



Partnership Alliances for the employment of Roma - NGO perspectives -

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Overview - Actors and Roles

Social Actors	Roles
Roma community-based organizations, community leaders (NGOs, MSG)	Serve as a link/ mediating body between local Romani individuals and other actors, partner or lead for projects, social enterprise development for job creation, mentors, community outreach and organizing, informal education on Roma history, culture, traditions, etc.
Other non-governmental organizations	Capacity building activities of local social actors/partners, financial support of initiatives, research, local facilitation to bring different social actors together, lead projects together with local community-based organizations.
Labor bureaus/employment services	State support for vocational training and other job integration programs, provide data on unemployment, long-term unemployed, mediate job placement
Adult and vocational education institutions	Provide qualification of existing and future workforce, university depts. - research and training in projects

Actors and Roles

Social Actors	Roles
Local government	Financial or in-kind contributions, temporary public works, Roma mediators/social workers. Responsible for local social and economic planning.
Social and Family Care Services	Support to beneficiaries, selection processes for project participants
Private businesses and companies	On-the-job practice, temporary and permanent employment. Services for the project – case studies, training, mediation, research, project management assistance
Other public sector bodies (ministries, agencies, development authorities, minority bodies, etc)	Financial contribution, subsidies for companies to employ long-term unemployed for a limited period, policy development and implementation

Non-governmental arrangements and partners

Local Roma-led civic organizations, formed of community members (varying degree of competencies, capacities, experience) – Roma-Lom (Bu), Khetanipe (Hu)

Representative associations and arrangements, formed of a number of Roma-led NGOs and individuals (creates one 'partner' for local government, must be managed skillfully) – DCKSZ (Hu), NGO Platform (SLO)

NGOs with both Roma and non-Roma leadership, may also include local government representatives (forms a civil partner, reduced division due to Roma and non-Roma participation) - Humanity Rom (Ro)

Intermediary NGOs working local Roma community organizations as partners (able to access and manage large-scale projects, meet reporting requirements, history working with Roma communities, especially rural) – Autonomia (Hu), CEGA (Bu), CRCR (Ro)

(Roma) NGO roles in partnerships Influential Factors

Influenced by:

- **NGO capacities** (community leadership, org. management, project experience/track record, resources, ability to engage others),
- **Social capital/personal relations** – *strong factor in setting up partnerships*
- Accumulated **trust**,
- **Local politics** – constituencies' acceptance/resist.
- **Values, attitudes** and (participatory) approach of local authorities (inclusiveness, Equal Opp.)
- Policy and program **criteria**, resource **opportunities**.

(Roma) NGO roles in partnerships for economic inclusion

- **Community organizing and outreach**
 - Provide **mentors** of long-term unemployed (support individuals morally/psychologically, monitor and reinforce continuous attendance, solve problems) (Example: DCKSZ, Barcs – ESF)
 - Use knowledge of families and individuals to support participant **selection processes**
 - **Disseminate** information in the community.
 - **Organize** family and community contributions (e.g. Lom neighborhood renewal)

(Roma) NGO roles in partnerships for economic inclusion

- **Host on-site vocational and personal development training** (Khetanipe, Hu; Roma-Lom, Bu) – ‘known’, ‘friendly’, ‘safe for women’.
- **Deliver awareness-raising and sensitivity training** to authorities and institutions (e.g. social economy-related jobs – EQUAL).
- **Set up social enterprises**, creating work places.

(Roma) NGO roles in partnerships for economic inclusion

- **Initiator, catalyst for economic development planning and realization (more than projects)**
 - Initiate working group to develop municipal economic strategy (Roma-Lom).
 - Bring *new ideas* and human resources.
 - Subcontracted to mediate part-time and hourly work, not managed by labor bureau.
 - Manage own database of families, jobs, etc.
 - Moral guarantee (for businesses, community, local govt.).
 - Reinforce connections to Ministerial level.

Substance of Successful partnerships

- **Agreement** that a partnership is necessary.
- **Respect and trust** between different interests.
- The **leadership** of a respected individual or individuals.
- **Commitment of key interests** developed through a clear and open process.
- The development of a **shared vision** of what might be achieved.
- **Time** to build the partnership.
- **Shared mandates** or agendas.
- The development of **compatible** ways of working, and flexibility.
- **Good communication**, perhaps aided by a facilitator.
- **Collaborative decision-making**, with a commitment to achieving consensus.
- Effective organizational **management**.

(www.partnerships.c.uk and www.lvstc.org.uk), Neighborhood Renewal, UK

Factors of Failed Partnerships

- One partner manipulates or dominates.
- Lack of clear purpose.
- Unrealistic goals.
- Differences of philosophy and ways of working.
- Lack of communication.
- Unequal and unacceptable balance of power and control.
- Key interests missing from the partnership.
- Hidden agendas.
- Financial and time commitments outweigh the potential benefits.

(www.partnerships.co.uk and www.lvstc.org.uk), Neighborhood Renewal, UK

Creating Supportive Conditions Overcoming challenges

NGO Technical Assistance to build local NGO capacities for:

- Accessing and *managing* ESF
- Partnership building, communication, negotiation
- Linked to ‘small’-scale projects grants to gain practical management experience and deliver ‘faster’ results, build trust, social capital
- Bridge loans

Models:

London Voluntary Sector Training Consortium ,UK – supported by ESF T.A.
via LDA

Local Social Capital Program- Germany – BMFSFJ and ESF, 2000-2006.

Global Grants

Previous NGO community support (pre-accession mostly)

Creating Supportive Conditions Overcoming challenges

Addressing Anti-Gypsyism, reluctant elected officials

- Support NGOs and local authorities to develop effective communication/media strategies with the general public
- Mainstream anti-racism, tolerance building components to change attitudes and perceptions
- Facts/logic: Costs of exclusion versus inclusion
- Perceptions/emotions: New intercultural, personal experiences to challenge existing prejudice

What models exist?

Partnership policies and requirements

Scaling-up partnership policies and challenges of transferability:

- Local Strategic Partnerships in UK (Neighbourhood Renewal)
 - Partnership of partnerships – engaging broad community representation, 10-year Delivery Plans, Central Budget
 - Challenge: *Culture of Partnership* led by authorities
- Social Development Fund - Local Inclusion partnerships in Slovak Republic
 - Based on Social Capital theory, participation and community capacity building
 - Challenges: Local and regional embeddedness, 'survival economy', dependence on SF

Partnership polices and requirements

How to further build on the know-how of the NGO sector from the pre-Accession period?

- Combined capacity building and facilitation (on-site)
- Mediation of majority-minority and public-private relations when necessary
- Access to small-medium grants, relatively quick turn around
- Possibility for more flexible, longer-term support, allowing for processes over time

Thank You!



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