and enabling grassroots movements to learn from each other and creating international solidarity. *Dignity* can and should increase its efforts to play a coordinating role among these networks and enabling the creation of international solidarity and mutual support in grassroots action.

Dignity needs to (re-)consider the pivotal role of the Executive Director. The Director needs to be flanked by a well-resourced team that can support the Director and operate independently. *Dignity* can build upon existing commitment with ESC-networks and increase their role in policy making, in order to generate more and better ownership from grassroots networks.

Annexes

a. Evaluation Methods

In the Terms of Reference, we were asked to answer the following questions:

1. What is the external political, social and economic environment? What is the relevance of Dignity's work?
2. What did Dignity achieve during the evaluation period?(p15) What were the results and impact of its work? How well/badly/ efficiently did Dignity do them?(p19) Did Dignity grab the contextual opportunities, selected the right targets and strategic allies (p25)?
3. What are the specific problems facing the poorest and most marginalised communities and how did Dignity seek to address these problems including that of gender inequality (p10). What were the outcomes and impact of Dignity's work on the poorest and most marginalised in particular those of women?
4. What are the organisational strengths and weaknesses in terms of capacities, organisational priorities, staff expertise, management and structure?

The evaluation team met with Dignity International's Executive Director and the Chair of the Board to kick-off the evaluation. In this meeting the premises and methodology were discussed. Afterwards a set of indicators was agreed upon, in close consultation with *Dignity International's* staff and the evaluators. The result of this can be found in Annex B. It is on the basis of these indicators that the evaluation was carried out.

In the desk research, the evaluators analysed the materials provided by *Dignity International* covering the entire period under research, from 2003 until 2009. This was used as input for the interviews. The interviews are represented at the back of the report (Annex D) in summary form and have been anonymised. This was indicated to the interviewees beforehand. The evaluators elicited responses to the extensive questionnaire with nineteen stakeholders. *Dignity* provided a long list of partners and ex-trainees. From this list we selected people covering a wide range of expertises, experience with and/or knowledge of Dignity, and a broad geographic range. The interviews were in-depth interviews. If for technical reasons it was difficult to conduct an interview, the questionnaire was filled out by the stakeholder. In the report these people are referred to as stakeholders or interviewees. Furthermore, we managed to conduct interviews with staff members and the board, or asked them to fill out a questionnaire. Additionally, one of the donors was interviewed.

The evaluators, Theo van Koolwijk, Pippa Groenberg and Miguel Garcia would like to thank everyone for their openness. This includes the staff and board of *Dignity International* who have been very cooperative and provided us with a lot of information and materials. Thank you all very much.

b. Dignity external evaluation indicators

1st bullet point of ToR

1. What is the external political, social and economic environment?
2. What is the relevance of Dignity's work?
 - a. Assumptions underlying Dignity's work are logical.
 - i. ESC rights are rights which will make it possible for people to improve their situation if claimed.
 - ii. It is possible to claim ESC rights when countries have signed and ratified the relevant covenants.
 - iii. Immediate empowerment of people results from knowledge that their various demands for a better life/life in dignity are in fact their entitlements – their rights and not charity.
 - b. The work of Dignity is relevant if it has a positive impact on the situation of marginalised people.
 - i. Evaluation forms:
 1. Evaluation answers indicate that there was an improvement in (1) knowledge (2) skills and (3) change in attitude.
 2. Evaluation answers are positive about the trainings.
 3. Answers indicate that manner of training is good/innovative (different).
 - ii. Interviews with /emailed questions to ex-participants of Dignity trainings:
 1. They are able to indicate that they have improved knowledge

- a. of human rights and how that links to daily struggles of people or development issues (poverty eradication efforts overall – gender justice, livelihoods, food security etc etc)
 - b. and that they are aware that they are entitled to such rights
 - 2. They can indicate some ESC rights they are entitled to.
 - 3. They indicate that they know of these because of Dignity.
 - 4. They are able to claim these rights or know which actions to take to claim them.
 - 5. Ex-participants indicate that they felt immediate empowerment through change of attitude (framing their basic demands as human rights – entitlements they can claim – shifts of power relations).
 - 6. Ex-participants have been able to continue the feeling of empowerment after the training (– motivated to follow-up either within their organisation/community /constituency to multiply/spread their learnings).
 - 7. They have been able to spread this empowerment/knowledge/skills to others in their surroundings.
 - 8. There has been a shift in their (power) relations with decision makers.
- iii. Interviews with other organisations in the field
 - 1. Indication that the work of Dignity is useful, makes a difference to participants.
 - 2. Indication that the work of Dignity is unique – it would really be a loss if Dignity ceased to exist.
- iv. Interviews with Dignity staff:
 - 1. The number of applicants for the trainings evolves.
- v. Evidence from monitoring/evaluations/reports to donors
 - 1. Dignity can show that they have had a positive impact.
 - 2. Dignity can give evidence of a change in situation. This can be in e.g. :
 - a. Ability to link daily struggles of people for housing/ security of tenure/ decent living conditions/ decent work/ livelihoods/ basic services/ social security etc with human rights).
 - b. Ability of participants to follow up in a manner which is appropriate within their environment as a result of what they have learnt (need to get specific examples from interviewees) .

2nd bullet point of ToR

- 3. What did Dignity achieve during the evaluation period (from its active start (1/1/2003) until now)?
- 4. What were the outcomes and impacts of its work?
 - i. Outcomes:
 - 1. Change in attitude
 - 2. Change in feeling of empowerment
 - 3. Change in knowledge
 - 4. Interaction between participants after the trainings remained (network-building).
 - 5. There is follow-up action by trainees (eg. Follow-up trainings organisationally; community; nationally; regionally etc); people based advocacy etcetera)
 - 6. Other outcomes
 - ii. Impact:
 - 1. Change in actual situation of trainees. This can be seen in e.g . (same criteria for other changes in situation – see below – nos 2 +3):
 - a. Ability to link daily struggles of people for housing/ security of tenure/ decent living conditions/ decent work/

- e. There is a clear management structure.
- f. There is clear direction
- g. The management has clear roles which are written down (in eg statutes/management letter).
- h. The role of the Board is clear and written down (in eg statutes/board agreement).
- i. Board members are selected on the basis of the role of the Board.
- j. The Board has a clear added value to Dignity.
- k. Dignity's "small is beautiful" policy in terms of organisation structure has made it efficient in terms of
 - i. use of resources
 - ii. communication procedures – including management and decision making within organisation/team members
 - iii. delivery of results – trainings/ monthly news bulletin/ support to local partners etc
 - iv. speed and regular updates/ transparency in operations to the wider public – through website
 - v. management structure – efficient/ effective or not?

c. Output

Annual report 2004 – no annual plan known

Global Linking & Learning programme.
Field visit to Tanzania and Kenya.
Aid with Human Rights & PRSP process of Tanzania.
Project to help with Shadow report on Economic, Social and Cultural rights in Tanzania
L&L program on Economic, Social and Cultural rights for Mekong region
Key note speaker at Int. Forum on HIV/AIDS and HUMAN RIGHTS. - Thailand
Participation in WSF. - helped organise two activities: workshop on 'opportunities for defending Economic, Social and Cultural rights in UN system' and on 'Violence and exclusion'.
News bulletin: 11 issues, 2700 recipients.
Invited to contribute to a session on a rights based approach at 'Interaction forum'.
European roundtable on Economic, Social and Cultural rights - participation by DI.
Invitation to assist international catholic Student's movement's study session on 'Human dignity in a global society'. Invited again in September to its congress.
Invited to assist with consultation on poverty & social exclusion, in Slovenia.
Participated in Forum Barcelona.
Celebration of Human Rights day - first time for Alcochete to do this.
Involved in various partnerships.

2005

Expenditure: €147435

Annual plan	Annual report
Fourth global L&L programme	Fourth global L&L programme
L&L budget analysis	L&L budget analysis
Training of Trainers	Not mentioned in annual report
Shadow report on ESCR	Dignity half completed this process.
L&L programme Economic, Social and Cultural rights	Not mentioned in annual report.
	Additionally: get-up stand-up planning meeting took place.
Follow up from L&L programme on Economic, Social and Cultural rights	Not mentioned in annual report.
	Additionally: "Staking a Claim: The Right for Adequate Housing for the Poor in Mumbai"
Latin America L&L programme on Economic, Social and Cultural rights	Latin America L&L programme on Economic, Social and Cultural rights
World Court on Economic justice - simulating a	World Court on Economic justice - simulating a dream

dream	
Columnist series	Columnist series
Human Rights for social change conference	Not mentioned in annual report
News bulletin	News bulletin
Participation in other meetings	Participation in other meetings
	International human rights Day
campaign work - linkin global & local	Not mentioned in annual report
Learning centre for Human Rights in Dept	Not mentioned in annual report
Membership	Membership
Alliance building	Alliance building
Partnerships	Partnerships

2006

Expenditure 2006: €185042

Annual plan 2006	Annual report 2006
Global L&L programme on Human Rights in development	Took place
Training of Trainers	Training of Trainers session in Nairobi - 'Community trainers gear up for action'.
On line resource centre for Human Rights in development	Not mentioned in annual report
Regional Learning Programme on HR in Development	Development Hinges on Human Rights - Human Rights in Development Learning programme for E-Africa
Staking a Claim: housing rights of the poor in Mumbai	Mumbai activities well under way
SE Asia Training of Community Trainers	Not mentioned in annual report
Descartando la Pobreza en América Latina	Latin America - strengthening neighbouring relations
Using a Rights Based Approach to Tackle Poverty - Ireland	Europe: Learning programme on using HRBAs to Tackle Poverty
Fighting Poverty and Social Exclusion in Europe	Not mentioned in annual report
World Court on Economic Justice	Not mentioned in annual report
Grassroots Forum – Nairobi January 2007	Not mentioned in annual report
	Additional: Launch of Alumni Association
News Bulletin.	11 issues of news bulletin- over 2700 subscribers
	Additional: New website of <i>Dignity</i>
Participation in meetings	Participation in: Novib consultation on HRBA
	Additional: Equal in Rights visits DI's Secretariat
Participation in meetings	Participation in: Oxfam-Novib's Learning about Learning
Get up Stand up – stand up for you human rights – communities in action	Community leaders programme - get up, stand up, stand up for your rights, in Nairobi
	Additional: Lectures out, community theatre in', was organised in November
International Human Rights Day	Torch of HR travelling through 4 continents.
	Additional: Communities take leadership - Alcochete municipal board passed resolution to put HR day on official calendar.

