

# Positive Action for Traveller Employment



Damien Peelo, Aodh O'Connor and Grainne O'Toole



**THE EQUALITY AUTHORITY**  
AN tÚDARÁS COMHIONANNAIS

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# Positive Action for Traveller Employment

Case Studies of Traveller Participation in  
Employment and Enterprise Initiatives

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Damien Peelo, Aodh O'Connor and Grainne O'Toole

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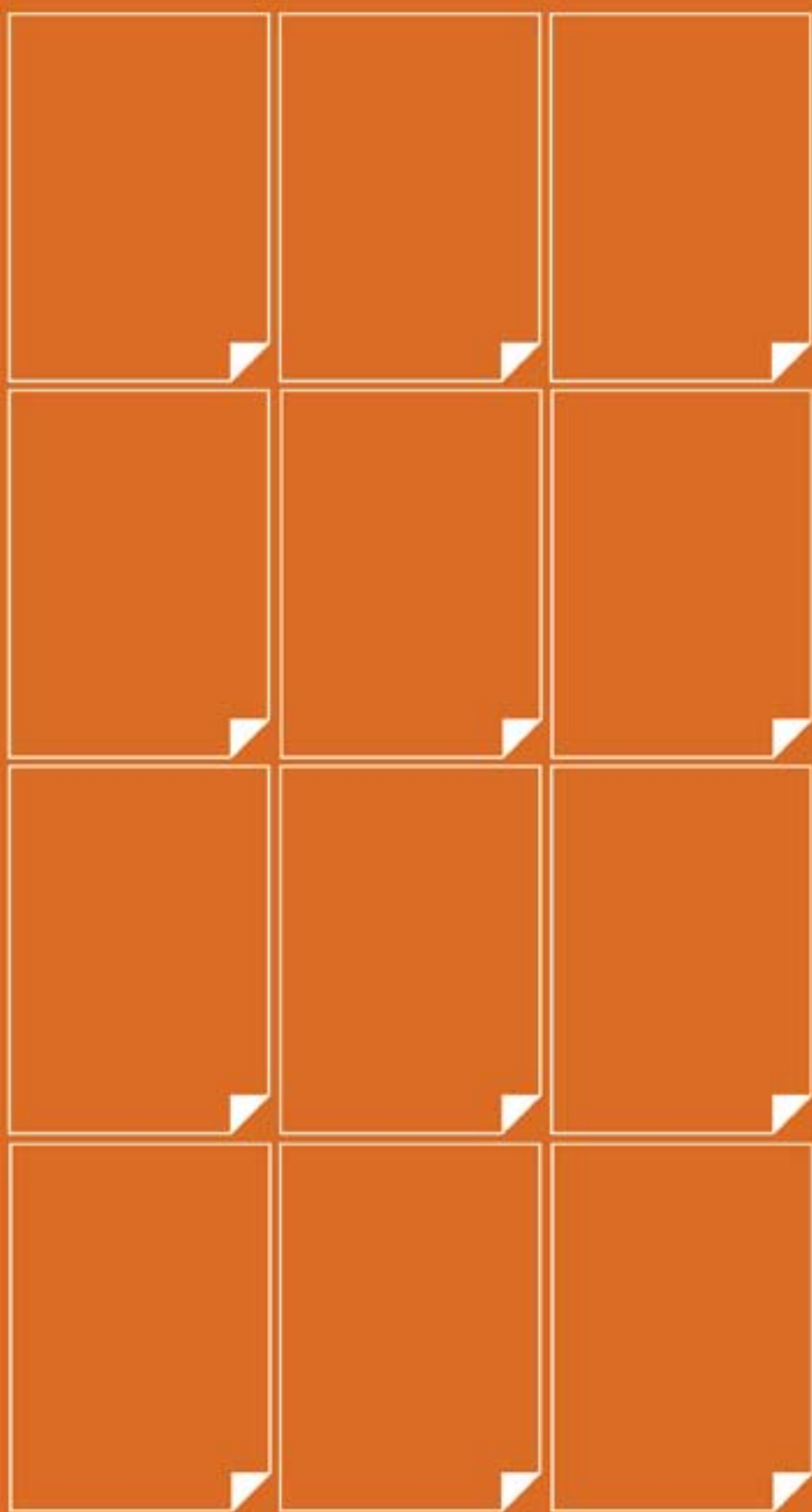
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## Contents

Foreword	05
Introduction and Overview	06
<b>Case Studies</b>	
01: South Dublin County Council Pilot Traveller Training and Employment Initiative – Outdoor Duties	12
02: South Dublin County Council Pilot Traveller Training and Employment Initiative – Clerical/Administrative Duties	20
03: Pavee Point Primary Health Care for Travellers Project	26
04: Department of Communications, Marine and Natural Resources Travellers' Work Experience Programme	32
05: Shuttle Knit Ltd A Traveller Enterprise Initiative	38
06: Donegal Travellers Project Crèche and Childcare Centre	44
07: <i>Let's Stay</i> Project Traveller Youth Worker	50
08: Legal Education for All Project (LEAP)	56
09: Back to Work Enterprise Allowance Scheme Waste Disposal Business	62
10: Traveller Support Worker Pilot Project, Ennis, Co. Clare	68



## Foreword

*Positive Action for Traveller Employment* offers the reader an insight into ten different and innovative approaches to employment creation in the Traveller community. The case studies highlight valuable commitment and creativity from government departments, local authorities, Traveller organisations and Travellers in seeking to respond to low levels of employment for Travellers in the mainstream labour market.

