

# **Roma inclusion in green entrepreneurship and job creation**

International Development Norway

Trondheim, June 2017

“What is now clear to me is that **the Roma are just misunderstood** and it gives [a book called “I Met Lucky People. The Story of the Romani Gypsies” by Yaron Matras] [...] us the opportunity to gain insight into their culture and eventually find a way to accommodate them better.

Let’s start with education. I had assumed the problem was with the majority population not wanting Roma kids in their schools and discriminating against them if they do get in. This is certainly part of the problem and, in Romania at least, the state itself discriminates against Roma kids by allocating the least resources to the schools where there is a Roma majority.

But I wasn’t fully aware of the Roma perspective and this is where my new book helps. This is what the author, Yaron Matras, writes about education:

“Traditional Romani families educate their children by allowing them to participate in all family activities. Children observe, join in and gradually assume a share of responsibility for the extended household. There is no initiation ceremony and no formal testing of acquired skills or knowledge. School is seen as a Gadge (non-Romani) institution. It represents everything that outsiders stand for and everything that separates Roma from outsiders: rigid rules; obedience towards a person in authority who is not part of the family; oppression of children’s own initiative and spontaneous and open expression of emotion; withholding of responsibility from children; imposition of arbitrary schedules; and, perhaps the most difficult of all, separation of children from the rest of the family for long hours.”

Wolfe Murray, April 2015

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## 1. General objective of the project

To combat the unemployment of Roma in different regions of Slovakia by focusing on green innovation in entrepreneurship, self-employment and job creation in Roma communities.

### 1.1.Phase 1: Best Practices in Europe

#### 1.1.1. Specific objectives of Phase 1:

- Screening of projects and analysis identifying success factor in Roma inclusion projects in general in Europe
- Screening of finalized/ongoing projects targeting entrepreneurship and job creation for Roma people in Europe (including green entrepreneurship and job creation)

## 2. Overview

### 2.1. Roma population in Europe

There are nearly 10-12 million Roma people living in Europe today, constituting the largest minority of the continent, of which most are EU citizens. The migration and situation faced by Roma in different areas - housing, employment, education, social security, human rights - is an increasing source of public debate and even tension. There are growing efforts and investments to improve integration, yet many Roma continue to face poverty, social exclusion and discrimination, remaining marginalized. Different European Union's institutions continue to highlight the need for better integration of marginalized Roma, with improved economic and social conditions. For this reason, the member states were invited to adopt National Roma Integration Strategies under the EU framework, which are mostly focused on the areas of education, employment, housing and health and annually revised by the European Commission. In 2015, member states revised their national strategies in alignment with the 2014-2020 European Structural and Investment Funds.

Another reason for the permanent discrimination and unemployment of Roma is their low education level, especially if compared to the general population. Additionally, the share of Roma in the self-employment rates is so low that it is not statistically recorded. Thus, the way into self-employment which can be feasible through a proper adult education is a relevant alternative to unemployment. It can therefore give an important contribution to fighting poverty and social exclusion, for lifelong learning and social participation.

### 2.2. Green Jobs and Entrepreneurial activities

There is no clear-cut definition of “green jobs”, although in the broadest sense the term applies to all employment and entrepreneurial opportunities that arise through any action to prevent, limit, minimize or correct the negative impact of human beings on the environment. The jobs are usually related to combating climate change, production of energy from renewable sources, reducing carbon emissions, increasing energy efficiency, waste and water management,

improving air quality, and restoring and preserving biodiversity. Some argue that green jobs tend to stay local as they are not easily outsourced, while others (e.g. OECD) see this area as an existing sector with expansion potential and high-employment possibilities. Besides that, the green economy has also shown to be resilient to business cycle changes. Therefore, developing the green economy stimulates demand for both high and low skilled labor.

For the development of the green economy in a sustainable way, efforts can and should be made at different levels and by different stakeholders. According to the OECD and the International Labor Organization (ILO), some actions that could be taken to stimulate green jobs and entrepreneurship are:

- At national level: Foster a business enabling environment for desirable, potentially job-rich sectors, such as green jobs, through business-friendly regulations, tax holidays and other incentives. Develop initiatives such as a National Youth employment program;
- At local level: i) Vocational skills upgrading to meet the forecasted employment needs of each sector (i.e. Philippines Business Process Outsourcing, Thailand's Green Energy) ii) Entrepreneurship training and youth business creation campaigns;
- At both national/Local levels: i) Dialogue and labor market intelligence to best tune vocational training services to match actual requirements by sector; National advocacy campaigns reinforce local initiatives for starting enterprises by youth.

Therefore, investing on green economy represents a unique opportunity for societies to tackle their challenges, such as poverty or exclusion, in a sustainable way. For that, the establishment of proper partnerships between public and private sectors, among public institutions at different instances (national, regional, local and even supranational, such as the EU) are essential to bring efficiency. More than that, this combination enables interventions that combine actions that are effective both at the demand side (e.g. intermediate labor markets, with direct work placement; local job creation, through grants for entrepreneurs, for example) and the supply side (e.g. activation and training, aiming to develop both soft and hard skills, assist on constant development for both employed and unemployed, focused recruitment and so on). Hence by combining supply and demand needs and interventions, policy makers and employers will be

able to connect them to employment opportunities and tailor measures to the specific needs of the people and the market.

