



**Demo Grantee Evaluation, Branding Workshop**

Grant dates:	2007-05-01 to 2009-05-31
Grant amount (US Dollars):	\$10,000.00
Total Project budget (US Dollars):	\$55,288.00
Project description:	Women at Work builds on and contributes to the success of DARE's Jobs with Dignity campaign, by engaging women with experience fighting for and winning improved working conditions with newer members to develop their skills as leaders, spread their learning through popular education and action, and increase their role in the local labor movement.
Project goals:	Goal: 1. To continue organizing skills trainings and study workshops with experienced leaders and new members; 2. To put these leadership skills into action to push for expanded implementation of the First Source Hiring Ordinance; and 3. To further use women's leadership skills to expand access to good jobs and people-based economic development through further city legislation and other community-based options.
Shift in Behavior	★★★
Content Area :	Economic Justice/Development, Education, Human Rights, Political/rights and civic participation
Approach :	Advocacy/public policy/legal action, Leadership development, Organizing, Skill building/training

**Demographics**

**Shift in Behavior - 3 stars**

Existing Definition:	One group of women was in low-wage jobs or unemployed, not recognizing that various forms of oppression were creating or influencing their living conditions and didn't know how to change them. Another group of women had developed a level of organizing and analysis skills through personal struggles and experience, but did not have the skills to share these experiences and learnings with other women
Goals:	With the first group, we wanted them to have an understanding of how the work of women and people of color has been devalued by patriarchy, white supremacy, and economic exploitation; to understand how groups of women and people of color have organized collectively in the past to change these conditions; and to learn several of these organizing skills through workshops, trainings, and hands-on experience in an organizing campaign. For the second group, we wanted to give them an opportunity to advance their existing skills and be a part of teaching the newer group.
Strategies:	We created two leadership classes - one for new leaders and one for experienced leaders. These classes involved groups of about 10 women each. The newer class learned organizing skills such as recruitment and public speaking. They also did political education, such as on the history of women and people of color in the labor movement. The more experienced group learned ally development, and workshop facilitation, and took leadership in creating a workshop design to build popular awareness of our campaign with other groups of potential allies.
Change in Direction:	We found splitting the two groups for their sessions was more effective.

## Demonstrating Impact

### Visibility

**Coverage in Print Media:**

4 articles in Providence Journal

**Public Speaking Engagements:**

10 workshops with crowds of 5-100 each

**Coverage in Electronic Media:**

2 times covered in TV and radio (actions)

**Online Presence:**

RI Jobs with Justice

**Newsletter Distribution:**

Email newsletter to DARE list

**Other:**

Beginning to get coverage about overall downtown development agenda

### Impact

Result: Number of organizing efforts - on and enforcement of existing law; one for passage of amendments to expand the law; one (beginning) to change perspectives and policies for a people-based development plan Result: Number of organizing participants - Number of participants - Core of 20-30; but included broadest base of 500 (number that filled out surveys and attended workshops) Result: Community actions in support of an issue (e.g., marches, gatherings, demonstrations, etc.) - Community actions in support of an issue (e.g., marches, gatherings, demonstrations, etc.) - Labor Day 2004 Action to deliver surveys and get a meeting; Valentine's Day 2005 action to deliver surveys; Labor Day 2005 March to push for People-Based Downtown Development Result: Other Community Actions and Organizing results - Meetings with the Mayor and City Council members Impact: Largest impact is in the commitments to fund implement First Source and in the passage of amendments to First Source (described earlier)

	Direct Impact	Indirect Impact
Number of People Impacted	25	500
Number of Organizations Impacted	10	25
Description	Participants primarily live in Providence, in the Southside, West End, and Olneyville neighborhoods.	
Age	20-29, 30-39, 40-60	10-19, 20-29, 30-39, 40-60, 61 and up
Gender and Identity	Female	Female, Male, Transgender
Sexual Orientation	Heterosexual	Bisexual, Gay, Heterosexual, Lesbian
Economic Status	Low income	Low income, Middle income
Region	Canada, United States	Canada, United States
Special Needs/Disability	Some participants have physical or mental disabilities.	Same.
Details about the ethnicity/race of the population for the regions or region selected:	Black, Latino some White. Ethnic groups include: African-American, Caribbean, Dominican, South American, and European American.	All

## Accelerators & Inhibitors

### Internal Factors - Accelerator

**Planning:** It was helpful to develop clear goals with participants for what they wanted to get out of the program (what leadership skills they wanted to work on), so that we could emphasize these. It was also helpful to have an overall