The Employment Equality Acts make generous provision for positive action by employers. Employers can take steps with a view to ensuring full equality in practice between employees on all of the nine discriminatory grounds. Positive action has a key contribution to make in addressing the significant labour market inequalities experienced by Travellers.

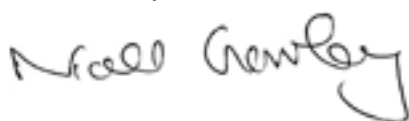
The ten case studies in this report reveal a number of factors that enable effective positive action to achieve full equality in practice for Travellers. These factors include:

- Leadership for equality within the organisation employing Travellers that is high profile, committed and informed.
- Partnership between the organisation employing Travellers and Traveller organisations and members of the Traveller community.
- Making adjustments in employment policies, procedures and practices that take account of the distinct Traveller culture and that identity and respond to the disadvantaged labour market situation of members of the Traveller community.
- Creating a working environment in which the workplace culture is positive to diversity and equality, where staff are trained to manage diversity and to engage effectively and appropriately with a diverse workforce, and where equality and diversity are embedded in workplace policies, procedures and practices.

We hope that this report will stimulate and inform a commitment from employers in the public and the private sectors to positive action for Traveller employment. We hope that it will encourage and inform policy makers and labour market service providers to create a supportive context for this positive action.

We are grateful to Damien Peelo, Aodh O'Connor and Grainne O'Toole for their work in researching and drafting this report. Their work has been thorough and insightful and provides valuable material to encourage further positive action for Traveller employment. Thanks are also due to Anne Timoney, Torben Krings and Ciarán Ó hUltacháin, formerly of the Research Section in the Equality Authority, who supported the preparation of this report and to Michael Flanagan, Traveller Enterprise & Employment Office, Ennis, for supplying some of the images used in the report.

Niall Crowley



Chief Executive Officer  
Equality Authority

## Introduction and Overview

Travellers face significant difficulties in accessing the labour market. Data from the 2006 Census reveal that only 13.8 per cent of Irish Travellers over the age of 15 years are in employment compared to a national average of 57.2 per cent. Among Travellers, women (11 per cent) are less likely to be employed than men (16.9 per cent). There is a compelling need for innovative initiatives to improve their employment situation.

Many Travellers continue to pursue self-employment in a wide range of activities within what was valuably defined in the Report of the Task Force on the Travelling Community (1995) as the 'Traveller economy'. However increasing numbers of Travellers are seeking employment within the mainstream labour force. Innovative initiatives are required: first to address the disadvantaged situation of these Travellers – a situation characterised by educational disadvantage, training deficits and lack of workplace experience; and second to ensure that workplace practices, policies and procedures recognise and take into account Traveller culture and identity. This level of integration can usefully be seen as an integral part of the response by employers to increasing cultural diversity in the Irish workplace.

This publication documents ten innovative projects where employers, Traveller organisations, state agencies and others have come together to establish labour market opportunities for Travellers. Each case study briefly describes the initiative undertaken, its aims and objectives, the stakeholders involved, the outcomes for the participants and the lessons learned.

The ten initiatives are:

*South Dublin County Council's Pilot Traveller Training and Employment Initiative – Outdoor Duties:* This initiative arose from South Dublin County Council's (SDCC) participation in the Governmental High Level Committee on Traveller Issues, which encouraged the development of innovative programmes. The initiative also reflected a commitment in the County Council's Corporate Plan under the Socially Inclusive County Strand. The initiative's main aim was to provide a relevant skills training programme supplemented with work experience that offered a real prospect of full-time employment to Travellers at the end of the programme. As a result of this initiative, eight young Traveller men secured full-time employment in the General Duties Programme Area of SDCC.

*South Dublin County Council's Pilot Traveller Training and Employment Initiative – Clerical/Administrative Duties:* A second project under South Dublin County Council's Training and Employment Initiative explored employment opportunities in clerical and administration roles for young Travellers. This led to the employment of three young Traveller women by the County Council in administrative roles and in its Customer Care



Centre and provided work experience programmes or temporary employment for a number of others.