2007

Expenditure 2007: €259072

The annual plan which we received for 2007 is part of the three year strategy 2007-2009. We can therefore not assess which of the plans for 2007 were executed. In the below table we have indicated under which heading the various activities are mentioned in the annual report.

Annual report 2007	Heading
Nairobi people's Settlement Network attends WSF.	Global work
Global seminar: Human Rights & social economic justice (at WSF).	Global work
Outside (but during) WSF: People's space, people's power.	Global work
Outside (but during) WSF: Exposure visits to people's settlements	Global work
Global program: from Nairobi to Mumbai - people-to-people's exchange	Global work
Annual global programme: Global Linking& Learning programme - Malaysia	Global work
Learning Manual: "From Poverty to Dignity", was launched.	Global work
Public forum on "ESC rights sacrificed at the altar of development".	Global work
Shout Human Rights - Claim Human Rights - Global communities celebrate Human Rights Day.	Global work
Dignity and partners made a joint submission to civil society consultation for UN draft	Global work

guiding principles: Extreme poverty and Human Rights: the rights of the poor.	
Get up -stand up - community Human Rights facilitators and Theatre groups engage in months of action - 24 community empowerment workshops - 1200 participants. Led to strengthening of NPSN People's budget and People's manifesto were written by NPSN	Local work
LA regional learning programme on Economic, Social and Cultural rights- Human Rights in development, included field visit to Favela and Round table of Human Rights activists.	Regional work
LA workshop on HRBAs	Regional work
Asia - facilitating 3 day workshop on HRBA for Concern Worldwide, in view of Janadesh. Janadesh march led to India's govt promises to land.	Regional work
Membership of DI alumni association increased to 363, alumni dinner saw 100 people.	Networking
Learning program on Human Rights in development for ACORD International	Networking
Working together with various partners	Networking
news bulletin: 12 times, 2700 recipients. Some orgs are posting the bulletin on their websites.	Networking
DI invited to participate in: "Strengthening civil society in new member states of EU"	Networking
DI invited to participate in: EAPN - "6th meeting of people experiencing poverty in Europe"	Networking
DI invited to participate in: EAPN - "An EU free of poverty "	Networking
LEAP visits secretariat.	Networking
Participation in learning retreat - moving from theory to action.	Networking
6 publications in a variety of media.	Networking
DI gets UN consultative status.	Networking

2008

Expenditure 2008: €212,044

Annual Plan 2008	Annual report 2008
Celebration of 60 yrs Universal Declaration of Human Rights	Celebration of 60 years UDHR.
The torch of Human Rights – columnist series in Alcochete newspaper	10 articles published in local Alcochete newspaper
Annual Global Linking & Learning Programme on Human Rights in development.	Global Linking and Learning program - brazil - 25 participants.
From Poverty to Dignity – learning Manual	Copyright 2007, but printed edition 2008.
From poverty to dignity – Training of Trainers for Youth Facilitators	Not mentioned in annual report
Additional request from UNHC for Human Rights UNHCHR office in Angola	Not mentioned in annual report
New Advocacy & campaigns strategy paper	Was written.
	Support to NPSN representative to participate in people's advocacy work related to meeting for Kenyan governments report to UN committee on Economic, Social and Cultural rights .
Get organised for Human Rights Global L&L programme for Urban Community organisers - Kenya.	Get organised for Human Rights Global L&L programme for Urban Community organisers - Kenya.
South Asia Learning program	Regional L&L programme - Mumbai, with TISS.
	Additional: Reality of rehabilitation - Maharashtra state level consultation
Learning Programme on Human Rights based development for Concern Worldwide	Development as a Human Rights -learning together in Sierra Leone. Dignity was invited to facilitate workshop by Concern Worldwide.
Globalisation and poverty	Can globalisation work for the poor - seminar organised in cooperation with EAPN, Concord and Solidar.
	Additional: Follow up of 'Can globalisation work for the poor-seminar organised in cooperation with EAPN, concord and Solidar' in September by a discussion at the European Social Forum.
L&L programme on Human Rights Based Development – Angola	Not mentioned in annual report
Training of Trainers – Tanzania	Not mentioned in annual report

South East Asia Training of Community Trainers	Not mentioned in annual report
Get up Stand up, Europe	Not mentioned in annual report
Human Rights Based Development – linking Urban and Rural poverty, Brazil	Not mentioned in annual report
	Alumni association has over 460 members
	Invited by institutes such as DIHR, Concern Worldwide, to facilitate HRB Development learning programmes for staff, in view of the continued work with 3 constituencies: Human Rights, development and struggling communities.
	Working with various partner orgs.
News bulletin.	News bulletin: 12 issues, over 3500 recipients.
Excluded Wisdom: voices of reality	Not mentioned in annual report
Dignity website: Spanish/French	Multi-lingual website: English, Spanish, French.
Online Resource Centre for HRBD	Not mentioned in annual report
	Invited to participate in: ESCR-NET general Assembly
	Invited by Austrian Federal ministry for EU and int. Affairs for the international conference on Human Rights.
	Invited to facilitate a workshop on Housing for 'European Meeting of People Experiencing Poverty'.
	Participation in consultation of Indonesian High Level panel and civil society organisations.

d. Interviews

Interviewee knew of Dignity through Executive Director – enormous energy, she was the catalyst. This course is seeding the information – know what esc rights are (international/regional/national esc rights). Many development orgs had never read the Covenant – huge eye opener. A lot of material was covered – significant size binder full of information. On top of this there is the challenge of how to use these rights. Course barely touched on strategies et cetera. Multiple year course would have to get more in depth on strategic planning, tactics, advocacy et cetera.

Exercises were participatory. If there was information the participants needed, this was what the teachers did. Ahead of time a needs assessment was done, which was used as basis for the course. Halfway through the course: assessment of where they were.

Clear link to daily situation – that is how it was set up. Integration of own situation. Manner of use afterwards: differs from person to person. After half a year – evaluation done. Mix of yes, used, and still not sure how to use it in daily practice.

Training programme was a one off – better to do sequential training. Difficult due to funding. At a later stage, people can identify shortcomings – you can try to develop new programs to address these problems. And you can address additional information and new information. If that can continue over 3-4 years, would be an escalation of information. Dissemination of knowledge to peers happened to a certain extent. All came away with a much fuller understanding of Esc rights, but how do you use these rights – is a long learning process. Requires a lot of experience to do this. Organisations have to put in an endorsement for the application for the training – so expectation of dissemination of knowledge. Strategizing to get to a certain point, using hr framework, work with community so that community understands and can use it – this is a long term, sophisticated training.

Still an enormous need for greater understanding of esc rights. After end of cold war – more talk on esc rights. Still thin knowledge of esc rights. Esc rights is important because we all talk about it, but few people know about it. Don't know what it is we are holding govt accountable for. Often govt says they are using the standards, but not actually doing this. People often cannot point this out.

Poor + marginalised pressing problems: ultimately lack of power. Capacity to control/get further ability to affect environment is a multi-faceted challenge. is quite specific to communities. In some situations is political/social/economic power – food/housing/participation problems.

ESC rights are important in the sense that esc rights create a floor below which people are not allowed to drop. For many people to understand that what they would like in their life is not a wish but a right can be a very powerful thing. Standing by itself it is insufficient – can be a source of frustration. Knowledge is a necessary but not sufficient change.

Dignity is necessary because there is an insufficient number of organisations doing work on esc rights. Outside of academic level – international level – not so many on esc rights. There are many requests for training on esc rights, other than to Dignity as well, but not capacity to deal with it.