	plan for the campaign/ policy work - even
<b>Resource Mobilization:</b>	We were able to raise additional resources from the Making Connections Providence initiative of the Annie E. Casey Foundation, along with some grassroots fundraising. At the same time, we recognize the real need to raise more funds for the project and the organization.
<b>Financial Management:</b>	DARE has effective systems for financial management, including an experienced Administrative Coordinator, regular reporting to the Board of Directors, and an accountant who checks the books and performs the annual audit.
<b>Systems:</b>	We have a good database for members and for unemployed residents on the First Source Hiring list. Our technology meets our needs, though we are in the process of updating our website and don't always have the most up-to-date equipment.
<b>Communications and Marketing:</b>	Internal communications with members and First Source list members are effective (calls, flyers, list-serves, etc.) Our external communications is effective in terms of media, and will be getting moreso as DARE explores radio and public access television programming of its own over the next year. We do need a better way of updating our website.
<b>Staffing:</b>	Sara Mersha, the primary staff person for the project, has a great deal of experience with organizing low-wage women workers. Last year, DARE was pleased to be able to also bring on a Member Organizing Intern, Tanitza Clavell, who did an excellent job of reaching out to effected unemployed workers, and moved the campaign forward. However, DARE did not have the resources to hire her on permanently after her internship was completed, and increased resources to do this would help greatly.
<b>Board and Governance:</b>	The Chairperson and Secretary of the Board are participants in the Women at Work project, and are enthusiastic about the project. The overall Board is supportive.
<b>Board and Governance:</b>	The Women at Work project was able to influence the values and practice of the organization, for when DARE members drafted and voted on a set of Principles of Unity for the organization, they included recognition of the need for leadership by women and people of color, as well as assertion of the need to fight against sexism and patriarchy, racism and white supremacy, and economic exploitation.
<b>Values:</b>	
<b>Alliance Building:</b>	DARE has an effective collaboration in the campaign for community access to good jobs with RI Jobs with Justice, a coalition of over 40 other community organizations, unions, religious, and student groups. This has made it possible to get support from some city council members who otherwise may not have paid attention to the campaign.

**Internal Factors - Inhibitor**

**External Factors - Accelerator**

**External Factors - Inhibitor**

<b>Economic:</b>	Growing disparities between rich and poor, increasing unemployment and exploitation locally, regionally, nationally, and globally.
<b>Political:</b>	Though there are some supportive public officials, the overwhelming trajectory of government supports the rich and corporations over the poor and working families, from tax policy, to spending, to land use. Large amounts of money and resources are spent on military and economic conquest in the search for new markets, creating more destruction, poverty, and massive loss of human lives, and thus driving more to the instability of immigration and the denial of basic human rights.
<b>Social and Cultural:</b>	Discrimination based on gender, race, nationality, immigration status, possession of a criminal record are all major factors in keeping people poor.

Environmental:	Accelerating destruction of the earth and natural resources lead to an uncertain future for all. At the same time, environmental concerns are sometimes pitted against the need for living wage jobs, as in situations like Quonset Point. We need to develop the consciousness to create living wage jobs that contribute to the good of society, rather than try to turn a blind eye to potential harms in the name of "progress."
Religious:	Progressive religious groups and leaders have been supportive of this and other causes for workers rights, and have played a helpful role in building a stronger coalition overall.

## Story

Women at Work is proud to have had another successful year of organizing low-income women workers to develop their leadership in the labor movement and in struggles for better working conditions! The most significant progress we were able to make are in the areas of shifts in engagement and shifts in policy.

DARE developed the organizing skills and in political analysis in two classes of beginner to advanced leaders, who then were able to demonstrate their abilities and increased commitment through their involvement in the campaign to fight for increased community access to good living wage jobs. Their energy in the campaign in turn brought about an impressive victory in winning commitment to fully implement the First Source Hiring Ordinance, and in winning passage of amendments to expand the ordinance's reach to more communities of color and to people with a prison record.

In addition to the energy, dedication, and high skill level of the Women at Work participants, the other factors which helped us accomplish our goals include internal dynamics such as an overall organizational commitment to the principles of project, well-developed organizational infrastructure, as well as external conditions such as the collaboration and solidarity of strong allies such as Jobs with Justice and several key City Council members. In addition, it was helpful to have a campaign plan with a variety of strategies and tactics to reach our goals, from meetings and negotiations to direct actions and even a prepared lawsuit. DARE did encounter several obstacles along the way toward meeting our goals. The primary obstacle was (and continues to be) difficulties with the bureaucracy of the city administration - in this case, the Department of Planning.

In a meeting with the Director of the Department of Planning in January, he stated that he did not intend to make sure that businesses comply with the law, and would not request full funding for the program as required by city law. Thus, the Mayor did not include funding in his budget, and if we had not fought to get the budget amended in City Council, it would not have the funding or the staffing to operate. Now, the funding and agreement to hire staff is there, and we are proud of that fact, but will have to keep monitoring the implementation to ensure that it is done in a way that is consistent with the law.

DARE took two steps that were not originally anticipated when Women at Work was conceived two years ago. First, we changed the structure of our leadership development program to allow one class for beginners and another for more advanced members. This allowed us to meet more specific needs of members at different levels of development. Second, we opened the door to the possibility of using legal tools (ie a lawsuit) to advance our campaign, once it was clear that the city was not going to implement the First Source Hiring Ordinance as it needed to. We were able to get an experienced labor lawyer to work pro bono to develop a draft lawsuit, which we shared with the city and with the public through the press, announcing that though we did not wish to bring the city to court, we were willing to do so if necessary for the implementation of the program. This tactic seemed to be successful, for the following week, City Council members were able to get a commitment from the administration to sign off on inserting funding into the budget, and dedicating a staff person to coordinate the program.

Though we have learned many lessons, some of the most significant are:

1. The importance of working with members and leaders starting from the point where they are at and designing programs around their needs;
2. The importance of working with allies who can help get support from other key decision-makers; and
3. The need to always be vigilant of past wins to make sure that they are truly implemented as intended, and flexible to use different strategies and tactics when necessary. We look forward to another year of success and learning with Women at Work, and appreciate the support of the Women's Fund in making it possible!