*Pavee Point's Primary Health Care for Travellers Project:* The Primary Health Care for Travellers Project was established jointly by Pavee Point and the Eastern Health Board in 1994. The project employed sixteen women from the Traveller community as Community Health Workers, who would identify and respond to health needs within the Traveller population in the project catchment area (Finglas and Blanchardstown). This pilot project was replicated in 40 other initiatives throughout the country and set the standard for delivering sustainable, culturally appropriate and effective primary health care within the Traveller community.

*Travellers' Work Experience Programme in the Department of Communications, Marine and Natural Resources:* To increase the employment rate of Travellers in the Civil Service, six Travellers were employed by the Department of Communications, Marine and Natural Resources for a period of between eight and ten weeks during the summers of 2004 and 2005. These employees provided clerical support to permanent staff within the Department. The initiative proved successful and has the potential for replication in other Government Departments.

*Shuttle Knit Limited – A Traveller Enterprise Initiative:* Shuttle Knit Ltd is a stand-alone enterprise established in 2001 by Wicklow Travellers' Group Ltd. It produces and markets a line of hand-loomed woven items and a range of knitted products. The business is a partnership between Travellers and settled people, and is committed to creating a working environment in which all workers are respected and valued equally. It employs five workers and hopes to employ more as the business develops. Shuttle Knit is funded under the Community Services Programme (previously known as the Social Economy Programme), which is administered by Pobal Ltd under the auspices of the Department of Community, Rural and Gaeltacht Affairs.

*Donegal Travellers Project's Crèche and Childcare Centre:* In 1997, Donegal Travellers Project (DTP) established a crèche and childcare centre to create job opportunities for individual members of the Traveller community and to promote and implement a culturally appropriate childcare model. Managed by a committee comprising staff, parents and members of DTP, it employs nine staff, four of whom are Travellers. The crèche is funded under the Equal Opportunities Childcare Programme.

*Traveller Youth Worker in Let's Stay Programme:* The *Let's Stay* programme in Tralee, Co. Kerry is a collaborative project led by the Kerry Diocesan Youth Service (KDYS) which provides educational support to young Travellers. In 2002, KDYS employed two Travellers on a Community Employment (CE) scheme to provide basic after-school

support to young Travellers in the Mitchel's Crescent area of Tralee. One of these workers was subsequently employed as a Youth Worker in the project.

*Legal Education for All Project:* Initiated by the Irish Traveller Movement and the Ballymun Law Centre, the Legal Education for All Project developed access routes to legal education and training for unemployed people and marginalised groups. Students from the Traveller community and from the settled community in Ballymun participated in the project. The training was accredited and participants gained nationally recognised qualifications. The project was funded under the EU EQUAL Community Initiative and was managed by a Development Partnership comprising the Irish Traveller Movement, Ballymun Law Centre, Community Legal Resource, Trinity Law School and FÁS.

*Waste Disposal Business Supported by the Back to Work Enterprise Allowance Scheme:* Established by a young Traveller man in Longford, this business provides a number of local services, including door-to-door waste disposal, cleaning up of derelict houses for the local authority, maintenance of green areas in local estates for the town council and a tyre disposal service to garages. The setting up of the business was supported by the Back to Work Enterprise Allowance Scheme (BWEAS), which helps unemployed people including Travellers who are setting up their own business and is administered by the Department of Social and Family Affairs.

*Traveller Support Worker Pilot Project, Ennis, Co. Clare:* The primary role of a Traveller Enterprise Development Officer is to provide support for Travellers in identifying and accessing appropriate employment opportunities. This project involved the Traveller Enterprise Development Officer matching the skills of Travellers who have a demonstrated ability to work in an educational context with the needs of second-level Traveller students who are struggling to cope with the demands of second-level education. As a result of this initiative, two Traveller Support Workers were employed full time to work with Traveller children in two schools in Ennis.

The aim of documenting these case studies is to inspire similar employment programmes in other areas (geographic or sectoral) to improve the employment situation of Travellers. Each of these initiatives offers insights into the potential to promote opportunities for Travellers within the Irish economy. Each also demonstrates the creative thinking and action that is required if equality for Travellers is to be realised in the labour market. Taken together they highlight a number of important features that underpin successful employment initiatives.

### Organisational factors

- Commitment from senior personnel in the different stakeholder agencies is essential to the success of employment initiatives.
- Establishing multi-disciplinary steering groups representing the interests of both the statutory sector and the Traveller community

is key to the successful management of projects. Such a partnership model is a valuable approach to developing and implementing employment initiatives with Travellers.

- An established local Traveller support infrastructure can provide a range of expertise and experience which is crucial in attracting Travellers to employment initiatives. Traveller organisations can also provide ongoing support through making information available, targeting participants and encouraging Travellers to avail of new employment opportunities.

