

Traveller Enterprise & Employment Policy Programme (TEEPP) Strategic Plan 2020-2022

The strategic goal between 2020 and 2022 is to contribute to improving the situation for Travellers in Irish society through increasing participation in employment and enterprise. Our aim is to work in partnership and solidarity with Travellers and their representative organisations underpinned by our core values of respect & solidarity; accountability and transparency; integrity and partnership.

Over 80% (8,500) of Travellers in the labour force (10,650) are unemployed, a statistic underpinned by a range of other issues affecting participation in the labour market. Factors such as severe educational disadvantage, widespread and endemic inequality and discrimination in the workplace all contribute to this situation.

A report commissioned by SSGT and published in April 2019, - *Mincéir Gruber Malaid Streed*¹ - *What next for Traveller employment?*² explored these issues and highlighted the employment and education realities for Travellers. A research subgroup of SSGT staff and trustees and representatives of Traveller organisations agreed that the best approach would be for SSGT to resource an appropriate initiative focused on policy and best practice in relation to Traveller employment.

The SSGT Board of Trustees decided to embed the programme within a relevant organisation following the recruitment of a part-time Traveller Enterprise & Employment Policy Officer (TEEPO). The TEEPO – recruited in July 2019 for a 3 day per week position – is tasked with leading the implementation of the programme under the guidance of a programme advisory group. In August 2019 a successful proposal was made to the Irish National Organisation of the Unemployed (INOUE) to have the TEEPO seconded to their organisation. The TEEPO took up their role in September 2019. In December 2019, the first meeting of the TEEPO Advisory group took place. It is envisaged this group will meet four times a year.

The following principles will underpin the strategy:

Traveller participation - 'The process of participation is fundamental to community development. It is rooted in the self-identification of needs and interests, the formulation of responses by the community or group concerned and is central to their ability to continue to influence outcomes³'. SSGT recognises that policies and programmes targeted at Travellers will not be effective without the meaningful participation of Travellers at the design, implementation and monitoring stages. SSGT is committed to removing barriers to Traveller participation and endeavours to proactively support and facilitate Traveller participation in all aspects of this programme. It involves integrating a participation dimension into all aspects of the work.

¹ 'Travellers hands work hard' in Shelta

² SSGT 2019, *Mincéir Gruber Malaid Streed – What next for Traveller employment?* <https://www.ssgt.ie/wp-content/uploads/2019/05/TEGPreportwebsiteMay19.pdf>

³ All Ireland Endorsement Body for Community Work Education and Training (2016), *All Ireland Standards for Community Work*

TEEPP Strategy 2020-2022

Relationship building – SSGT recognises that effecting changes in Travellers' experience of employment and training programmes requires partnership and cooperation between a range of individuals and groups, including Travellers, State bodies, community and voluntary groups and Traveller organisations. Relationship-building work is an underpinning principle, needed to develop trust across all elements of the programme. Unless effective relationships are fostered and developed/strengthened, change is unlikely to be successfully achieved or sustained.

Gender dimension – the SSGT programme will be attendant to the gender dimension of Traveller employment. SSGT believes that integrating gender analysis into the design, implementation, evaluation and dissemination of programmes and activities is essential in order to maximise outcomes for men and women.

These principles incorporate SSGT's core values of: respect & solidarity; accountability; integrity and partnership with the grantees and communities we serve.

SSGT is working to a theory of change whereby the following outcomes will contribute to the goal of increased participation of Travellers in enterprise.

Outcome 1: There is a better understanding of: cultural specificities of Travellers in FET, employment and enterprise; the role of employers (and others such as employees/customers) in supporting/preventing Travellers' access to FET, employment and enterprise; the intersectionality of issues facing Travellers progressing to FET, employment and enterprise. This understanding has been translated into policy and practice on further education and training, social inclusion and employment and enterprise.

Outcome 2: There is a greater body of knowledge on how to improve Travellers experience of and progress to training and employment and enterprise and this is demonstrated through improved outcomes.