Sources: (OECD and International Labor Office 2011; Green European Foundation, 2011)



### 3. Summary of the cases

3.1. Table 1: Overview of cases by target group and output

	<b>Roma</b>	<b>Non-Roma</b>
<b>Green jobs</b>	1, 9, 10	3, 6, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22,
<b>Non-Green jobs</b>	2, 4, 5, 7, 8	-

3.2. Table 2: Overview of cases by target group, goal and country

	<b>Target Group</b>	<b>Goal</b>	<b>Country</b>
<b>Case 1</b>	Roma	Create jobs for Roma through and ecological farming project.	Slovakia
<b>Case 2</b>	Roma	Job-seeking, training and access to employment program through different activities.	Spain
<b>Case 3</b>	Disadvantaged groups	Recycling centers, waste management, education. Job creation on recycling as a result of the technological implementation.	Romania
<b>Case 4</b>	Aspiring entrepreneurs	A social business incubator that selects ideas, trains the entrepreneurs and together with them, develops the businesses.	Kosovo
<b>Case 5</b>	Roma and Youth	The centers are a meeting place for youth to gather, but mostly a place where they can receive practical help on entering the labor market, learn new skills and practice.	Bulgaria
<b>Case 6</b>	Youth (high school students)	Environmental education projects with the focus on developing competencies on innovation and sustainability.	Romania
<b>Case 7</b>	Roma Women	They develop diverse projects, mostly focused on empowerment, competencies development and generating income.	Lithuania
<b>Case 8</b>	Roma	Social microcredit provision for self-employment, counseling and support.	Hungary
<b>Case 9</b>	Roma	They develop diverse projects, focusing	Romania

		mostly on education, poverty reduction and vocational training on construction.	
<b>Case 10</b>	Roma	Roma-led agricultural cooperative, where they work, sell the products and receive a monthly wage.	Hungary
<b>Case 11</b>	Youth	Support young people at risk to obtain a formal engineering qualification and work experience through public procurement exercised by contractors.	The Netherlands
<b>Case 12</b>	Disadvantaged groups	Personalized training, work experience and help with job placement for long term unemployed or low skilled in the green economy.	Belgium
<b>Case 13</b>	People with disabilities	Job placement, tailored training and action plans for people with disabilities (support also in social, financial, emotional issues). Build skills for companies' staff.	Spain
<b>Case 14</b>	Disadvantaged youth (school drop-outs)	Vocational training in green and sustainable technologies, to build competencies and skills for them to enter the green/energy sector.	Germany
<b>Case 15</b>	Disadvantaged groups	City councils agreed with private partners in the energy sector on a training/ employment scheme for the target group, including job placement, CV workshop, interview coaching etc. E.g. Youngsters (11-16) have 'real work placement' on green jobs to try.	United Kingdom
<b>Case 16</b>	Aspiring entrepreneurs	Micro-grants were given for those living in disadvantaged areas who wanted to open businesses in green areas, such as sustainable food production, eco-construction.	Belgium
<b>Case 17</b>	Unemployed people	One-year traineeship offered by the city council in the green area (carbon reduction) for people with low employability profile. It is seen as a stepping stone for further employment.	United Kingdom
<b>Case 18</b>	Highly vulnerable people	A rehabilitative program that offers training for long term unemployed, people who have never worked or long term government support recipients. The 3-6-month program enables them to gradually readapt to the working environment and better their skills.	Sweden

<b>Case 19</b>	Highly vulnerable people	Focused on keeping public green spaces clean, is based on a cost-sharing model and relies on a collaboration between NGOs and public institutions. It has two focuses: employ people with low job prospects and employ people who receive social security benefits to complement income.	Norway
<b>Case 20</b>	Long-term unemployed and low skilled people	Through partnerships with social enterprises, the city is using social causes in public procurement to employ its target group on waste management activities.	France
<b>Case 21</b>	Youth	Young people are being trained on energy efficiency with focus on heritage houses; they are then employed to make the city buildings more efficient and keep the elderly living in their houses.	Finland
<b>Case 22</b>	Long-term unemployed	The target group works in the city's public green spaces in exchange for education and training.	Croatia

### 3.3. Considerations regarding critical success factors

Even though every project has its particularities, it is possible to see some common factors among them that led the initiatives to successful outcomes.

For the projects dealing with marginalized Roma and other disadvantaged groups, the presence of (one or two) passionate and purpose oriented leaders was key (e.g. 1, 9, 10). They bring clarity for the initiative and are able to engage the civil society, local authorities, the target group itself and donors - since another common aspect was the lack of financial resources. The initiatives usually still combine staff and volunteer work, even by recruiting people from all over the world to keep the projects active (e.g. 5, 9). By doing so, they combine the enthusiasm of their founders to the technical knowledge of coaches, mentors and partners (e.g. 2, 4, 8).

Hence common to all the projects are partnerships. In most cases, public and private, and sometimes with a third player, usually NGOs (e.g. 7, 8, 10, 11, 15, 17, 19, 20). Another type of partnership found is international cooperation and knowledge transfer (e.g. 3, 4, 5, 6).