### Recruitment and retention

- Linking up with Traveller organisations and others who have direct contact with Travellers contributes to successful recruitment and retention of participants.
- It is important to recognise and respond to the educational disadvantage that exists for many Travellers. Often additional supports are needed to ensure that Traveller trainees develop the necessary skills to fulfil the criteria for the job.
- Where literacy is not a key component of the job itself, the application process should not be reliant on high literacy levels.
- Changes to entry-level qualifications for certain positions may be an option to encourage applications from Travellers and other disadvantaged groups. Initiatives such as waiving entry requirements for Travellers onto apprenticeships or other training projects have proven successful in the past.
- Offering tangible incentives – such as accredited training, an appropriate level of pay during training and the possibility of full-time employment on successful completion of the training – provide ongoing motivation for the Traveller participants to stay involved.
- Encouragement from other Travellers is often important to keep the Traveller participants motivated. In turn, the latter encourage other members of their community to get involved in the labour market as well.

### Training

- The starting point for developing successful programmes is ensuring that the individual workers have the skills and confidence needed to carry out the work. This requires the necessary supports to be put in place to ensure that Travellers attain the relevant qualifications. Training can be specifically tailored towards the needs of Travellers, for example delivered over a longer period to allow for any educational disadvantage.
- Involving Travellers and Traveller organisations in the design of training programmes is a valuable source of expertise in ensuring that the training

meets the needs of, and attracts, potential participants from the Traveller community.

- Training programmes and qualifications should, where relevant, be nationally accredited. This ensures the transferability of skills and helps Travellers to access opportunities in a range of different organisations.

### Mentoring and external supervision

- Access to workplace mentors for an agreed initial period contributes to the retention of Travellers in employment. The mentoring system works well when the mentoring relationship is based on trust, respect and credibility and the mentor is available to meet with individuals on an ongoing basis.
- The provision of encouragement and mentoring throughout all stages of the initiatives assists retention. Ensuring that Travellers' needs are met enables them to progress within the employment or training situation.
- External supervision and support structures are useful mechanisms to sustain Travellers in their employment.

### Maintenance of economic supports

- Clarity from the outset about wages and benefits is important to ensure that Travellers can make informed decisions about social welfare benefits and secondary benefits when considering getting involved in employment initiatives.
- In order to attract Travellers and other disadvantaged groups to employment initiatives, social welfare benefits should not be affected for the training period.
- Where possible, employment conditions that protect economic supports such as secondary benefits are preferable. For example the medical card is invaluable to many Traveller families particularly in light of the poor health experienced by many in the community. However the long-term goal of employment or self-employment should be to ensure that reliance on benefits is not necessary.
- It is important to guarantee that workers' entitlements are not threatened as a result of participation in short-term projects where there is no guarantee of employment after the initiative ends.

### Inclusive work environments

- One of the key barriers for Travellers in availing of employment opportunities is the high level of discrimination they experience. Travellers can experience anxiety when taking up opportunities in new environments as a fear exists that they will be treated less favourably or excluded.
- Any issues of discrimination should be addressed and appropriate action taken. Participants can usefully be encouraged to raise any concerns in this regard with their mentor.

- Training for staff at all levels to comply with equality legislation is an important and valuable preventive measure.
- Another key barrier for Travellers in availing of employment opportunities is the lack of recognition for their culture and identity. Travellers can experience exclusion in situations where their culture is not acknowledged and where adjustments are not made to take account of any practical implications of this cultural difference.
- Training for staff at all levels to develop their skills and awareness to manage and relate effectively within a culturally diverse workforce is an important and valuable support to an inclusive working environment.
- Workplace practices, procedures and policies should be reviewed to ensure that they are accessible to Traveller employees and that they take account of any practical implications of Traveller culture and identity.

### Gender stereotyping

- Gender stereotyping in the labour market can limit the choices available to, and made by, women and men. This stereotyping contributes to a segregation of women into low-paid areas of the economy.
- It is important that Traveller employment initiatives are not influenced by gender stereotyping as this would create further longer-term barriers for Traveller women. It is therefore vital to develop an understanding and a response to this issue.

## Case Study 01

# South Dublin County Council Pilot Traveller Training and Employment Initiative – Outdoor Duties



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In 2004, South Dublin County Council (SDCC) undertook to examine and implement a pilot training and employment programme aimed specifically at young Travellers in South Dublin.

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A training and employment programme was designed and implemented which generated employment for eight young Traveller men in the General Duties Programme Area. The key focus was to ensure employment outcomes for Travellers and to provide a relevant skills training programme, supplemented with work experience, that had a real prospect of full-time employment at the end of the programme.

This programme arose from SDCC's participation in the Governmental High Level Committee on Traveller Issues which encouraged the development of innovative programmes. The programme also reflected a commitment in SDCC's Corporate Plan under the Socially Inclusive County Strand.

## 01: Overview

### Aim

The aim of this Training and Employment Initiative was to pilot a project with young Traveller men that could be replicated by other agencies and employers and that would generate long-term employment prospects for Travellers within SDCC.