Outcome 3: The issue of and solutions for Traveller unemployment is more visible in discussions and reports by national and other media, State and non-State organisations. This outcome is a result of new and strengthened relationships between stakeholders, building sustainable solidarity and alliances.

Outcome 4: Traveller organisations are supported to hold local and national agencies to account for implementation of NTRIS (National Traveller and Roma Inclusion Strategy) recommendations. These mechanisms are underpinned by the public sector equality and human rights duty.

Outcome 5: TEEPP has added value to the organisational goals of SSGT in line with its strategic plan. The programme has effective and efficient management, communications and reporting processes which support the achievement of outcomes.

Outcome 1: There is a better understanding of: cultural specificities of Travellers in FET, employment and enterprise; the role of employers (and others such as employees/customers) in supporting/preventing Travellers' access to FET, employment and enterprise; the intersectionality of issues facing Travellers progressing to FET, employment and enterprise. This understanding has been translated into policy and practice on further education and training, social inclusion and employment and enterprise.

	Background	Activities	Outputs	Indicators⁴
1.1	There is little consensus on what cultural specificities of Travellers in FET, employment and enterprise looks like. To add to the body of knowledge a qualitative research piece will be undertaken that is used to increase understanding and be a tool for engaging people in a conversation about the issue	Develop a terms of reference for the research, what do we want to know and why, who will the target audience be, will it include employer perspectives, consider sensitive information, anonymity etc. Through personal contacts, identify 15 to 20 Travellers in employment and ask them to participate Identify suitable social researcher and consider Traveller participation	Published report on experience of Travellers in employment Dissemination of report to key stakeholders Presentation of report at key events, at least one of which is a Trade Union event, one an employer event, one a Traveller event and one a public services event.	Number of reports disseminated. Number of mentions of report by other stakeholders. Feedback from key stakeholders on value of report. Broadcast and social media use of the report. Feedback from three external events captured.
1.2	There is little knowledge of employers understanding of the experience of Travellers trying to access employment, the attitude of employers to giving employment to Travellers.	Develop relationship through meetings and possible presentations at events with employer body (such as IBEC) with a view to them undertaking this research. Use the opportunity of report in 1.1 to demonstrate the need. Develop relationships with Trade Unions through meetings, possible presentations at TU conferences and explore possibility of collaborations on research and policy progression.	Presentations delivered at employer events. Presentations delivered at TU conferences. A report or event which establishes better understanding of enabling environments.	Number of relationships developed; level of engagement; numbers participating in events; feedback from participants.

⁴ The indicators column is draft until the evaluation framework has been completed.

	Background	Activities	Outputs	Indicators⁴
1.3	As outlined in SSGT research report (June 2019) Travellers are invisible in policy and targets	Identify key relationships which will effect change and prioritise in order of importance. Seek out networking opportunities, particularly in encouraging targets to include a focus on Traveller employment. Use the opportunity of report in 1.1 to demonstrate the need.	Statutory and other relevant agencies are briefed on existing Traveller specific barriers to employment and training and supported to make necessary changes	Travellers named as measurable target group in new employment and training programmes and strategies.
1.4	There is a little understanding of the intersectionality of issues facing Travellers progressing to FET, employment and enterprise and generally they are not considered when services are being designed.	Consider strategic partnership with colleges or other relevant bodies undertaking research which sets out the current application and effectiveness of Equality Impact Assessment ⁵ (EIA) with a view to establishing models which could be used to advance equality of outcome for Travellers in employment.	Current EIA application is tested and learning from process gathered. New learning on EIA disseminated to all stakeholders.	
	There is little data on number of Travellers accessing enterprise supports (e.g. LEO's) or Traveller-specific experience of setting up private or social enterprises.	Database of Traveller social and private enterprise. Research on Traveller experience of enterprise supports.	Report on Traveller experience of setting up social and private enterprise.	
1.5	The situation of Travellers is not named nor taken into account in the design of services focused on FET, social inclusion and employment and enterprise.	Chart the use of an ethnic identifier (EI) in current service delivery (SICAP, SOLAS etc) and analyse available EI data on participation and outcomes. Consult with current services on use of EI. Map existing practice. Produce brief internal report on process.	Baseline study of EI completed. Pilot tracking EI process carried out between Traveller organisation and local employment and social inclusion services. Position paper on EI prepared.	