Values/principles: Commitment to address questions of poverty – belief that it is possible to make a difference. Strengths and weaknesses: energy of Executive Director– probably what sets it apart from other organisations – very positive energy. Without her – Dignity would not be what it is. Do learning programs on esc rights – real

<p>value added Small staff does a lot on very few resources.</p>
<p>Participated in a training. Receives newsletter since then. Trainings are absolutely wonderful because they bring hr affected communities. Build the capacities of the poor.. Absolutely knowledge that helps her everyday. Eg. Cases that they did, policy formulation processes. Being able to identify needs and being able to capsulate in the policies. Continued interaction has helped her in seeing policy formation processes. Gave her a very good foundation that she uses to date. Influence policies for the processes. Basically – be able to drive the process from the formulation of national land policy – able to get the draft from government and include their issues form communities, and help formulate policies and put them up for adoption. Normally call together the parliamentarians and sometimes they come to them to seek their opinion and they help link up with local communities. Di particularly helped to help them talk to them. To give parliamentarians technical backup to formulate policies. Think hr when thinking about policies. Helped – guide the people to think through their situation. And implemented/adopted. So that they are in favour of the marginalised. News bulletin: layout is dynamic – is good. Good content, informative, challenges in other countries and their solution, way of linking struggles. Helps build that <i>Dignity</i> network. Shares this also with other people. Builds a network away from <i>Dignity</i>. Contact with national ex-participants. <i>Dignity</i> actively supports this. Poor and marginalised pressing problems: balance immediate needs with long-term solution of problems. Day-to day basis problems are, food, housing, water – as opposed to start working on policies that work fort hem in the long time. Esc rights: long term – networks are helpful. Without linkage becomes a big challenge. Lot of us, work on long-term solutions would not have community people to work with – they would be giving up on them. Strength: even though they are in Europe, they manage to reach out across the world. They have local partners. That gives them the local presence. Values: participation, allowing people to learn from their own situation. One of very important ones. Impact? National network– level of confidence that she sees with the people in the network of <i>Dignity</i> - is impressive. Interviewee does not know of another organisation that gives focus on esc rights globally and that shares experience on this. Attribute the success of dignity to the commitment of the Executive Director. Is a good thing, while the person remains, can be a bad thing if the person leaves. Di ought to bring in some arm of the govt – to start supporting the idea of esc rights.</p>
<p>Contact through WSF. Link is long back, but never to satisfactorily level. Were not connecting to World Dignity Forum. Contact is brief, but hope that this will be strengthened. Attended an informative meeting of Dignity, never attended such a structured program. Useful. Creatively organising committee could happen. Uses the technique in 1 or 2 programs. There is less focus on intellectual content than in other programs. Problem with concept of dignity is: achievement of hr cannot ensure dignity. If dignity is ensured hr can be taken care of. Dignity is foundation of hr.</p>
<p>Participant. After: cooperate to realise workshop. Training modules are really great. Covered a lot of information but then not a lot on gender, or thematic issues such as poverty. Now thematic issues are more developed. Methodology was great, but not really appropriate for grassroots level. Level of understanding of HR is low, method is appropriate for hr activists, with higher level of understanding. When the interviewee practices this methodology for grassroots, he needs to revise and modify. He tries to use the methods in own trainings. Topics are useful. Training flow is good, but is missing how to create your own modules and facilitation skills. Followed up on the training suitably by creating own workshop. Not really change situation back home. To advocate to people at govt level is difficult, but to grassroots level people from home country did work– included esc rights in training. Hard to have govt policy space. Hard to engage with policy makers – on local community level did work – on esc rights action. Also develop movement action calling for change for esc situation in community. Result of dignity’s training. Initiate contact and after; work together on workshop. Regularly received bulletin – which includes all activities and publications of training programs – what other organisations are doing, opportunities to enhance knowledge – it is in one file. Layout is not big problem, understandable and easy to read, use. Not any more in contact with everyone but only with some regional people. Pressing problem of poor and marginalised? HR violations ESC rights. Education is one of most challenges for all. Many children don’t have the chance to study. ESC rights can help in this. This is a big challenge. Right to work and decent wages and safety at work. That is effected by ESC rights. Both immediate and long-term impact by learning about ESC rights. If someone is arrested: it is a known violation of a right, yet no health care is not seen as right violation... can call for change. Dissemination of information happens: depends on the person trained. Follow up programs are useful – get a</p>

chance to share and listen to each other. People find it hard to speak up alone – on Human Rights – in local environment.

Strengths : able to outreach different continents and regions.

Weaknesses: should bring alumni of courses together. Arrange gathering discussion of what they are doing /they are weak in getting connected among alumni.

Opportunities: people are made aware of esc rights. In crises, many of these rights are ignored- opportunity for dignity to work with community (and find solution with them). Dignity has well-established regional networking and alumni who are actually working on the ground: make use of alumni, give technical support, create venue for alumni for sharing.

Threat: economic crisis: budget cuts.

National level organising /sub regions is less costly. DI should find a way to support sub regional activities.

If it ceased to exist: affect existing networking, program is doing well – can continue on its own, but would be sincere loss.

The participatory and highly interactive nature of the trainings give them a cutting edge as participants’ become more aware of certain knowledge and skills that they may not have previously known they possessed. Consequently this creates a sense of self confidence and helps in the growth and ability to do things on their own

The set up is both simple and easy to follow thus making it very easy for participants to gel.

Connection to daily situation: In focusing on escr, the training dealt with matters that have for, a long time, been muted and neglected and to that extent helped participants to relate it to their day to day issues. These problems were addressed during the training. One significant way is the strengthening of networking through sharing of experiences and lessons. Another is the role it plays in globalizing human rights.

Mostly the problems to be addressed during trainings were being identified by the participants themselves. This is very useful as it enables them to feel part and parcel of the process.

Gender inequality was partly addressed through ensuring adequate representation by both genders and addressing issues relating to the causes of the inequality.

As a result of the training, the interviewee has a better appreciation of the potential for using the international human rights monitoring systems.

The interviewee felt empowered after the training due to a knowledge of the power of people based advocacy in human rights. This has lingered. All their work revolves around working with grassroots movements as the main focus.

The training was useful because it has contributed significantly in enabling community leaders to strengthen their knowledge and skills and build self confidence.

The training is weak on addressing the issue of power in all its aspects. It fails to adequately deal with how to ensure that new forms of power relations are nurtured among grassroots organizations thereby leading to the real possibility that those who go through the training can begin to develop an attitude of power over those who may not have done so. It probably assumes that the excluded people have an inherent democratic and accountable ethos, which, unfortunately, is not true.

Follow up of training: they managed to work very closely with people’s organizations to spearhead people led advocacy actions. The interviewee feels that to an extent he was able to influence the situation of other people. This may not always have been directly as a result of the training but many NGOs are now beginning to redefine their working relationship with community groups.

Engaging with policy makers has always been part of their work so the training just completed it.

The interviewee stayed in touch with Dignity because of its unique focus in working particularly with grassroots organizations that coincides with our own vision.

The news bulletin is very informative as it gives almost real time updates on what Dignity does and thus keeps partners informed. Perhaps it should strive to have a section that covers the work of DIs grassroots partners many of which do not have websites.

Trainees remained in touch with each other after the training: exchange visits, World social forum and people based advocacy on housing, land rights, budget and capacity strengthening by ex-trainees.

External environment: Generally the current economic recession has had devastating consequences especially on the economies of developing countries. The food crisis has meant that budgetary allocations have had to diverted to emergency measures thereby depriving investment in other more basic social needs like health, education, water/sanitation etc. Politically, the expanded democratic space provides a historic opportunity for social movements to consolidate their political voice and influence national policies and plans.

DI operates in a world where resources are getting more and more scarce to support civil organizations, where more international human rights organizations are getting into the escr right (some like Amnesty International) with more history behind them than Dignity; where national organizations are also getting stronger especially in most of the South and hence calling for a redefinition in the rules of engaged and also where the role of the state is being redefined from the more detached state to one that is more engaged in national affairs. All of these are relevant in defining any new agenda.

The best way for poor and marginalized people is to strengthen their democratic capacity to clearly articulate their demands in a way that can evoke positive response from the political process/class.

ESC rights obviously make it possible for people to improve their situation, as they touch on probably the most concrete issues that everyone is concerned with on a day to day basis.

The interviewee believes the work of Dignity make a difference to participants, for reasons described before. Immediate empowerment results from knowledge that various demands are actually rights.

The interviewee indicates that trainees engaged decision makers after the training. A change in policies and practices was noticeable as a result of this, in the sense that the government is finalizing changed policies. If Dignity ceased to exist, rooting human rights in the grassroots movements would be lost. No global human rights group has managed to do this. Not all who need Dignity are able to reach it, as most of the communication is through internet which many of the grassroots organizations may not have access to. Dignity could improve outreach by developing and supporting sustainable follow-systems and helping its grassroots partners to have access to modern ICT.

I believe Dignity has helped focus attention on escr and now many organizations e.g. AI that had neglected these rights are rushing to adopt them(they have a campaign now dubbed "Dignity Campaign"!) and more importantly it has helped many excluded groups to gain visibility and acquire voice.

The impact has been the level of awareness raised on escr especially among the grassroots leaders and the advocacy skills that have helped a number of them to emerge as effective leaders of their groups and engage with policy processes.

I think Dignity has, within its short existence, managed to uniquely create a network of grassroots groups across the globe that are able to relate to one another on escr and also create a level of solidarity amongst them. Whenever these groups meet they exhibit a high sense of solidarity which if properly nurtured can create a powerful global grassroots movement.

Dignity has been in existence for a relatively short time and although it has done quite much it is obvious that if it were to properly measure to similar global organizations, it may have to begin establishing a more expansive visibility especially with regard to macro policy influence among governments. I do not think that it has created a clout among these governments that would enable it to compel these governments to respond its work. While working with the grassroots is unique and important, it is equally important that DI positions itself in such a way that it begins to be taken more seriously by government's as most of the people-led advocacy can be done more effectively by the groups themselves.