### Objectives

- To ensure employment outcomes for young Travellers within SDCC and to build trust and confidence in the SDCC among the local Traveller community.
- To demonstrate a model for the training and employment of Travellers that could be replicated by other agencies and employers.
- To share the learning from the initiative with other agencies and employers so as to encourage the development of similar initiatives in the county.

## 02: Key steps to establish the initiative

### Pre-development phase

- A group of 23 young Traveller men aged between 16 and 21 years were identified through the Tallaght Travellers Community Development Project, the Local Employment Service, St Basil's Training Centre and the SDCC Social Worker Service and invited to a local hotel for an introduction to the County Council's programme. Seventeen young Traveller men attended the briefing session. This included an introduction to all the services that SDCC provides, the training involved and the duties that they would have to undertake in the County Council. At the briefing session the general working conditions were outlined, including taxation and pay. The possibility of entering employment with SDCC on completion of the programme was emphasised. Those interested in pursuing the programme were invited for informal interviews at a local community centre.
- The candidates were informed that they had to participate in interviews but were assured that the interviews would be conducted in a stress-free manner in the presence of and by tutors/mentors they were familiar with and trusted.
- All interviews were arranged at convenient off-site locations and with local SDCC staff in attendance to provide information on what type of work would be available on completion of the programme.
- The selection process was based on demonstrated interest by applicants and their commitment to participating in the programme. Sixteen young Travellers attended for interview. While the programme was devised for 10 participants, 12 were selected. Those selected ranged in age from



## Stakeholders involved

**South Dublin County Council (SDCC)** is the third largest local authority in the state and provides a range of public housing, environmental and infrastructural services. Its role was expanded under the Local Government Act 2001 to include a range of social, economic, cultural, recreational and developmental issues which impact on the community. SDCC was the lead organisation in establishing and managing the initiative and its Partnership at Work Committee oversaw the development of the programme.

The **SDCC Partnership at Work Committee** comprises representatives of SDCC management and staff and of the trade unions and discusses issues in relation to staff and how the organisation is run. This committee was an ideal vehicle to progress this initiative as it provided advice on the process of introduction, induction, training and the actual work experience leading up to the full-time employment and development of the individuals.

**FÁS** is Ireland's national training and employment authority. It designed the training programme modules in conjunction with SDCC and delivered the training, which was accredited by FETAC.

The **Traveller Participants** brought a range of different skills and perspectives to the initiative which was key to its success.

**County Dublin Vocational Education Committee** provided additional training through its Return to Learning Programme and literacy development.

**Tallaght Travellers Community Development Project** provided ongoing support and linkages with the local Traveller community.

**St Basil's Traveller Training Centre** provided ongoing support to the project through contributing to the design of the overall programme and providing links to the Traveller community.

The **Visiting Teacher Service for Traveller Education** consults with Traveller families and advises and assists them in arranging school placements for their children. It provided linkages with Travellers in the school system.

17 to 19 years with one aged 23 years. The group had a mix of skills and experience, some participants having worked previously and some having attained education to Junior Certificate level.

- An introductory day was held by SDCC and FÁS and two days' preliminary training was delivered including the Safe Pass course and the manual handling course. In addition, one full induction day was held in the SDCC offices to give all the participants an opportunity to become familiar with the County Council and to meet their supervisors.

### Operational phase

- SDCC selected a senior staff member to lead the programme and to act as a mentor to the participants. This proved to be invaluable to the programme as the staff member provided ongoing support to the participants and was in a position to address any issues that emerged.
- Information about the initiative was circulated and discussed with the stakeholders (see panel above) who in turn promoted the project and assisted in shaping the recruitment and selection process.
- The participants were introduced to their area of assignment and the variety of work involved. Emphasis was placed on teamwork and the local supervisory structure as well as providing details of the training programme.
- The participants were assured that they would receive the same treatment as other SDCC staff and any discriminatory issues that arose for them would be addressed.
- The participants were informed of the contents of the staff handbook and what was expected of them.
- Where possible, work assignments and training were provided in convenient locations and close to the homes of the participants.
- Work assignments separated the individual participants to provide opportunities for them to get to know their SDCC colleagues and to assist individual Travellers in building up confidence within the team.
- The mentor provided support during the training phase. One-to-one support was provided every three weeks or at other times if needed and group support was also put in place.
- Once the training phase was complete, the mentor continued to be available for the participants.

### 03: Outcomes for those involved

- FÁS devised the training programme modules in conjunction with SDCC and they are accredited by FETAC. Eight of the participants successfully completed all exams and attained FETAC accreditation in paving/kerbing and concreting/slabbing in addition to on-site training with the County Council in strimming and chemical spraying. Safe Pass certificates were also awarded. It was ensured that the work was varied and that the training included a balance between theory and practical experience with the greater emphasis on the practical side.
- Eight young Traveller men secured full-time work within SDCC.