⁵ An equality impact assessment is a process designed to ensure that a policy, project or scheme does not discriminate against any disadvantaged or vulnerable people.

Outcome 2: There is a greater body of knowledge on how to improve Travellers experience of and progress to training and employment and enterprise and this is demonstrated through improved outcomes.

	Background	Activities	Outputs	Indicators
2.1	<p>Information about people within statutory and voluntary services supporting Travellers into enterprise and employment is scarce and fragmented.</p> <p>There is no body of evidence on how to improve Travellers experience of and progress to training and employment and enterprise. There are few models of good practice available in Ireland and any available are not widely known.</p> <p>There is little innovation using models from other jurisdictions.</p>	<p>Develop a database of groups / individuals within services supporting Travellers in enterprise and employment. Convene the group and resource the network to share information and develop practice.</p> <p>Support the group to access evidence informed approaches, innovation and capturing information about what works. Connect policy makers to this group so that policy and service design is informed by what works. Explore models of good practice from other jurisdictions.</p>	<p>Database which can be shared among the network.</p> <p>At least one convening of network per annum.</p> <p>Individuals are supported to improve their own practice and design and deliver better services.</p> <p>Policy makers and public employment services have access to better knowledge about what works.</p>	<p>Feedback from network about database and network.</p> <p>People have reported they have better understanding of how to improve services.</p>
2.2	<p>Special Initiatives for Travellers workers (SIT), employed through the Department of Justice and Equality (DJE) are the only Traveller-specific employment support available in a small number of Local Employment Services (LES) offices. There is no mechanism which convenes the group or collates information on their work.</p>	<p>Connect SIT group in an information sharing and practice network.</p> <p>Support the group through access to evidence informed approaches, innovation and capturing information about what works.</p>	<p>SIT's are supported to improve their own practise and design and deliver better services and have contributed to a body of knowledge. Policy makers and public employment services have access to better knowledge about what works and Traveller needs.</p>	<p>Feedback from group.</p> <p>Feedback from SIT clients.</p> <p>Evidence of improved outcomes for clients.</p>

	Background	Activities	Outputs	Indicators
2.3	LES are an experienced employment support agency and offer a holistic approach to clients. This client-centred approach is very effective when working with those furthest from the labour market and a good fit for many Travellers seeking employment.	Support setting up a Traveller subgroup of the LES Managers. Connect and support LES group to access evidence informed approaches, innovation and capturing information about what works.	LES offices improve practise and design and deliver better services. Policy makers and public employment services have access to better knowledge about Traveller needs and what works. New LES tender process names Travellers as target group and LES can respond adequately. TEEPO provides technical assistance to LES offices during tender process.	Feedback from group. Feedback from LES Traveller clients. Evidence of improved outcomes for clients.
2.4	Seetec is a private company contracted by the State to act as an employment support. There is little data on the impact of their work with Travellers.	Engage with Seetec and explore how to get more information on their impact with Travellers. Identify best to engage which supports better understanding of impact and how it can be enhanced.	Mechanism which improves understanding of outcomes for Travellers and company implements Traveller-specific supports into their practise. Policy makers and public employment services have access to better knowledge about Traveller needs and what works.	Evidence of improved outcomes for clients.
2.5	There has been no analysis or learning gathered of Traveller experience across the public employment services.	Build on relationships formed with services to encourage action on measurement of impact.	Public employment services have improved practice around impact measurement. Information collected supports the work of TEEPO.	Number and quality of impact measurement reports from the public employment services.