In terms of staff and other resources it is not very easy to comment but suffice it to say that do date the impression created is that DI revolves principally around one person (the Director). While this may be understandable in the formation stages of any organization, with time it begins to become a drawback as it makes institutionalization difficult.

I think Dignity grabs opportunities presented to it. The choice of focusing on economic, social and cultural rights was extremely strategic, because at that time it was becoming more and more apparent that the traditional emphasis on civil and political rights was no longer able to adequately respond to the needs of the most vulnerable. Moreover more grassroots organizations were beginning to emerge to challenge the conventional human rights approach based on the idea of working for as opposed to working with the people. That DI was perhaps the first global organization to see this remains a huge credit to its founders.

The future of human rights movement lies with the direct participation of popular movements and by investing in them the sustainability of the movement is clearly guaranteed.

There is a need to appreciate more clearly that most of the organizations that DI works with also have their defined visions/missions and in order to establish a balance it is important that DI develops a framework that ensures that the agenda of engagement is increasingly determined by these partners as conditioned by their own concrete circumstances.

Partnership, networking, consultation

Core of Dignity: Training of NGO and CBO leaders remains perhaps its most important intervention

Strength: its strong relationship grassroots organizations at the global level and legitimacy; weakness: absence of a well defined institutionalized/organizational setup that makes it appear to many partners as a one person initiative; opportunities: the increasing focus on economic, social and cultural rights' issues at almost all levels; threats: the increasing number of international organizations who want to work on economic, social and cultural rights some of whom may have a negative impact on the initiative because of their diluted approach:

Most pressing problems

Absence of comprehensive and well targeted national and international policies/ strategies and legal frameworks for the progressive realization of escr.

Lack of effective enforcement mechanisms and remedies for violations.

In adequate grassroots organizational capacity to effectively advocate for their rights.

In sufficient awareness of escr among marginalized communities.

In sufficient resources for grassroots initiatives.

Economic recession leading to reduction on allocation of resources for basic services.

Political instability in some countries.

outcomes of Dignity's work on the situation of the poorest and most marginalised people and in particular the situation of women?

Outcomes: Enhanced awareness on the part of grassroots leaders on escr issues; quality participation of

<p>community groups in policy processes; increased networking of grassroots organizations at the global level and greater visibility and participation of women escr advocacy matters.</p>
<p>Role of the board is to give guidance to the organisation – both in policy and financially. Board decides on matters of Dignity and appoints the director. Secretariat prepares various scenarios on which the board decides. Chair is involved in various daily aspects of the organisation, such as bank transfers. Board in general not. ED keeps meticulous accounts. On vital aspects board is consulted. It would be good to be able to get together more often as a board as a whole. Board consists of a great variety of people –personalities and backgrounds. They all believe in the vision/mission of Dignity. ED often consults Board (members) on various aspects. Sometimes a bit more distance would be good. This is not desired by ED.</p> <p>Financial viability of the organisation has always been good- thanks to ED. Every year, a bit of money is left over. Often in contact with governments that are positive towards Dignity. E.g. Finnish government. This is useful. More diversity of funds would be useful. ED arranges most funds.</p> <p>Role of the board is arranged in the statutes. Many things have been arranged in there – also things that were superfluous eventually.</p> <p>DI has observer status with UN – don't do much with this. There are appraisals with the Director once a year. Asses weak/strong sides. The chair is also occasionally in touch with staff members.</p> <p>ED is good director – there are appraisals, she is not afraid to take action when people don't work well.</p> <p>Expectations of new director are mentioned in profile.</p> <p>Future of Dignity – strengthen the organisation, especially regarding world wide campaigns. PR – visibility. They are visible, but limited. Keep track of alumni – and close associates. Dignity should not fight constantly to have own name heard/seen.</p>
<p>Training by Dignity was best training ever for HR defenders. Because they try to help you understand very well the un instrument on hr and the mechanism, how to use it for your work and they help you measure your work and how to improve it. How to best do your work. To increase capacity of work. They use info from Dignity training in their own trainings.</p> <p>In the training people are invited who work in the field. They exchange info. Lots of case studies and examples of how to do your work. Learn a lot from others and share with colleagues.</p> <p>The training is applied in the organisation, but in reality things are always different. They do know how to confront problems better: especially because of UN mechanism and the knowledge how to use it.</p> <p>Missed anything in the training: Dignity does not follow up in other languages than Spanish and English. Would be useful to increase number of languages. Furthermore all publications are in English – this poses a problem.</p> <p>The UN itself does not help organisations understand the instruments they make. Dignity does.</p> <p>Newsletter is good. Would be nice to have it in more languages.</p> <p>Not very much in touch with others in training. For the 1st two months, yes, afterwards no. This is not unique for Dignity, but happens all the time. Dignity could help them to stay in touch.</p> <p>It is a good choice to focus on ESC rights, because most other organisations focus and have focused on civpol rights. For grassroots organisations, ESC rights are very useful.</p> <p>Problems for Poor and marginalised people. Impunity and corruption as a result of which people do not have access to basic needs: Education, food, health care, work. State does not provide services to citizens due to corruption. Regarding ESC rights: everything has priority.</p> <p>Grassroots organisations: If you don't know your rights, you can't claim them. Because state institutions know that grassroots organisations are being trained and people know about their rights, state institutions think twice before taking action (e.g. hr violations).</p> <p>Interviewee likes the work dignity does. Wish they would to more, e.g. newsletter also in other languages.</p> <p>Dignity is a well-known org in English/Spanish speaking countries. Do a lot of work in Africa/LA countries. Not much in many other countries – he does not know, nor understand why. This is a weakness.</p>
<p>Never directly worked with Dignity -interaction has more been hearing about the work, or receive help from Dignity to find grassroots partners. People who have worked with Dignity have tremendous respect and ownership of dignity international - kind of respect or sense of collective identity - that is tremendous, to achieve that in such a short period. Also realized that at escr net conference, the leadership of the ED and dignity's contribution was tremendously respected by social movements.</p> <p>It is important to build a collective movement, bring people together, connect with people, that is power, both in terms of information sharing, networking, advocacy, that is your scope of how far and how wide you can reach.</p> <p>Dignity plays a role in bringing some of these very marginalized groups to participate in some of the larger international gatherings. Through their training/capacity buildings, were able to reach out to these groups and help bring them into some of the larger processes.</p> <p>There is a capacity building and leadership which is difficult for marginalized groups, with dignity standing with them, it gives them the confidence to access places and discourse.</p> <p>Focus is on poverty- they are trying to build a network around poverty and understanding this from the ground level. They are quite good at their training, but the interviewee is unsure about how effective they have been in advocacy and campaigning, but they have a good network for information sharing.</p>

General feeling is that ESC rights are connected with poverty. The other general feeling is that because of this, it is a Global South problem. Because poverty is more prevalent there. Problem with esc field is, main players are all based in the north - global south has problems, but solutions are coming from the north. This is a major problem. Reason being that it assumes that the south does not have the ability that they do not have the solution. In the Global South it is seen as a western phenomenon, and people are resistant, including govt and civil society. Huge resistance to this. Second is gender: women escr is very marginalized, in larger field of escr although issues are very connected to women's struggles historically. Dignity brings the rights to the people, especially the gender perspective. Women bringing feminist analysis are not very present in the larger movement.

Esc rights focus - may be best focus, may not be. Dignity was formed around poverty - so escr is framework. Pressing problems: most marginalized are still out of policy discourses. Somehow in policy formulation those who need it most, never make it to the table - relating the reality to the policy. Below poverty line - to achieve social benefits - perhaps 5 or 10% of people around poverty line may be reached, those who are way below poverty line can not reach it - e.g. because of lack of address. Other thing is, in general, in today's political social environment, tendency to criminalize the poor - they are seen as liability rather than as an asset. If you see them as an asset you would make it possible for them to participate, to get out of poverty. Women are the worst hit. There is an apathy in the way people observe poor people - this further excludes the poor, from being part of the wealth that is being generated. System does not help in distribution of wealth. Criminalized: they are lazy, don't want to work, the fact that they are poor is their fault, as opposed to the fact that no one wants to live in poverty.

Knowledge about their rights, assumption would be that they don't know about their rights, but because of systematic oppression over the years, the oppression has been internalized, they start accepting their situation. The interviewee would not say that people are not aware of their rights. They know that they have been denied of their rights. People who are working in this, are waking them up. In theory dignity's approach is good. It's how you raise awareness and empower and build network. But, once you empower people and make them aware, then where do you go?