- The employment of Travellers within SDCC for the first time is a key outcome of the initiative. SDCC has benefited from this through obtaining high quality workers and building up trust and credibility with the Traveller community in the area.
- SDCC has been successful in sharing the learning from the project and promotes it through a variety of arenas at local and national level.
- SDCC is researching the possibility of running a similar programme targeting Travellers in another area in South Dublin.
- SDCC expects that other Travellers will come through its mainstream recruitment process having seen the achievements of Travellers involved in this initiative. However, SDCC will continue to monitor the situation to determine if other Travellers do apply for employment within the County Council.

#### 04: Lessons learned

- The assignment of mentors was a key factor to the success of the programme.
- It is very important for mentors to establish relationships of trust and credibility at all stages and to be available to meet with individuals on an ongoing basis. The achievements of the individual participants were attained despite a background of low levels of literacy and numeric skills; the high level of support, training and mentoring provided meant that these obstacles were not an inhibiting factor to those involved.
- All of the agencies involved in the project, including SDCC and the trade unions, ensured that their representatives were at a sufficiently senior level to make decisions and were committed to the success of the programme.
- The link with Traveller organisations and others who have direct contact with Travellers was vital as they provided ongoing support through information, targeting participants, promoting the initiative and encouraging participants.
- Traveller organisations were also a valuable source of information and support for the parents of the Traveller participants. The encouragement of their parents contributed to the young Travellers' continued participation in the initiative.
- The informal interviews were very important to the process as many of the participants were nervous, having never attended for interview before. If they had not been informal, prospective participants would not have engaged with the programme.

- Selection of participants with different levels of skills and experience can add value to the programme and enables leaders to emerge within the group who can provide support and act as role models to other participants.
- It is important to ensure that the participants become part of the employing organisation's staff through mixing with all of their colleagues and receiving ongoing support so they can participate fully in the working environment.
- Offering real employment outcomes to the participants was crucial to the success of the initiative and provided ongoing motivation for the participants to stay involved. The participants received accredited training, payment while they were training and, if they were successful in completing the training, had the possibility of full-time employment.

### 05: Conclusions

The SDCC Pilot Traveller Training and Employment Initiative in the Outdoor Duties area was considered a success by its participants. This success can be attributed to a number of factors. In many respects the conditions were right to run such a programme as the local infrastructure was already developed including Traveller support networks, Travellers who had previously engaged in training and work experience and a FÁS training centre situated in Tallaght. However, the high level of commitment given by SDCC's management team was critical to its success and created real opportunities for the Travellers to progress and gain employment with SDCC.



## Case Study 02

# South Dublin County Council Pilot Traveller Training and Employment Initiative – Clerical/Administrative Duties



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As part of the second project of the Training and Employment Initiative, South Dublin County Council (SDCC) explored employment opportunities in clerical and administration roles for young Travellers in South Dublin.

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This initiative involved two main elements:

- Specific targeting of Travellers who were ready for employment.
- The provision of work experience and temporary employment opportunities to Travellers in the senior cycle of second-level education within the Council with a commitment to employment in the long-term, once the young people completed their second-level education.

Three young Traveller women are employed in the Council in administrative roles and in its Customer Care Centre. Furthermore, there are three young Travellers on work experience programmes and one Traveller is employed on a temporary basis.

This initiative emerged from SDCC's participation in the Governmental High Level Committee on Traveller Issues, which encouraged the development of innovative programmes with Travellers, and from the objectives contained within SDCC's Corporate Plan under the Socially Inclusive County Strand.

## 01: Overview

### Aim

The aim of this Training and Employment Initiative was to encourage and support young Travellers to work within various departments of SDCC in clerical and administrative roles in order to learn about the operation of the County Council and to gain work experience which would lead to long-term employment opportunities.

### Objectives

- To ensure employment outcomes for young Traveller women within SDCC and through this build trust and confidence in SDCC among the local Traveller community.
- To demonstrate a model for the employment of Travellers that could be replicated by other agencies and employers.
- To share the learning from the initiative with other agencies and employers so as to encourage the development of similar initiatives in the county.

## 02: Key steps to establish the initiative

### Pre-development phase

- SDCC selected a senior staff member to lead the programme, to recruit the participants and to act as a mentor to the employees. Following contacts and close liaison between the County Council and the stakeholders (see panel opposite), the information about the opportunities on offer was circulated and discussed with the stakeholders who in turn promoted the programme with Travellers. Initially, one young Traveller woman was identified through this process. The SDCC staff member also promoted the programme among staff within the County Council, which proved useful in gaining acceptance for the workers and support for them within the organisation.
- The young Traveller woman identified had completed second-level education and was encouraged to go on the work experience programme. Support, training and mentoring was provided and she is now employed as a permanent Clerical Officer. No specific training was designed at the outset but ongoing training was provided in areas such as induction, customer care, IT skills, personal development and other specialised training relevant to duties and assignments. Having attained the Leaving Certificate prior to entering employment with SDCC, she did not require any prior specialised training.