Outcome 3: The issue of and solutions for Traveller unemployment is more visible in discussions and reports by national and other media, State and non-State organisations. This outcome is a result of new and strengthened relationships between stakeholders, building sustainable solidarity and alliances.

	Background	Activities	Outputs	Indicators
3.1	Although there is full employment, there is little focus on the high rate of Traveller unemployment.	This activity will be linked to outcomes 1 and 2 above. Champions and influencers will be identified, supported and encouraged to put the issue onto the agenda of conferences and workshops, good practice highlighted, success stories highlighted.	Four outputs per annum will be targeted, to include public service magazines, mainstream media. Traveller reps have been identified, supported in media training and promoted to media organisations as 'go-to' experts on Traveller employment and unemployment. Information on Traveller employment experience disseminated to key audiences.	Number of engagements with targets. Feedback from champions. Feedback from participants at events.
3.2	There are a large number of events, organisations and panels active in the Traveller, social justice and employment space. Priorities for engagement will be identified to make best use of limited resources. Key Departments are DJE and the Dept of Employment Affairs and Social Protection (DEASP) as most Traveller-related funded and employment supports are through these Depts.	Identify relevant Traveller or other strategically important events which will progress the strategic aims of the TEEPP. Identify other fora which lead to increased visibility of Traveller unemployment and solutions e.g. Community and Voluntary Pillar. Participate on the Joint Oireachtas Committee on Key Issues affecting the Traveller Community Identify and cultivate strong supportive relationships with key influencers included Oireachtas groups.	Four C&V Pillar meetings per year with engagement with senior officials. Direct engagements with Departments, as appropriate. TEEPO used as central resource by all bodies and is up to date with relevant policies and programmes. Work of programme presented to relevant agencies and target groups. Key beneficial relationships formed. Information on Traveller employment experience disseminated.	Number and quality of new relationships. Understanding of groups of how best to improve outcomes for Travellers in employment and enterprise.

	Background	Activities	Outputs	Indicators
3.3	Best practice is that those most affected by policies and programmes should be included in their design. There is little evidence of Traveller participation in the design and measurement of impact of public services focused on getting Travellers into and maintaining employment.	Using activities from outcomes 1 and 2 above, TEEPP will support and encourage the participation of Travellers in the design and delivery of services through the development of relationships with stakeholders. Activities include pre-planning sessions with Traveller reps to support the quality of their engagements.	TEEPO acts as resource for alliances. Traveller groups involved in the design, delivery and measurement of services. Engagements with policy makers, public sector bodies, Trade Union and employer bodies	Number and quality of new relationships and alliances developed. Traveller voice and participation visible in defining and articulating the issues.
3.4	Travellers are not named as a target group in any national employment strategy. (With the exception of SICAP). There are few resources to support expert submissions to future planned programmes, highlighting the need to include Travellers as a target group and including relevant supporting information.	Activities will depend on opportunities which present, such as past submissions to the consultations by the Public Appointments Service (PAS), Pathways to Work. Review forthcoming Pathways to Work and PAS plans. Monitor and evaluate relevance of actions in plans to improved employment outcomes for Travellers. Continue relationships with agencies to effect change. Monitor commissioning plans and advocate for inclusion of Travellers in subsequent tendering processes.	TEEPP submissions are made. Where strategies and plans do not include mechanisms to improve Traveller outcomes in employment, learning is gathered to inform future submissions. Travellers named as target group with appropriate supports in future employment plans. Commissioning plans are monitored and reviewed Travellers are included in tendering processes and where other opportunities arise.	Number and quality of new relationships and alliances developed. Number and quality of Traveller-specific mechanisms included in strategies and services to improve outcomes. Traveller voice and participation visible in defining and articulating the issues.

Outcome 4: Traveller organisations are supported to hold local and national agencies to account for implementation of NTRIS recommendations. These mechanisms are underpinned by the public sector equality and human rights duty.