Training of Dignity was very useful - interesting. RBA came out well. Interesting to have an approach on ESC. Great that tools can be used - such as training manual. Board should be active for Dignity. Chair is apparently quite active - good sign. Great that Dignity manages to reach grassroots organisations. Often people do not manage to connect to them. There are great international conventions and get together, but geo politics and national security apparently is more important that the personal problems of poor people. National governments are no longer addressed - so for citizens it is become more difficult. It is important that local initiatives are linked to national and international levels. International cooperation is becoming more technocratic. Important that an organisation like Dignity relates this back to what it's all about. Technocratic discussions do not mobilize people, lead to long-term processes. Difficulty is always how to measure impact/outcome. When you want to achieve change, you have to take risks. You have to establish that at a reasonable level - can't always know everything. Too many other factors involved as well - can't decide completely what happens. Log frame system may be too rigid to do this. People often believe change cannot happen. Accept the status quo. This has to be shaken up - thinking is indication for future acting - dignity helps them with this. Need to have a good analysis of what the real problem is. ESC focus is good, but it is not sufficient to know about rights - have to activate people, give them ways to claim rights. There are no other orgs at a global level doing this, there are those working at national or local level. Advantage is that local experiences can be spread to other people/organisations, thereby rapidly increasing knowledge globally. Furthermore, this can lead to influencing people at a higher (international) level. And vice versa: translate global experiences/changes, to local reality. Make people aware that they are not alone. It is important to support people in their own struggle. Must not be gender blind. Combination of various rights and approaches is important. Needs to be Dignity, but also others. RBA is important: must incorporate this practically in everyday actions. Other organisations can also learn a lot from Dignity's RBA in this.

Met Dignity at a World Social Forum. Lot of interaction and work with Dignity. ESC rights: very important. Traditionally: focus on civpol rights. Development orgs focus on esc, but not on HRBA. Useful also to bring people from development orgs to hr. Esc rights offer opportunity for both movements to meet. ESC rights: not only institutional interest; it is the main challenge for the region. Violation of civpol rights exists as well. Many countries have a democratic system, so basic civil liberties are guaranteed. Main problem is lack of social justice, housing, alimentation, access to land, access to health. Also a lot of political problems have a connection with this lack of access to fulfilment of human needs. We can resolve the problem of access of social needs/goods. Population has then the possibility of better quality of life. Minimum condition of security is social conditions -> esc rights (social rights most important). Focus of trainings is on esc rights. There is a big demand for the training. In the training there are people with

very different profiles. They build the concept of human rights together. Everyone learns, also experts do. Methodology: interesting, very participatory. Embraces the pedagogical concept that people are builders of their own knowledge. Extensive training. The training begins with a game, to rise the content that they people bring (e.g.: meaning of different words in hr. What is the meaning of obligation of state/limited resources? People have definitions and need to combine this with words. Other play: different roles to different groups. A conflict is presented. People need to interact in connection with this conflict. Afterwards think about the reactions of all the groups and try to define what are the main problems in the relation with civil society/govt/media). From this content we take and try to explain the different topics. Finish with the conference.

People begin with their own knowledge, because it is easy to appropriate the content. If you start with the expert it is difficult to appropriate the content. People often know more than they think they know. So: in this way people discover that they know more and they gain dignity from this.

There is an attitude change with the experts who participate. They expect to receive more than they know. In the middle of the course, they have a crisis- I am not learning more than I know. But then in the last 3 days: people need to design a strategy to solve a HR problem. Here they discover the importance of the other actors – also the people who are experts in the practice of the human rights.

Also: non experts: they think they don't know any thing about HR. They discover how important is their practices and that they know a lot and they learn. They discover that it is important to work in partnerships.

Yes: in touch with some of the ex-participants. They learn about strategies and to work with other organisations. Learn to work with different kinds/types of organisations. Learned to read the constitution.

Change in daily life? No specific proof. Thinks the most influence is in the attitude of people.

Many students also are trying to input national process of trainings – multiply this experience.

If Dignity ceased to exist? Interviewee does not need Dignity to continue the experience that he developed with them. But interviewee feels that dignity contributes with a couple of very specific contributions: 1 spirit of solidarity (person in the institution is important-small org) 2 learn from experience, 3 concern with process of people. Perhaps other organisations are more theoretical/elitist. Help to work with the people, concentrate on individual in each person.

Dignity taught a different way of teaching. Dignity is unique.

Core of existence: trainings. As well as all that they do to meet people. Trainings, communication, bulletin.

Bulletin: likes it because it is simple. Focus on content, news. A lot of int HR news can be gathered from this newsletter, and disseminates information about other organisations. If objective is news = great, if objective is publicity/reflection = not good. It is not publicity.

Most pressing problems:

Material: housing/land/work/alimentation

Political terms: their voice is not heard in the media. This is one of the main problems. When they are discussed, only as beneficiary, never to decide. When poor people participate in the main decision, their situation can perhaps change. Improve active political participation , in decision making on day to day life.

Small dimension of the team may be weakness, fragility. Because a lot depends of the person. Interviewee loves the people of Dignity, but they need more support, to institutionalize more their practices.

Been in contact with Dignity since a long time. Likes dignity because of the methodology and focus on participation and empowerment. Connect with dignity's way of working.

Worked together– would love to be able to do more work, but is restricted by own mission and funding. Work of Dignity has been very important them. Executive director of Dignity has been particularly significant to help understand the issue and to work with people at the local level.

Get people to look at how they were working. Executive Director challenges people and makes them aware of what they are doing. Moves people on – takes them out of their comfort zone, people are not used to being active at workshops.

RBA + what is empowerment. Problem is how to do follow-up in a consistent way.

Main contact has been the executive director. Work others have been doing sounds amazing as well. In the end it is with the organization that they have the relation, but personal factor is very important. It's a lot about commitment. It's not an easy area to work with – members have limited resources.

RBA is really crucial. Particularly challenging the way Dignity works with this – interviewee expected a legalistic approach. But, started with the inherent rights. Then – more technical side.

ESC rights? Approach is: rights to all sorts of rights. Right to participate is fundamental. To have a voice, be heard. The executive director is very empowering – point of view: inherent right value in every person. The trainings are obviously one offs – what great changes do you make with such a one-off workshop? You do plant a seed and they go on to take some actions afterwards.

Dignity has delivered what was asked, very concretely, pleased with the outcomes.

Values: valuing people's essential rights and dignity. appreciation of importance of participation and empowerment, self-organisation of community.

Workshops are most representing – crucial. One would want a longer term relationship. Meeting seminars. Help build self-organised groups.

Dignity is a small organisation – continuously searching for funding – restricting. Executive director has very

<p>strong commitment. It's more than just a business/project. In the training, there were people who were very sensitive about their knowledge – Dignity adapted very well to this. Keeps in mind objectives – works with the group. It would have been useful to move a little more into more traditional rights framework– due to time limits difficult. Interviewee would love to be able to do more exchanging with self-organised groups. Aim is to get local groups to do the work – dignity is necessary to build this action and the link between them. It's very difficult to do the international activities – depend on donors. If it ceased to exist: Dignity is a very important program – unusual individual voice – independence of executive director is crucial. Big organisations are not independent. Dignity is not a servant to the big organisations, but tries to work with them. There is not comparison with working with the Executive Director. Important to hold on to their core. Value added as said before, unique! Building is a long-term strategy. If they had the money, they would see an enormous potential to work more with them.</p>
<p>Interviewee follows the work of Dignity. Great training, good methodology combination of theory and practice proportionately. Interesting study visits, good group. Great to have input of many countries. Topics- course presentation- aims and methodology – what was to take place- before arriving – brochure and email contacts about proceedings. Training was useful. Was able to put knowledge into practice. Was important to have international experience in actual job. ESC rights- must be combined with civpol rights, but is also important rights. If to choose- esc rights. It attends the most basic rights of the person. She was already prepared, approach was different it was combined with – work with the communities is sufficient. For academics it would have been insufficient. Absolutely changed people in surroundings – interviewee is a different person since then – used to a more academic approach, not so close to the communities to the ground. Interviewee was aware of some things, but seeing things and meeting people, seeing with own eyes some realities. This still influences the life of the interviewee. Felt empowered. Approach helped her in her work with other organisations and people. Participants still in touch. Interaction – mailing list – once in a while – exchange experiences, what they are doing , where. Events suggestions. News-bulletin? It is interesting. A way of following dignity's work, but also to know what is happening in the world. Layout is good. Everything is useful. Efficiency- they do prepare very many activities. What are the values that come to mind of Dignity? More informed and better educated community – people in general. Human dignity. Great work. Pressing problems: Unemployment, labour condition, discrimination at work. Can relate that absolutely to training- try to educate people, make people more aware of their own rights so they can fight for themselves. Make people aware that they have an active role to play to struggle for a better world/better job foundation. Not trying to solve peoples problems, but involving them. Equality, generosity, dignity.</p>
<p>Never did training together with Dignity, but did use the training manual – great manual. It's great because it includes the broad terrain of HRBA. Sessions included describe clearly what HRBA includes and what elements are in it. It is highly participatory. Very enthusiastic about trainings developed with the manual. Good evaluations as well. This training is not too theoretic, as is often the case. After the training (based on manual), people know practical tools to engage in esc rights. Dignity has a focus on grassroots, supports social movements. Believes that they are successful locally. Newsletter is good, informative. Layout may be different. You can't click on and immediately reach the item, but have to scroll through the email. There is a gap in development cooperation on rights based development. The gap between what happens at international level and at grassroots level should be closed. Since the 90s: more focus on ESC rights. HR organisations and development organisations focus on that, but hardly cooperate. The model used now in development organisations has no future. It is imperative to approach people from a position of equality, not charity – charity is not sustainable. It enhances power imbalances. You can't set other people's priorities. Esc rights are important. The goal eventually is for people not to live in poverty. By focus solely on esc rights you won't reach your goal; need to include other rights as well. Esc rights: effectiveness of learning depends on manner of learning – good to allow people to learn based on their own local situation and priorities: together explore what people can do to claim rights and what would be compromising factors. It is important to include stakeholders/duty bearers in the process of changing situation. Poor and marginalised are hit by crises – they bear the grunt of the problem. Enlarges gap. Solution would be to change the capitalist model and to give people influence at various levels which influence their lives: local, national, international. Dignity is unique in its outreach and work with local grassroots level, social movements.</p>