For the Green initiatives, besides the above-mentioned aspects, the two most recurrent factors are: a) the ability of the projects to link their actions to local necessities and, yet most of all, the local available opportunities; b) design the initiatives in accordance to people's needs and availability (e.g. 1, 9 - 22).

## 4. Best cases practices in Europe

### 4.1.CASE #1: Production of bio seeds

<b>Main objective</b>	<b>To create jobs for Roma through and ecological farming project</b>
<b>Place</b>	Slovakia
<b>Status</b>	Completed
<b>Duration</b>	18 months
<b>Target Group</b>	Roma people
<b>Key activities</b>	Basic farming, gardening activities and seed production
<b>Description</b>	Besides creating jobs through ecological farming, the project envisioned to empower Roma to contribute to a more sustainable economic development. The project involved Roma communities in basic farming and gardening activities by helping them grow their own fruit and vegetables as well expanding more commercially through the production of bio seeds

**Methodology:** The project was divided into two main focuses:

- **Creating job opportunities:** People working at the farm are all from the surrounding area and in the beginning, they worked with those who already had experience with agriculture. As the project progressed, Roma and their children and other long-term unemployed who wanted to learn about farming joined. As part of the project, an irrigation system of artificial dams to collect rainwater was built, and was done by a local business that mostly employs Roma.
- **Production of bio seeds:** The focus on production of ecological seeds aimed to create revenue for the farm and its employees. To complement, the farm also grows fruits and vegetables aiming to become as self-sufficient as possible.

**Critical Success Factors:** Partner knows the area and Roma population; combination of skilled and under training people; combination of activities; included activities that generate revenue

**Impact/ goals achievement:** The goals of the project were achieved and the NGO is still operating. From their social media and news about the founder, it is possible to see that this is

one of the most active actors when it comes to Roma integration in Slovakia. There are no impact indicators about the project itself

**Connection with job creation, entrepreneurship, green initiatives:** project focuses both on reducing land degradation/ exploring it in a better way and on creating jobs for Roma, including training for the family.

**Other information/ comments:** (it will be completed/ investigated by Jana)

- Realized by the local NGO Svatobor, led by Štefan Straka (more about him, Roma and their connection to land and agriculture in Slovakia: <https://www.ashoka.org/en/fellow/%C5%A1tefan-straka>)

**Contact:** svatobor@centrum.sk / stevostraka@post.sk

**Source:** <http://eeagrants.org/News/2014/Creating-opportunities-for-the-Roma#story>;  
<http://www.svatobor.estranky.sk/clanky/projekty/production-of-bioseeds---basic-information.html>

#### 4.2.CASE #2: Acceder

<b>Main objective</b>	<b>Job-seeking, training and access to employment programs through different vocational activities</b>
<b>Place</b>	Spain, since 2000, Romania, since 2008; Italy, since 2014
<b>Status</b>	Active and replicated
<b>Duration</b>	Ongoing
<b>Target Group</b>	Roma
<b>Key activities</b>	Training, counseling, mediation and job-seeking support for the Roma. Partnerships and talents provider for the companies. In-company training and development programs post-employment are also part of their portfolio
<b>Description</b>	Objectively, Acceder is a job-seeking program co-funded by the European Social Fund and the European Regional Development Fund, and managed by the Foundation Secretariado Gitanos in Spain. This program is focused on providing access to employment through the training of the Roma population

**Methodology:** The methodology is based around three main approaches, namely (from their website):

- Individualized approach: personal insertion itineraries designed from an initial diagnosis of employability.
- Mainstreaming approach: following criteria of normalization, the involvement of the Roma community, interculturalism and complementarity with the rest of society's resources and public goods.
- Multidimensional approach: through direct interventions with the Roma community itself, institutional action for the promotion of social policies, and awareness-raising both of agents intervening in the labor market as well as the society as a whole.

From orientation related to labor market opportunities, to the practice of labor skills, without forgetting social skills for employment, and always taking into consideration the situation and needs of the Roma population and working from empathy and concrete interests, reconciling them with the needs and requirements of the labor market at a particular point in time (skills and abilities required to access and keep a job; labor situation in the distinct sectors of economic activity). This methodology also involves the development of complementary measures of

positive action to promote equal opportunities, which has allowed for instance the participation rate and, subsequently, the employment rate of women involved in the program to be very high.

([https://www.gitanos.org/que-hacemos/areas/employment/modelo\\_de\\_intervencion.html](https://www.gitanos.org/que-hacemos/areas/employment/modelo_de_intervencion.html))

They have partnerships with companies, influencing their activities and counseling towards what the market needs. Furthermore, the process used for the implementation is done by specialized staff counsellors (in Spain, they have 50 employment offices) and their activities include: recruiting Roma and raising awareness of the need to search for a job; individual and collective guidance, advice and monitoring, establishment of a specific work methodology tailored to their particular circumstances.

**Critical Success Factors:** Focusing on the specific needs of the different stakeholders (e.g. teaching young Roma basic skills, establishing partnerships with companies, finding key women inside the communities to then attract others); “Learning by doing” approach, where young people get the chance to train/ experiment before going to the labor market; public-private collaboration.