	Background	Activities	Outputs	Indicators
4.1	The NTRIS was published in 2017. A NTRIS employment subgroup set up in Oct 2018 met 3 times (to April 2019). SSGT was informed all actions related to Traveller employment will be through NTRIS and no separate employment strategy will be devised.	The SSGT 2019 research made a number of recommendations on how the employment-related actions might be implemented, including widening membership of the employment subgroup to include employers, introducing timebound targets and ensuring implementation plans are monitored. SSGT will participate in the NTRIS employment subgroup and other actions to implement recommendations	Meetings and development of relationships with employment subgroup members. Actions and initiatives are informed by the learning from other activities and actions of the TEEPP. Recommendations of the SSGT 2019 research have been implemented.	Number and quality of NTRIS recommendations which are implemented or in progress.
4.2	The Public Sector Duty ⁶ (PSD) provides an opportunity for the TEEPP to engage with the Irish Human Rights and Equality Commission (IHREC) on how effectively the obligation is being implemented by bodies with a remit to provide services which improve outcomes for Travellers in employment. An added opportunity is to use the obligation to encourage employment of Travellers by the bodies themselves.	Engage with IHREC to encourage more actions in relation to Travellers in employment. Explore accountability mechanism that might be developed to assess PSD impact.	IHREC has a greater body of evidence around the situation of Travellers in employment. The PSD is being implemented effectively by public sector bodies in the design of services related to Travellers in employment. There are a number of positive action initiatives within public sector bodies to employ Travellers.	Number and quality of changes made in public bodies which improve outcomes for Travellers in employment. Number of Travellers employed by public sector bodies.

⁶ All public bodies in Ireland have responsibility to promote equality, prevent discrimination and protect the human rights of their employees, customers, service users and everyone affected by their policies and plans. This is a legal obligation, called the Public Sector Equality and Human Rights Duty which originated in Section 42 of the [Irish Human Rights and Equality Act 2014](#).

Outcome 5: TEEPP has added value to the organisational goals of SSGT in line with its strategic plan. The programme has effective and efficient management, communications and reporting processes which support the achievement of outcomes.

	Background	Activities	Outputs	Indicators
5.1	SSGT assesses organisational performance through its programmes which is to increase community based activism including advocacy to hold duty bearers and other stakeholders to account and to campaign for changes to practice; create effective dissemination of robust evidence on gaps in provision, best practice and paths to policy change; strengthen alliances and improved relationships among stakeholders and improved services, policies and practice.	The activities to achieve these goals are embedded in the strategy of the TEEPP programme.	No outputs needed that are separate to the work of the programme.	Evaluation Framework includes measures to determine impact of outputs on organisational goal.
5.2	SSGT seeks to be efficient and effective in management and reporting processes so staff are supported to achieve impact – using logic models, strategic and operational plans and periodic reporting.	Theory of change is developed. Three year strategy is developed Annual operational plans developed and signed off by SSGT ED and Advisory Group. Quarterly progress reports.	Theory of change, three-year strategy and operational plans developed and signed off by SSGT and Advisory Group. Quarterly progress reports.	Reflective and formative approach to evaluation to assess if these structures have supported progress.
5.3	A key feature of how SSGT works is to partner with key informants in relevant sectors, particularly those most affected who are members of the Traveller community to provide guidance to its work.	Establish advisory group to include representatives from voluntary, statutory and employer groups with expertise to enhance the work of the programme. Quarterly advisory group meetings to support strategy and operations. Key principle of Traveller participation.	Advisory group meets 4 times a year to give guidance and advice on the strategic direction of the programme. Co-ordination of advisory group meetings and support for members takes place.	Reflective and formative approach to evaluation to assess if these structures have supported progress.
5.4	Communications channels for all activities needs to be considered carefully as they are not very well developed in SSGT yet. This is an organisational goal between 2020-2021.	Participate in SSGT-wide developments; include communications as part of design of all activities, including social media.	Communications plan developed for all activities and outputs.	Assessment will be made in considering progress in all activities.