<p>Perhaps it would be advisable for Dignity to increase impact of advocacy.</p> <p>New (inter)national policies often lead to dire (and unintended) results, such as that free trade leads to unemployment. Important that people are made aware of such things. Much of current development thinking is on community rights, e.g. property rights, Dignity is part of this, previously it was more on individuals. Rights have to be taken through group action. Protection of common rights requires group action. There is a need for communities to understand this.</p> <p>Most pressing problems: they don't sit at the table when decisions are made. And the right to what they have now is not recognised. Often not recognised what is the effect of economic policies.</p> <p>Trainees find the discussions eye openers.</p> <p>Core: workshops.</p> <p>SWOT: Strengths: workshops; able to draw on other people.</p> <p>Weakness: have to organize other experts, outside own organisation.</p> <p>Opportunities: beginning organisation important.</p> <p>Threat: when policy debates occur in national or international arena: argument made that there are no alternatives to policies.</p> <p>Opportunity is that there are alternatives.</p> <p>The organisation has a good reputation, provokes interest. It may be too small. There is a limit to what you can do. Not as widespread operations as the interviewee would like to see.</p> <p>They are able to connect to many orgs. Other orgs are incorporating dignity's ideas into their own work.</p> <p>Dignity is called upon when needed, mainly through their European basis – many groups are Europe bound.</p>
<p>Methodology and interaction of/with dignity very positive. Pity that language wise they are restricted.</p> <p>It is important to look at HR at the base – grass roots level. The interviewee has seen change: networking increased, the contents of the training has remained with the interviewees.</p> <p>Trainees have been very enthusiastic – there has been follow up on their part. There is for example emailing interaction between trainees.</p> <p>There is so far, in the international arena, insufficient attention for ESC rights. Many people still don't know about it, or don't manage to claim these rights. It is often difficult for people to gain access. They don't know how to act/react and how to confront people.</p> <p>Dignity's approach is original and has a sincere added value. The campaign by Amnesty international on dignity is similar but does not work with grassroots orgs. Dignity does.</p> <p>It would be good if Dignity gets more outreach – more publicity. Perhaps not necessary to do it the way Amnesty does it, but need to do more on publicity.</p> <p>Dignity is well recognised and appreciated.</p>
<p>Role of the Board should be guiding and they should have an active role within dignity. Not all board members are equally active. They have highly diversified backgrounds. They can be consulted freely.</p> <p>Board meetings not always possible physically. Would be good to have them more often – not often enough now. Not even via email/phone. As much as possible, every 1,5/2 years physical meeting. Agenda set in consultation. There is independent contact among board members, mostly via chair.</p> <p>Board consultations are helpful for dignity. Especially during physical meetings. Board members and dignity members may meet at other times during the year – not as a whole board/organization, but one-on-one. Board members should be more committed to fundraising. They generally act when they are prompted, but not often spontaneously. They do have good intentions. Some have been very helpful, or even crucial, especially the chair.</p> <p>New board members: had to be geographically spread, would need to bring good input and complementarity and potentially bring in grassroots. Appraisal with Executive Director has not yet happened. There is feedback from board members to executive director.</p> <p>In the organization there are appraisal procedures which are followed. This is needed to develop. It is a mutual process, strengthening both partners.</p> <p>Hopefully dignity is heading in the direction of becoming a stronger organization. It has an important role to play in the global field. It is unique in the way that it is an international organization, which has respect and engagement on the ground, they can see that it is something new, linkage locally and internationally that not many organizations have been able to do. Have done enough work on the ground to prove that it is possible to provide relevant support and technical capacity. This can be done - it is a big agenda. Ability to show that investing and supporting real genuine grassroots work can have input on political democratic hr in a country or globally. Solid work, now other international organization are taking fruit.</p> <p>Dignity should not scale up too much, in terms of staff. Yes in terms of partner and programs, not in terms of staff. Small secretariat, efficiently done can have good communication - not spend money into running the organization itself. Dignity should, if up scaling - properly staffed and resourced. Upscale through activities on the ground.</p> <p>Dignity does two types of work: capacity building programs (bread and butter work of DI), some partners are doing the organizing around regional programs - if there is more demand for work, partners can do this. Other type of up scaling: bottom up up scaling - groups on the ground who set the agenda, this is the sort of action</p>

we need/ interaction we need. It is important that grassroots partners get the credit for whatever they do. For dignity it should be enough to indicate that this group is now doing x,y,z, and dignity may have contributed to that.

Strengthened what's happening there.

Role of the board is to give guidance to the director as she grows and manages the organization - figuring out strategically how to move the org forward and oversight regarding management, operations (technical assistance). Board member should be diverse in background and experience, geographical diversity. Board members are not in touch a lot with ED or each other. Board members communicate mostly via ED. There is a good balance in the board. Would be good if Board would be more involved in fundraising. The chair has been involved in fundraising. Whether other members have the capacity and the ability to do that the interviewee does not know. The board has been asked to do this. There is sufficient grassroots representation in the board. Expectations of board about ED have been reviewed and written down. Sufficiently discussed. Is necessary because the org is constantly changing and growing.

Longer term financial stability has fallen largely onto shoulders of ED and chair of board, they have done a very good job of addressing that, rest has participated in discussions, but large work of fundraising has been done by them. Confidence about this - confident about plans, budgeting et cetera. In terms of future fundraising, it has become a more difficult climate, area that needs constant attention. The leadership in place right now gives confidence. In future there should be a lot of attention to this. Lot of work has been put into, but you need to keep doing it. It is an efficient organization with a drive to it. Heightened commitment. Over the long run you need to grow it in terms of resources and organization, because personnel will change.

Qualities of new director: current ED is a really hard act to follow - difficult to replace. Always difficult to replace the founding director. With the transition you are really establishing the organization as an institution. With DI - qualities of next director: institutional viability: somebody who understands and embraces, embodies, grassroots approach, understand, are energised by it, and have credibility. At same time; strategic, fundraising, good manager, strategic planning. This one is more challenging because it has a small staff, decentralized, many different partnerships.

Impact: a lot of impact in two ways: filling an enormous gap in esc rights around training and capacity building for grassroots social activists with focus on esc rights., dignity does this very well. Another area of impact: with in particular partnerships - e.g. Nairobi peoples settlement network. This is very classic way that dignity operates - did training, met people carried on having conversations, opportunity to help them. Now they are quite well established and have had a lot of impact in Kenya. Di can take credit for this. Through specific partnerships that di manages well.

Impact is difficult: in general in advocacy - twin pillars of training/capacity building and advocacy. Not clear what impact has been achieved there.

Main challenges and risks: two things: issue of what is going to be the primary and secondary programming of the organization, what is its focus? It sees itself as capacity building and advocacy in mutually reinforcing way. First part is clear, advocacy is not clear yet. One big challenge is what is the advocacy piece and should it be retained? What is its organizational mandate and programming and how does this strategically relate.

Second: staffing and structure of organization. Very decentralized, so far run very well. Especially as you grow, you have to address this: are you going to retain the decentralized staffing. It can work, but has some down sides to it, you have a hard time building scale in program, hard to get an organizational coherence. How to mitigate? Set of choices that the board, staff, director need to make. Think of what are the options, strategically what makes sense, take decision.

Opportunities: a lot: capacity building and training within the field of esc rights. Dignity has developed a lot of really good work, could scale up and increase number of trainings and trainees and opportunities for growth there. Dignity really has a niche with social movement orgs and development orgs who want to integrate more hr issues.

Threats - financial viability - leadership of chair board/ED- needs diversifying.

Board members identify with vision and support it. Does think that there will be more and more discussions around what is the evolving nature of dignity, especially around the advocacy. Sometimes ED has a vision of the organization that sees dignity as a sort of global family of social justice advocates, it's a very , fuller, holistic, communal way than most international orgs work. Most often you are either providing expertise or support. They see dignity operating in a different way - being member of grassroots network/family that is all working on the same issue. Here advocacy comes in. how does this operate and what does this mean for the work you do. Need to see how this can be institutionalized in practiced, may be this is not possible, may be it's a feel of comradery that need not be institutionalized. Then it becomes even more important who the executive director is.

How to create a bigger impact has been discussed, but no conclusion reached yet.

The board does not evaluate its own performance. For new board members, ED solicited nominations from board - after presenting short list - went back and forth on the people. Two people were selected, formally put those forward, rest of the board had to approve them. Ended up having quite a few conversations

A lot hinges on ED - it is a normal thing especially with a founding director - charismatic, energetic, smart director builds something great - when this person steps down - means organization has to imagine itself on

the organization not on director, and she has worked so hard to build this up. She puts a lot of her own person, cultivates relationships and maintains those, which serve her and the organization well. Staff has similar qualities and approaches, but are different yet.

Work time available is sufficient, although more time can always be spent on it. Given the size of the org, annual budget, within those considerations, perfectly appropriate. Interviewee works more than paid time, but with variance in intensity.