**Impact/ goals achievement:** this is considered to be the best-case practice when it comes to Roma integration and employment worldwide. They were replicated all over Spain and in other countries and, up to 2014, the estimate was of 87 000 beneficiaries.

**Connection with job creation, entrepreneurship, green initiatives:** it is a program that focuses on lowering unemployment, underemployment and reduce temporary employment among Roma people. They also have expertise with marginalized groups within the Roma (e.g. youth and women).

**Other information/ comments:** they are stable and the methodology could be interesting for a business hub, for example; example of application:

<http://www.worldbank.org/en/results/2014/06/13/promoting-access-to-productive-employment-for-marginalized-roma>

**Contact:** [jose.sanchez@gitanos.org](mailto:jose.sanchez@gitanos.org) (Director)



**Source:**

<http://goodpracticeroma.ppa.coe.int/en/node/81>; [http://ec.europa.eu/justice/discrimination/files/roma\\_stories\\_2013/spain\\_en.pdf](http://ec.europa.eu/justice/discrimination/files/roma_stories_2013/spain_en.pdf); <https://www.gitanos.org/>

### 4.3.CASE #3: Creating jobs and improving the environment - “Resourcing the waste by intelligently selected collection system”

<b>Main objective</b>	<b>Development of recycling units and a waste management through technology transfer and consequent job creation</b>
<b>Place</b>	Romania
<b>Status</b>	Completed
<b>Duration</b>	20 months
<b>Target Group</b>	Disadvantaged groups
<b>Key activities</b>	technology transfer for the recycling centers (they make use of technology delivered by the Norwegian company Tomra), waste collection and management, education and awareness of the population (only 2.6 per cent of waste in Romania is recycled, and EU require the member states to recycle at least 50 per cent of waste by 2020)
<b>Description</b>	The project consists on adapt a Norwegian technology of waste collection (TOMRA) and implement in Romania and generate jobs. The activities are carried out by a local company, Total Waste Management, with Norwegian expertise, support and technology. The Norwegian partner is Green Business Norway and Innovation Norway

**Methodology:** 25 waste collection points were installed outside supermarkets in the largest cities in Romania, for people to easily deliver different types of recyclable waste (e.g glass and plastic bottles, aluminum cans, cardboard, PCs, microwaves and other electrical and electronic appliances). When delivering waste through the collection points, they get a discount voucher that can be used in the nearby supermarket. The goal is to collect more than 15 000 tons annually of package and electrical and electronic waste. In addition, the project also contributes to create jobs. The estimate is that each collection point generated 2-5 green jobs and thus the project generated around 120 new jobs for people who often have problems finding a job.

**Critical Success Factors:** technology and knowledge transfer, innovative concept for CEE.

**Impact/ goals achievement:** the goals of the project were achieved and the companies are running and growing. There are no indicators about the influence on education and awareness.

**Connection with job creation, entrepreneurship, green initiatives:** job creation as a consequence of green initiatives.

**Other information/ comments:** also on technology and expertise transfer:  
<http://eeagrants.org/News/2016/Being-green-is-good-business#story>.

**Contact:** <http://www.twmanagement.ro/en/contact/>

**Source:** <http://www.twmanagement.ro/en/>; <http://en.greenbusiness.no/articles/grand-launch-of-romania%E2%80%99s-tomra-based-recycling-system>; <http://eeagrants.org/project-portal/project/RO17-0014>

#### 4.4.CASE #4: Social Business Incubator Foundation Mitrovicë/a (SBIFM)

<b>Main objective</b>	<b>Foster social entrepreneurship in Kosovo among disadvantaged groups</b>
<b>Place</b>	Kosovo
<b>Status</b>	Active
<b>Duration</b>	Ongoing (the program exists since 2009, the foundation since 2016)
<b>Target Group</b>	Aspiring entrepreneurs
<b>Key activities</b>	Local networks, contextual knowledge on business creation, and vocational training. The activities are performed in collaboration with local and central authorities and with the Ministry of Labor and Social Welfare
<b>Description</b>	It supports existing and new businesses and potential social entrepreneurs through mentoring, business advisory services, equipment and work space and provides certified preparatory vocational trainings that equip participants with the skills necessary to improve their employability. They focus on Roma, Ashkalia, and Egyptian communities and, through their work, help them turning their ideas into social enterprises and, then, together work towards the sustainability of their business

**Methodology:** They operate by ‘steps’, being:

1. Selection of best business ideas. In parallel, the incubator management team defines the relevant issues they want to focus on (with the partnership of local subject experts). Then, the SBI identifies opportunity platforms for potential successful ventures. When identified, the business ideas are developed and improved together with entrepreneurs and experts so they can pitch the ideas into a start-up.
2. The incubator team identifies the best ideas (main criteria is to match the ideas with the most promising sectors for business development).
3. The incubator team assists the entrepreneurs in developing a business plan, business diagnostics, and a semester evaluation.
4. The incubator announces the selected business ideas.
5. The incubator team purchases the equipment/tools needed for the selected entrepreneurs and simultaneously provides space and consultancy.
6. The startups build sustainable products or services.