### Operational phase

- The above process led to other Travellers seeking positions and work experience with SDCC. They were provided with the same supports and encouragement. Those who joined the work experience programme were



## Stakeholders involved

**South Dublin County Council (SDCC)** is the third largest local authority in the state and provides a range of public housing, environmental and infrastructural services. Its role was expanded under the Local Government Act 2001 to include a range of social, economic, cultural, recreational and developmental issues which impact on the community. SDCC was the lead organisation in establishing and managing the initiative and its Partnership at Work Committee oversaw the development of the programme.

**SDCC Partnership at Work Committee** comprises representatives of SDCC management and staff and of the trade unions and discusses issues in relation to staff and how the organisation is run. This Committee was the ideal vehicle to progress this initiative as it provided advice on the process of introduction, induction, training and the actual work experience leading up to the full-time employment and development of the individuals.

**Traveller Participants** who are now employed and act as role models for their community.

**Local Schools** that were targeted to encourage young Travellers to consider employment and work experience opportunities within SDCC.

The **Visiting Teacher Service for Traveller Education** consults with Traveller families and advises and assists them in arranging school placements for their children. It provided linkages with Travellers in the school system.

**Tallaght Travellers Community Development Project** provided ongoing support and linkages with the local Traveller community.

**St Basil's Traveller Training Centre** provided ongoing support to the project through contributing to the design of the overall programme and providing links to the Traveller community.

**County Dublin Vocational Education Committee** provided additional training through its Return to Learning Programme and literacy development.

given a commitment that there would be employment opportunities available in the County Council once they completed their second-level education. In this way the initiative did not act as a pull factor for Travellers to leave the education system.

- The staff member provided ongoing support to the participants and was in a position to address any issues that emerged. The participants were assured that they would receive the same treatment as other staff and any discriminatory issues that arose for them would be addressed. The participants were informed of the contents of the staff handbook and what was expected of them.

- SDCC operated a buddy system whereby two Travellers can work closely together to ensure that the support needed at the early stage was provided. However, the County Council supported and encouraged these individuals to mix and integrate with all SDCC staff to gain the confidence they need to carry out their job and to feel part of the organisation.

### 03: Outcomes for those involved

- The initiative provided an opportunity for Travellers to gain employment: three young Traveller women are employed in SDCC in administrative roles and in its Customer Care Centre. There are three young Travellers on work experience programmes and one Traveller is employed on a temporary basis.
- The initiative assisted the participants to develop skills and confidence.
- The initiative enhanced the diversity of the workforce of SDCC and opened up opportunities to employ Travellers in the County Council.

### 04: Lessons learned

- The provision of encouragement and mentoring throughout the programme ensured that the young Travellers' needs were being met to enable them to progress within the organisation. It was important for the mentor to establish relationships based on trust and respect, and to be available to meet with individuals on an ongoing basis.
- The commitment given to the participants regarding long-term employment was crucial as it provided the necessary incentive, motivation and reward for them to continue to stay involved.
- The initiative was driven and supported at senior management level, which facilitated trust, credibility and deliverability.
- Support from staff at all levels in the organisation was developed to ensure that the young Travellers were entering a supportive work environment.
- It was important to ensure that the participants became part of the County Council staff through mixing with all their colleagues and receiving ongoing support in the working environment. SDCC emphasised the importance of integration into the workforce as this builds Travellers' confidence and is more beneficial in the long term.
- All of the agencies involved in the project, including SDCC and trade unions, ensured that their representatives were at a sufficiently senior level to make decisions and were committed to the success of the programme.

- No specific training was provided for the programme as participation in mainstream training was emphasised. However training was provided in literacy development as appropriate.
- Two of the clerical staff were job ready. More supports needed to be put in place for those who were not job ready, e.g. training to develop the necessary skills.
- The link with Traveller organisations and others who have direct contact with Travellers was vital as they provided ongoing support through information, targeting participants, promoting the concept and offering encouragement to participants.

## 05: Conclusions

The SDCC Pilot Traveller Training and Employment Initiative in the Clerical/Administrative area was considered a success. This was most evident in opening up new employment opportunities for Travellers. SDCC has also benefited from the programme in terms of promoting diversity within the workplace, sourcing valuable employees and building up new relationships with Travellers. Building on this success, SDCC has expressed hope that other Travellers will apply for employment opportunities within the County Council. It will monitor this development.

## Case Study 03

# Pavee Point Primary Health Care for Travellers Project



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The Primary Health Care for Travellers Project was established jointly by Pavee Point and the Eastern Health Board in 1994. The project employs sixteen women from the Traveller community as Community Health Workers. Their role is to identify and respond to the health needs arising within the Traveller population in the project catchment area (Finglas and Blanchardstown).

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Since the project was established, the Community Health Workers have successfully developed a partnership approach with the Health Service Executive (HSE) regarding the delivery of primary health care within the Traveller community. As a result, the model piloted by Pavee Point has been replicated in 40 other projects throughout the country and it continues to set the standard for the delivery of sustainable, culturally appropriate and effective primary health care within the Traveller community.