Mostly communication by email. It is a good way of communicating. But sometimes Dignity staff do not respond quickly enough. Even when it is absolutely necessary to respond quickly in order not to hamper some one else's work. Yet, email is, in this global setting, best way of communicating. For staff and board, communication needs to be a top priority. There is not a lot of contact with colleagues, but there is a lot of contact with ED. Excellent communication with director.

Annually there are appraisals. These are very useful, fair and in a positive manner. Dignity in general has always taken the human aspect first in dealing with people even at the operational level. This has been effective in maximising resources. Dignity has to be professional, but act as a family as well. Organizationally it had been very nice and been able to maintain that ethos.

When there are problems these can be discussed with ED. Not a lot of consultation with colleagues. Does not know the take of colleagues on issues, most info about this comes via ED. Rarely directly.

When there is a big question about Dignity or movement in terms of program, usually it is discussed among DI – advisors and AA. Especially important hanged, frank discussions. Mostly by email. Not often get together like that as in Strasbourg. Appreciation of work is expressed by colleagues and ED.

Board is not sufficiently involved – needs to be more active in terms of not only being a political body, time treasure and talent should give that. Should be looking into fundraising. Above and beyond the sort of big ministerial level stuff that they get, or institutional level entrance that would lead to fundraising.

Also direction at political level, board must do a lot better in the future, their input, their activity. Unequivocally saying: yes I am a board member of DI. Not so prestigious to say this. They are trying to find good people, pride themselves on being a grassroots org, so board members are often up to their ears in work. People need to invest time, if they are a board member.

Board members for dignity? Mixed bag; want to have, have to have, people who are coming from the constituency – impoverished community. You may have a couple of people who don't represent that, but you have to have that. It would be nice to have someone who was involved in the dignity process who understood it integrally, but not all too famous so that everyone else is asking them, not just prima donnas (not that we have that now). People who are willing to be very active and who identify themselves with the organisation and not with anything else primarily. We have an identity problem. Not building an organisation so that we can be as big as amnesty. But need board members who have experience in dealing with poverty and esc rights and links to people and resources that can generate this kind of support for the program. So you want lot of very very efficient people in order to replace the naturally powerful. Have to have 50 squirrels to match your horse. Board should be really active and really identify with the dignity program in deed as well as in word.

Identity problem strength and weakness. Not interested in institution building – DI should not have to exist – di trains people so that they can learn with di how to deal with things. But does compete with large orgs that do have big campaigns – shops on the streets. DI does not want that – real value is that di does not want to bolster itself – constituency/community orgs need to always be the ones that they are focusing on.

Large impact: can be seen because organisations send more and more people to the trainings. From 30-40 different countries. Trainings – people go back – ToTs – more people. Furthermore, feedback from the people themselves. People win suits. Reports back from people who attended their trainings. Di does keep track of what comes in the news. Some things are very subtle, but big stuff they know off.

Concerns about working too much are warranted. Sometimes it does require a great degree of volunteerism, even for paid staff. Primary reason why board members need to be out there, need more involvement and talk about raising necessary funds to pay people. Next executive director needs to have a normal life. At this stage we need to have a real situation where people can have jobs and holidays. The ED is holding it all together.

For the next executive director, we need to think in terms of that. Strategically being able to bring in and focus more. Fundraising is the key. That position merits a fulltime job. Should also have a development officer.

Executive director cannot do all of these things, to do fundraising. Training of staff; its all very personal. Institutionally hinged on executive director. That's a weakness. Institutionally, ED is excellent teacher with attention to detail, patience, positive input. Next person needs to be good at that again. Cannot emphasize this more – person who replaces her really has to have a handle on how to deal with people – small organisation, spread out all over the World. Person should be excellent at interpersonal communication and be excellent at delegating responsibilities and not be afraid to ask the board to get the necessary funding. Division of labour is crucial at this point. Next person is going to have a different way of doing things but still dealing with same reality.

Person who takes charge of fundraising needs to understand the nuance and the interpersonal relationships also with ministers. It shields them from political intervention, the Netherlands e.g. does not find it necessary to netherlandise all money given. Need likeminded countries to help. They are the only ones that still have this

<p>kind of institutional support that will not compromise the political position. That is the number one thing. They are turning away so many people from trainings. Do not have the capacity. Could have doubled every single program and still have to turn people away.</p> <p>Other challenges: To maintain the right relations and to bite of your tongue some times. You have to know when to shut up. We have been very good at not saying something stupid. You have to be careful, don't always know all that is going on. Don't have to make a statement on every movement, pick where you want to make your interventions. Leading by being positive. Leading people to make their own dignity as a basis for their human rights.</p> <p>After that the problem is the growing pains, e.g. with the operational system. Linked to that the institutional relationships, constituency and funders. How effective is someone going to be in Malaysia at training/finding the likeminded countries in Europe.</p> <p>The organisation has to lift its expectations a little more, more professional and less voluntary. To do this, more funding is needed.</p>
<p>Program; fascinating, very intense 10 days. Strong training – creates bonds between participants. Give inspiration. For grassroots orgs - important to know the tools. E.g. knowing what is (in) a constitution is important. After learning what was written there, it is possible to make the government accountable. This person was committed to tell others about this. Impact have been able to do advocacy in a certain area. Others from same organisation have applied for the programs. They found value in that. They also learn about other people that do similar work and they contact each other – network.</p> <p>Dignity needs to start doing follow-up on work of people who attend the training. They know sometimes of successes because people write to them. Not because there is systematic follow-up.</p> <p>So many people applying: 200 applicants for a training that can accommodate 20 or 25... impact!</p> <p>Long term impact: dignity focus e.g. on specific program and find out what happened. Development of new programs along the lines of Dignity program.</p> <p>Interviewee agrees with philosophy, way of training, ways of working. Di touches something that is very profound. Staff is very professional, reporting is very good. Very open to join in with new technology. You are able to engage people even if people are not able to travel.</p> <p>Increase number of activities? ToT is good – could help for impact. Networking takes an important place there. Ways of networking could be promoted from Dignity. Not more trainings in general, but focus on some specific areas according to the context of the region.</p> <p>Part of success of contacting partner organisations have also been because of the contact in trainings. They have very strong relations with the organisation.</p> <p>Efficiency? They are conscious of expenses – choose less expensive tickets e.g.!</p> <p>Growing: doing more specific follow-up in terms of looking at impact of training. In terms of concrete work/achievements, they will be seen years later. Organisation therefore needs to develop a mechanism that helps to identify those achievements. Sure that there are many.</p>
<p>Main focus of Dignity's work is to push the hrba agenda, and trying to serve that idea to those working in development, to take on board HR approach, trying to match HR standards, make the more direct link with ground level. To do that come up with methodology in training - more creative approach to discuss these issues. Global, regional, national, grassroots communities, last two years also started developing trainers. Last two years, logical to focus also on advocacy, as logical link to capacity building.</p> <p>Capacity building been doing for quite some time. Good response on methodology, possibility of taking it back to orgs and countries, many requests for follow-up. Positive response. The advocacy campaigning part, building relationships with partners, have been good. Takes much more, global, but there are little resources., so there is more attention to linking partners on the ground. This takes more time, but there is commitment on the ground; there has been an expressed interest by orgs that they are interested in global campaign: advocacy.</p> <p>Still very much focus on ESC rights, has been the forte for a long time, in training program, first component is on all hr. but then much more time on esc rights. That area is not so well developed so far, but more and more countries and govts have been speaking about this, but there is still a demand for esc rights to bring it to the ground, many devpt govts , still lot a work on esc rights. Civpol rights - serious violations of this is evident. Link that it has to esc rights - stronger point to make that claim. Quite many groups focusing on civpol rights, normally work hand in hand with such groups.</p> <p>Selection of participants: groups on the ground working on the issues, committed to dept rights framework, who can show for some continuity, most based on application. Hoping that those who they invite want to take it on board. Sometimes also groups that want to go in the direction of HR. by and large, 85% have contributed in training and also on follow-up. one or two people have different reasons for applying. Follow-up?</p> <p>Sometimes: can you do training at national level, regional level, co-organizing, replication process. Also hear that people integrate it directly in the work. Through follow up activities, e.g. tot training. Follow-up takes a lot of time.</p> <p>Communication with ED in various manners. About regular items, e.g. specifically about trainings, strategy meeting, how to organise, budgets et cetera. Feedback on all items. Future of dignity - discussed with staff. Macro and micro issues - staff, future direction. Easy to communicate problems with ED. Feels free to discuss</p>

disagreements- come to mutual agreement. Not so much in touch with colleagues. Most contact with ED. Yearly appraisal happens. Good feedback.

Board: some of the points are quite sharp and critical, strong and involved people- good insights. Board should probably be more helping with linkages and founding agencies, to make the link with this. Most board members are merely supportive, not very on top of things.

Impact of Dis work. Training - HR training - positive feedback on need and demand for something such as this. Training simple and empowering that would make it easy for ngos on the ground to replicate that back home. Feedback: leads to empowerment, able to talk the language of HR. start using int hr language to put strength to their claim. Is a good trick because local officials know what they are talking about anyway. Others; people feel that they can also do it - run trainings on the ground.