7. The incubator team makes deals with strategic partners such as local government, stakeholders, and companies.
8. The startups register their business.
9. The incubator team develops indicators of success for the start-up.
10. The incubator team assists the startups in developing their marketing research and a strategy.
11. The incubator team assists in developing a financial model, cash flow, e-banking, and bank transfers.

**Critical Success Factors:** Criterious initial selection based on the market; systemic support, covering different areas of a business; providing a space for the entrepreneurs in the incubator; assistance with networks.

**Impact/ goals achievement:** This is a recent initiative, thus hard to measure impact. They are a product of the ‘success’ of the incubator program within the Danish Refugee Council, and are operating mostly in the same way. So far, they have held different trainings, did business trips and started a round of incubated social business in 2017.

**Connection with job creation, entrepreneurship, green initiatives:** it is mostly focused on entrepreneurship and job creation for Roma and other minorities, but has a focus on sustainability and social businesses.

**Other information/ comments:** -

**Contact:** [info@sbifm.org](mailto:info@sbifm.org)/ Tel: +381 (0) 38 742 434

**Source:** <http://drc-kosovo.org/support-to-roma-ashkali-and-egyptian-communities-in-mitrovica/>;  
<http://sbifm.org/>

#### 4.5.CASE #5: Plovdiv Youth Centre

<b>Main objective</b>	<b>A meeting place and a center where youth can receive practical help to enter the labor market, learn new competencies and skills and practice them.</b>
<b>Place</b>	Bulgaria
<b>Status</b>	Active
<b>Duration</b>	Ongoing (39 months for the full establishment)
<b>Target Group</b>	Roma and Youth (15-29 years)
<b>Description</b>	Four centers were established and were open to young people between the ages of 15 and 29 (Roma youth are a key target group). The centers serve as a meeting place (Roma people face difficulty in meeting people from outside their community and from different ethnic backgrounds), but mostly as a place where they can receive practical help on entering the labor market (e.g. help with their CVs and applications) and learning new skills through vocational training and other activities.

**Key activities/ Methodology:** Besides the construction/repair of the center itself, the first activities are concerned with running it, such as equipping the place, recruiting a team and so on. Regarding activities for the youth, they focus on:

- organizing and participation in youth exchanges
- participation in non-formal educational activities- civic education, development of social competences, youth leadership, etc.;
- work with programmes for integration of youths, who are dropping out of school;
- organizing and participation in clubs;
- participation in voluntary initiatives;
- free access to Internet and media based platforms;
- organization and implementation of round tables with representatives of stakeholders- youth NGOs, social and health workers, representatives of institutions, educational organizations, etc.;
- organization of informational campaigns about the problems of the young people at risk;

They also organize workshops, meetings, language courses:  
<http://youthcentre.plovdiv.bg/en/topics>.

**Critical Success Factors:** clear indicators, public support, fully funded project.

**Impact/ goals achievement:** there are no indicators of impact measurement, but the center was replicated and is very active. They host several trainings, workshops, events every month for hundreds of youth, have support from public authorities and partnership with schools from other countries, who regularly visit them through internships.

**Connection with job creation, entrepreneurship, green initiatives:** job creation and entrepreneurship with greater focus on youth.

**Other information/ comments:** grant from EEA grants (€ 974958); similar project:  
<http://eeagrants.org/News/2017/Picking-up-drop-outs-delivering-capable-employees>

**Contact:** [youth.centre.plovdiv@gmail.com](mailto:youth.centre.plovdiv@gmail.com); Dimitria Todorova-Andonova– Youth Centre Director, Tel.: +359 32 539 511

**Source:** <http://eeagrants.org/News/2014/Empowering-Roma-youth#facts>;  
<http://youthcentre.plovdiv.bg/en>

#### 4.6.CASE #6: Greenovation Challenge: forming competences of innovation in sustainable development for youth

<b>Main objective</b>	<b>Educate high school students on innovation, sustainability and topics related to the environment</b>
<b>Place</b>	Romania and Norway
<b>Status</b>	Finished
<b>Duration</b>	2009-2014; 2014-2016
<b>Target Group</b>	High School Youth
<b>Key activities</b>	Educational workshops, learning by doing processes.
<b>Description</b>	the project was designed to help young people better understand environmental challenges facing rural and mountain communities and develop their problem-solving skills. Junior Achievement Romania partnered with Ungt Entreprenørskap Sogn og Fjordane and Association Romontana and carried a bilateral project of environmental education Romania-Norway

**Methodology:** The development of the methodology to be used (which was JA Romania's) involved field work, meaning school visits - Primary, Middle and High schools, both urban and rural. Each school level was doing a 'module' of the program, e.g. Middle Schools were doing Personal Economics and Enterprise in Action, while High Schools were doing one or more of Student Company, Business Ethics, To be a Leader, and Job Shadow Programs. In addition to visiting schools, the evaluation team met with an inspector from the Ministry of Education, members of the business community, as well as JA alumni. Specifically, the project involved teachers and high school students in mountainous areas and aimed at young people skills for innovation in sustainable development and offers a unique educational experience through:

- Conduct the class in a way JA practical educational activities, learning by doing, on environmental issues (Eco-NOMI), facilitated by teachers who have received training and free educational materials;
- Student participation in activities of civic literacy and engagement with community and communication with local authorities and a competition for innovative solving of problems of sustainable development of mountain areas (stages: local, national, international);



- Romanian and Norwegian student involvement in educational events bilateral to generate concrete solutions to sustainability problems existing in mountain areas.

**Critical Success Factors:** use of a previously tested/ successful methodology (JA); community and authorities' engagement; gamification; winners to win a study trip to Norway.

**Impact/ goals achievement:** According to Junior Achievement, the project was quantitative and qualitatively impactful. It involved 50 teachers and 950 high school students and was further replicated.

**Connection with job creation, entrepreneurship, green initiatives:** initiative to foster green entrepreneurship for both high school students and teachers, since they are learning the methodology and can replicate with their regular students.

**Other information/ comments:** Similar project, in Bulgaria (<http://eeagrants.org/News/2015/Developing-green-innovators-of-the-future#story>); project funded by EEA Grants.

**Contact:** [office@jaromania.org](mailto:office@jaromania.org), (received reply from [alice.dutu@jaromania.org](mailto:alice.dutu@jaromania.org))

**Source:** <http://eeagrants.org/News/2016/Romanian-and-Norwegian-students-rise-to-green-challenge#facts>;  
<http://greenovationchallenge.jaromania.org/>;  
<https://www.jaromania.org/proiecte/greenovation-challenge>

#### 4.7.CASE #7: Roma Integration House (various projects)

<b>Main objective</b>	<b>To represent Roma as a minority and provide a space for their integration and inclusion</b>
<b>Place</b>	Lithuania
<b>Status</b>	Active (established in 2012)
<b>Duration</b>	Ongoing
<b>Target Group</b>	Roma minorities
<b>Key activities</b>	It depends on the project. Overall, they run specific activities to address the mentioned challenges
<b>Description</b>	The Roma Integration House aims to represent Roma minority, especially Roma women all over the Lithuania. It seeks to address the challenges experienced by Roma women in education, child care, the domestic environment and unemployment. They also represent Roma issues to governmental institutions

**Methodology:** it depends of the project. For example:

##### Project 1) Entrepreneurship of Roma Women

The Entrepreneurship of Roma Women project was implemented over a period of eight months and was supported by the US Embassy in Vilnius, receiving additional support from the Ministry of Culture. The eight young women who participated in the project were unemployed, although some were occasionally engaged in artistic performances in concerts and cultural events. This project was their first opportunity to work towards receiving a qualification. Activities included workshops on design, embroidery and sewing skills, a training course in English, developing a website, and producing two exhibitions with the pictures and costumes they created. The young women produced 10 original handcrafted framed pictures of embroidery, and five original, traditional Roma costumes. The project combined entrepreneurial activities and skills by exploring elements of the Roma culture. This proved to be innovative, enriching and motivating for everyone concerned. The project showed the young women that they are able to organize activities on a business and management level. Through the exhibitions, they also contributed to the enhancement of the image of the Roma women in Vilnius.

### Project 2) Participation in Action (following project 1)

It was run by the young women themselves, where Roma Integration House provided the opportunity, space and support for participation in the project.

Thus, as part of increasing the entrepreneurial skills of the young Roma women, the project provided opportunities to increase practical skills, relationship building and independence. The young women were expected to guide the process, manage the project, promote the results, and to bring it all to the community – thereby creating a space of participation in the community for themselves. They developed, coordinated, implemented and developed all aspects of their participation. They achieved this through learning practical skills in administration, website development, the staging of exhibitions, and public relations activities. All of this led to the development of confidence in themselves and others.

- Participation in the Roma Community: The project provided the young Roma women with an opportunity to demonstrate the potential of young Roma women to promote social change for themselves and their families in a challenging social context. Through their entrepreneurship, the young women challenged the majority perceptions of the role of Roma women. They showed themselves capable of organizing activities outside of the domestic environment.
- Participation in the Wider Society: The project enabled them as Roma young women to make themselves visible to the wider community in a non-stereotypical role. Their participation and commitment represented an example of how young Roma women can challenge negative cultural images and become engaged in the community. They showed Roma culture to be an inspirational resource and provided an example of the potential for initiative of young Roma women from both poor and marginalized neighborhoods.

### Project 3) Website and ecommerce development

The young Roma women developed a website that was the main instrument in promoting the work of the participants. It functioned as an online shop, inviting visitors to the site to browse, rent and buy costumes and other items handmade by the Roma women. It also featured the

means for clients to submit a customized order. Revenue from the website was reinvested into new equipment and materials or compensation to the women for their working hours. This project provided qualifications and social competences to the young Roma women. It created a means for them to achieve, and to support themselves and their families financially. It provided them with the possibility of starting their own business. After the conclusion of the project, all the women continued working individually.

**Critical Success Factors:** link between economic opportunities (or the opportunity to be an economic agent) and the possibility to have access to social opportunities and participation in society. Through their active involvement in this economic project, Roma women also contributed to the change of their image in society. They challenged gender roles and they contributed to the improvement of the economic conditions of their families. This example highlights that improving economic conditions is a key step in moving towards participation.

**Impact/ goals achievement:** the house still exists and it seems to be a place where people to go to meet, gather and integrate. The projects have more specific measures and are described above.