Holding organization together has been dependent on type of leadership. That's it depends on top leadership. As well as fundraising. Staff gives input, extensive discussions. Proposals are done by ED.

It's a big jump with an international org to grassroots community - more direct relationship, ownership at grassroots level. - principle and philosophy is in right direction - more grassroots ownership, there is demand, big amount of time on advocacy, some partners may think that it is not moving ahead as fast as it should - relationship building, more effort should be spent at international advocacy building.

Esc rights - believe it is important to focus on HR – you can't focus on civpol rights only. They are too connected to be seen separately.

Philosophy – only do something if there is a need for something. Outside approach, rather than inside approach. Is also the strength of the organisation, don't impose the dignity way.

If di does not have the conditions that the outside organisation feels necessary to do the program. organisations probably do not approach di for something really outside the realm of di. Di would probably say that it is not the right organisation and advice another organisation.

Relationship- director employees: very good, based on friendship, common interests, working as way of living-big family. In case of disagreements, opportunity to say this. Strongest relation with ED. Efficient? Very –small organisation- doesn't loose time with discussions, explanations, no actual lost time in terms of working hours. ED is strong director – has been trying to build a team of committed, efficient people. Identifying with what you are doing. Many people cannot believe how few people work for Dignity.

Dignity-unique; yes, international orgs-strong link between hr and development. Dignity employees work too hard (freely)- may be a bit true – efficiency depends a bit on that you work a bit extra hours. Everyone – not just one person. Solution? Small is beautiful – may be true, but too small is not good. One or two people more may be enough in order to have a bit more balance.

Understands need of advocacy strategy but not sure of if di will be able to do this so well as her other tasks. You need to have a big structure – like AI.

Dignity helps local orgs to have their own strategies, but local orgs are capacitated by DI- and then multiply the training. Also DI is necessary for link local –international, and network. One does not exclude the other.

Threat- ED leaving. Not losing her, but not have someone quite as strong and with same identification with the cause.

Opportunity: focus on same things – pillar of capacity building should continue – more on this, linkage of global and local, hopefully campaign will be a success and this can strengthen the work.

Strengths: people –partners-dignity's linkages, fruits from connections, community creation, solidarity creation.

Weakness: small team – have some consequences on programs, innovation, being too heavy of a burden in terms of too much work. diminishing level of energy.

Roles of the board? Could have more roles. Not many decisions or instructions. Would be good to have more input. Action input.

Impressed with the mark that dignity leaves on people.

There is not a lot of interaction between team members. Pity, also because, even if team members work on different aspects, they can still provide input. Team feeling is lacking.

Good communication with ED. Appraisals take place. Feels that having appraisals is valuable – one can learn from this. Discuss how one can improve the work.

More resources are needed to do the work needed. More work could be done if there were more funds. Advocacy could be enlarged. Now campaign is not taking off. Grassroots orgs are not taking ownership of the campaign. Perhaps it would be best if Dignity launches the campaign fully and allow grassroots organisations to then take over and take ownership. For this, more funds would be needed though than are now made available. There is a need to get more clarity on the goal of the campaign.

Focus on ESC rights is good. Feels di's work is important, though, when Dignity started with the focus, most orgs did not have this, so the uniqueness of dignity cannot be only on this any more, capacity building is unique, but only focus on esc rights is no longer enough.

Dignity has done a lot with little resources. There has to be some funding though. You can do a lot with little, but not with nothing.

There is a need to have more systematic planning, strategising, more formality. We need to make more investment to make sure that the work actually bears fruit. This is also on capacity building a little bit.

Interviewee is not aware how well the alumni are being followed after the trainings, how much they are being

<p>built into a community.</p> <p>Board has representatives of various constituencies. Important to have representation also of grassroots orgs from places where rights are not well respected.</p> <p>Impact of training: many things Dignity does have not been done before. People begin to understand and know. Many ngos and cbos are much more engaged with their govts than they were before. Training and taking part in local government. More social services will be delivered than before. Started sharing philosophy of Dignity – trickle down effect – you can see that through di training- trickle down to other ngos.</p> <p>Would be good if board had more interaction. Communication is little. Discussions happen via chairman by email. Too little resources prevent further contact. This prevents direction and emphasis. Dignity's work is dynamic – need dynamic communication of board to keep up.</p> <p>Board members are there to look at functioning of di, but also to be provider of new ideas/approaches. There is a lot of contact with ED, more than with the members. She sends out newsletter, with lot of information, makes available reports, seeks opinion.</p> <p>Involvement of board in fundraising? Not really, although if you have members of the board who are dynamic or influential, they could be more instrumental in this. Resources are not there to do this.</p> <p>Very much agree with vision and mission of di.</p> <p>New Board members- Proposed by executive secretary. Geographical representation, would also be nice to have board members who are inclined to a certain right – e.g. cultural rights/social rights.... not yet reached that level, not yet sectoral approaches, only geographical representation.</p> <p>Appraisal: when the board meets, some of the items are looked at – have we reached the targets? Not do directly appraisals. Not their approach.</p> <p>Very happy with the progress Dignity has made. Can see the pace going, success of di is like a drop in the ocean – not many orgs with philosophy of DI – trying now to build multiplying effect of Dignity. It would be nice to continue a certain training in an area for several years at a time.</p> <p>Future of Dignity? Bit disturbing – ED will leave, who was instrumental in development of Dignity, visionary building, hope dignity gets someone like current ED. Future of Di depends on new executive secretary. DI is in a corner – depends on board members to select appropriate executive director – have to discuss and see – consolidate – then can change board members after solidifying new ED.</p> <p>Placing of headquarters is important</p>
<p>Training was excellent. Connect to daily situation, problems identified by Dignity, but not all ESC rights were identified and addressed. Gender inequality was addressed, but not in a comprehensive way. Link between HR and development issues was useful. Felt empower after the training. Made the interviewee realized that challenges realising esc rights are universal and that there is a community out there that is working for these and that through networking and working together you are not alone in the fight. This feeling lingered.</p> <p>Interviewee used various techniques learned in the training in community work.</p> <p>Interviewee learned a different approach to trainings methods. Missed theory around development issues, role of government, multinationals, how to address esc rights through local, regional, multi-lateral organizations.</p> <p>The training expanded the horizon of the interviewee.</p> <p>Interviewee feels that dignity's training, in combination with other trainings have influenced ability to make a difference in policies. Certain policies have been adopted and are now being implemented.</p> <p>Will stay in touch, has contact with dignity and some participants and reads bulletins. Would be good if Dignity would circulate names and contact details of people working in the same field in different countries. Small team makes everything happen so smoothly. Impressive! Interviewee reads the bulletin sometimes. Thereby keeps in touch with activities and provides insights in problems tackled in other countries. Bulletins should be short and to the point and focus on challenges and achievements to serve as a model for others.</p> <p>Many people, especially the rural poor, are not aware of their rights and how to claim them. They have to learn how to claim their rights and participate in development programmes at a community level to improve their lives. ESC rights will force govts to take notice and deliver. Dignity's works absolutely makes a difference to participants, it gives them knowledge and tools and also provides a positive international environment for HR activists.</p>
<p>Interviewee has respect and admiration for quality of training. Careful selection of participants! Trying to support social movements etc. Quality of trainings is high. Learned a lot. With the limited resources they have, they do a lot. They are careful about what they do. It is always a pleasure to work with Dignity. Very committed people.</p> <p>Focus on HRBA. There is a need to increase knowledge and skills in context of social movements. Key choice of subjects. HR makes a difference in empowerment of people makes a difference in the approach of social struggles.</p> <p>Power dynamics are very unequal. HR empowers people- they feel they are entitled to go seek the govt and to demand to be consulted, because HR language demands this. Changes power dynamics and self perception.</p> <p>After having gone through HR training – their demands have a legal background.</p> <p>Sustainability depends on who is part of the training. Individuals who are not connected to an organisation cannot keep it up. A training should be part of more, similar actions/trainings. Process strategy that is broader</p>

than they themselves as individuals.

Ideal: not just a training, but a process where you have follow up and concrete refreshments. In ToTs, there is refreshment and follow up.

Gender inequality is addressed in the sense that it was not a problem. Participants were gender aware. Link to daily struggles was there.

There were no aspects missing. The trainings are already unusually long- so do not add more things. In follow up it would be good to go into detail.

Did not stay in touch actively – occasionally casually with people who the interviewee ran into.

Most pressing problems? Not one thing. Less access to decision making, transnational business enterprises act with impunity. Global threats which put additional constraints: climate change, global inequality.

Esc rights are needed. People are less aware of these. Impossible to work on this without civpol rights. They will not change things overnight.

Many people have no idea of HR. Understanding things does not always lead to immediate change, but without understanding there is no hope.

Outreach: the big issue is always language. Availability of info in more languages would be great.

Impact? Do not know. But for people who have been directly involved with dignity, the impact has been high.

Best/most open trainings, discussions.. There are very few orgs that give training at interactional level.

Especially in Africa/Asia. Others may not be so international/participatory/involving social movements in the same way. Dignity brings together people from several countries, for long trainings, which is unique.

Dignity may for many people be the only access they have to get in touch with HR.

It would be an improvement if they could systematize some of the work and make it easily available. The training manual is already very useful.

Dignity does a lot with limited (human) resources – may be over stretched.

Dignity is an active member of other HR networks. This is important: networks can reach where Dignity cannot.