**Connection with job creation, entrepreneurship, green initiatives:** both job creation and entrepreneurship for disadvantaged group within the Roma community.

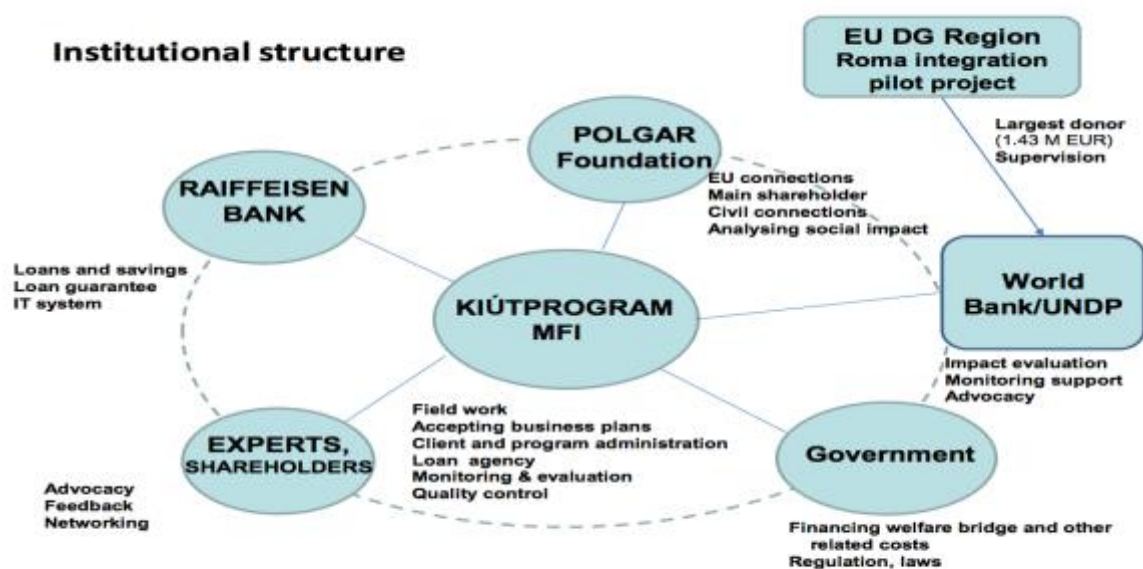
**Other information/ comments:** entrepreneurship and innovation also better the image of Roma in the broader society. Also, by being self-employed and receiving training, Roma can produce and sell on their own, on fairs, associations or online, for example.

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Source: <http://www.coe.int/en/web/youth-roma/roma-integration-house-lithuania>;  
<https://www.facebook.com/RomaIntegrationHouse/timeline>

#### 4.8.CASE #8: Kiútprogram ('Way-out')

<b>Main objective</b>	<b>Provides social microcredit, counseling and general support envisioning self-employment</b>
<b>Place</b>	Hungary
<b>Status</b>	Finished
<b>Duration</b>	June 2010 until December 2012 (subsequently continued in different formats)
<b>Target Group</b>	Roma
<b>Description</b>	The focus of the project was the provision of microcredit for Roma inclusion. It was a pilot project run by the Polgár Foundation for Opportunities. The project was primarily a 'social microcredit', and aimed to enable the unemployed living in deep poverty – primarily, but not exclusively Roma – become self-employed. It counted on different partnerships (see below)



**Key activities/ Methodology:** The Kiútprogram provided participants with not only financial services (importantly, unsecured microloans), but also related social services from counselling to physically joining applicants to local municipalities for the registration of their businesses. The services were performed by field workers (who also often acted as social workers) providing a variety of business and social support services, which was a key feature of the program. As

mentioned, field workers provided a multitude of services, including providing support developing the business plan, business registration support, and accounting support. Further, during operations the scope of tasks of the field workers was larger than originally anticipated. Field workers had to personally meet the clients at least once a week and provide continuous technical assistance support to the operation of the business (detailed description of activities and methodology, step by step, from pages 9 - 13).

**Critical Success Factors:** Clear target group; intensive follow-up; well-trained field workers familiar with social work, lending, and business; 'belief' on poor Roma as possible entrepreneurs; ongoing adjustments to improve the performance of the program; broad range of financial and social services; flexibility of the loan product; actively support potential clients identify business opportunities for which there is demonstrated demand.

**Impact/ goals achievement:** According to the evaluation report, the Kiútprogram was successful in targeting poor and mostly unemployed people, the majority Roma. Besides, assessing the cost effectiveness of the Kiútprogram pilot program is not straightforward, but the program may be considered cost effective (EUR 6,000 for a EUR 1,000 loan) compared to common active labor market policies. It was thus considered an impactful and sustainable practice (details, p. 28 - <http://documents.worldbank.org/curated/en/710371468023347696/pdf/831450WP0Kiut00Box0379884B00PUBLIC0.pdf>).

**Connection with job creation, entrepreneurship, green initiatives:** it can be considered a sustainable practice focusing on self-employment/ entrepreneurship, either financially and impact-wise.

**Other information/ comments:** according to the World Bank, the project could be replicated in Romania, Bulgaria, Czech Republic and Slovakia due to these countries characteristics on Roma integration/ inclusion.

**Contact:** -

**Source:**

<http://documents.worldbank.org/curated/en/710371468023347696/pdf/831450WP0Kiut00Box0379884B00PUBLIC0.pdf>

#### 4.9.CASE #9: FAST Romania (various projects)

<b>Main objective</b>	<b>Tackle poverty through educational and vocational programs</b>
<b>Place</b>	Romania
<b>Status</b>	Active (since 199 8)
<b>Duration</b>	Ongoing
<b>Target Group</b>	Roma
<b>Key activities</b>	They perform different activities under their projects. The main activities focus on construction, educational and vocational workshops, music and language school, youth and integration centers, general donations and material assistance to local families etc.
<b>Description</b>	FAST supports underprivileged children and families in Brasov County, in the center of Romania. Since 1998, they have worked towards their vision of an integrated, socially accepting Romanian society by helping the marginalized and impoverished among majority to achieve their full potential. They offer educational and social assistance to those in need at their Educational Centre "Ziurel", as well as in local schools and poor areas of the community. Since 2002, they re-focused towards Roma people

**Methodology:** They have plenty of projects under four main focuses:

- Better homes: help families in critical living situations to build new pre-fabricated homes for themselves, vocational workshops to help students learn construction skills, Carpentry Programme (works with volunteers from Romania and abroad).
- The Mission house: comprises the social care initiatives, and goes from feeding children, working with elderly to education, designing educational programs for children living in rural areas, and helping local disadvantaged communities to improve their educational facilities.
- Education defeats Poverty: activities which happened in the Integration Center funded in 2013, and involves informal education, sports, computer and English classes, play room, arts and crafts, music and recreational activities, for children and youth.
- “Windows to the Future” Training Centre: the organization's training center, which focus mostly on construction.



**Critical Success Factors:** they operate with a fixed team, but expand their activities based in volunteering; have a clear focus in each project; work with a clear target group.

**Impact/ goals achievement:** the organization exists since 1998 and keeps growing. Although they don't provide specific indicators, they offer plenty of activities and are continuously expanding.

**Connection with job creation, entrepreneurship, green initiatives:** in a way, connects with all three, mostly through the self-employment initiative on carpentry and construction, which involves recycling and general sustainability practices.

**Other information/ comments:** -

**Contact:** [contact@fastromania.eu](mailto:contact@fastromania.eu)

**Source:** <http://www.fastromania.eu/>

#### 4.10. CASE #10: Igrici Roma Cooperative

<b>Main objective</b>	<b>Be an alternative of employment for Roma and complement their monthly income</b>
<b>Place</b>	Hungary
<b>Status</b>	Active (started in 2008)
<b>Duration</b>	Ongoing
<b>Target Group</b>	Roma
<b>Key activities</b>	Farming/ agriculture
<b>Description</b>	it started with the objective to create a Roma-led agricultural cooperative, financed by Polgár Foundation which partnered with local leaders

**Methodology:** During the initial 9 months, the starting group focused on raising funds, negotiate with non-Roma landowners (who were initially reluctant to sell land to Roma), sought advice from agricultural experts, drafted the charter of the business and registered it officially. They started the cooperative with 52 hectares of land and signed a contract with a company processing pickled vegetables. The 20-40 people who worked the land received a monthly wage of 350 EUR, increasing their net income by 50 to 90 %. In 2010, the cooperative bought another 15 hectares of land. The 40-70 Roma working for the cooperative received an average monthly income of 450 EUR, but some of the 50 affected families earned as much as 1,500 EUR a month. The change in their material conditions resulted in a decrease in petty crime and the weakening of anti-Roma sentiment in an area where the far-right party had registered significant gains.

**Critical Success Factors:** there was a figure who possessed extensive agricultural knowledge and the capacity to lobby stakeholders and organize the life of the cooperative; a state-owned horticultural cooperative existed before, so many people had basic skills in the field; they counted on mentors to inject social and cultural capital.

**Impact/ goals achievement:** goals were over-achieved (see methodology) and the project had a direct impact on Roma's lives.

**Connection with job creation, entrepreneurship, green initiatives:** all of them, mostly low-skilled green jobs.

**Other information/ comments:** better the image/ relationship of Roma people within the broader society.

**Contact:** [info@polgaralapitvany.hu](mailto:info@polgaralapitvany.hu)

**Source:** Green European Foundation, 2011

#### 4.11. CASES #11 - 22

Cases 11 to 22 are described in detailed in the named Green Jobs for Social Inclusion (European Commission, 2015): [http://citiesatwork.eu/images/green\\_jobs\\_for\\_social\\_inclusion\\_FINAL.pdf](http://citiesatwork.eu/images/green_jobs_for_social_inclusion_FINAL.pdf).

It explores successful cases on the utilization of green jobs to tackle social issues – e.g. long term unemployment– and thus better disadvantaged groups’ inclusion in societies. Therefore, even though it is not particularly focused on marginalized Roma people, the descriptions of the cases and general learnings bring great insights about the combination of green initiatives and job creation focused on minorities.

Lastly, it brings a good perspective on how to combine supply and demand interventions and on the usage of partnerships in innovative ways to achieve shared goals – especially at local level.

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