The project won a World Health Organization award in recognition of its successful approach to health service provision within the Traveller community in 2000.

## 01: Overview

### Aim

The Primary Health Care for Travellers Project aims to improve the health status and quality of life of Travellers living in Finglas and Blanchardstown through the training and employment of a Primary Health Care Team. The project recognises that Travellers require special consideration within health care because they have a distinct culture and ethnic identity and because they experience particular disadvantages.

‘Travellers also have different health and disease problems to settled people. Infectious disease control, accident prevention, antenatal care, child spacing, genetic counselling, health behaviour and health service utilisation are all priorities that must be addressed. These distinct characteristics imply that innovative approaches to service organisation, content and delivery are required if health conditions are to improve.’<sup>1</sup>

Taking these challenges into consideration the project has been designed to address the specific needs of Travellers and is guided by a clear set of objectives.

### Objectives

- To establish a model of Traveller participation in the promotion of health.
- To develop the skills of Traveller women in providing community-based health care services.
- To liaise and assist in creating dialogue between Travellers and health service providers.
- To highlight gaps in health service delivery to Travellers and to work towards reducing inequalities that exist in established services.

## 02: Key steps to establish the initiative

### Pre-development phase

- In 1987, the Traveller Health Status Study *Vital Statistics of the Travelling People* revealed a health crisis within the Traveller community. Of particular concern were the very low levels of health service utilisation within the Traveller community, the absence of a clear policy on the control of infectious diseases and the lack of provision of systematic and safe antenatal care to Travellers. By 1992, little had changed and Pavee Point identified primary health care as a means of addressing this crisis. Although no national study has been carried out since 1987, recent research suggests that the gap between the health status of Travellers and the settled community has widened.

<sup>1</sup> Primary Health Care Project for Travellers (2005) *A Review of Travellers' Health Using Primary Care as a Model for Good Practice*. Dublin: Pavee Point, p. 15.

## Stakeholders involved

The project is a joint initiative of **Pavee Point** and the Health Service Executive (encompassing the former Eastern Health Board). It was initiated and developed by Pavee Point, a non-governmental organisation that is committed to improving the quality of life of Irish Travellers.

The **Eastern Health Board/Health Service Executive** provided technical and financial support to the project from the outset and collaborated closely with Pavee Point in all aspects of the development of the project.

**Traveller Participants** brought a range of skills and perspectives to the initiative.

- In 1991, Pavee Point received FÁS funding to facilitate a *New Opportunities* course for a group of Traveller women. As a result of this course, participants requested more focused training in health care. In response to this request, Pavee Point, in consultation with the women, developed and submitted a proposal for the establishment of a Primary Health Care for Travellers Project in the Finglas Dunsink area.
- The Eastern Health Board agreed to fund the programme under the European Social Fund's *New Opportunities for Women* (NOW) programme from October 1994. Initially, eight Community Health Workers were trained and employed by Pavee Point.
- A multi-disciplinary steering group was established, representing the interests of both the statutory sector and the Traveller community.

### Operational phase

- Following the completion of the NOW-funded programme, the funding was mainstreamed through the HSE funding mechanism and a further eight Community Health Workers (CHWs) were employed, bringing the total to sixteen.
- Pavee Point remains the employer of the CHWs with funding received on an annual basis from the HSE for the work.
- The CHWs work on a part-time basis, depending on their level of experience and their availability. All of the CHWs retain any secondary social welfare benefits (such as the medical card) to which they are entitled.
- Ongoing training is organised through the project.
- A number of new initiatives introduced by the project have brought about improvement in the quality of health service delivery to Travellers in the target area.

### 03: Outcomes for those involved

- Sixteen women were trained and employed as Community Health Workers.<sup>2</sup> The project developed a successful model of employment for Travellers in health care provision where no such employment was available prior to the establishment of the programme. The project demonstrated a successful model of employment for Travellers in health care provision in the social economy. New competencies and skills are acquired by the CHWs as new needs are identified in a changing policy context.
- The project has been replicated and there are now 40 Primary Health Care for Travellers Projects at varying stages of development throughout Ireland. These projects receive funding through the HSE's Traveller Health Unit. Employment opportunities for Travellers have been created within each of these projects.
- Community Health Workers are actively involved in a wide range of lobbying and advocacy initiatives and have achieved representation on a number of key committees which have influence over health policies that impact on the lives of Travellers.
- The development of culturally appropriate health education materials has made health information accessible and has contributed to greater health awareness within the Traveller community.
- There has been a significant increase in levels of awareness within the health service of the specific needs of the Traveller community. For example the National Traveller Health Strategy has identified the need for Public Health Nurses to be designated to work within the Traveller community. The establishment of primary health care programmes are described as the cornerstone of the strategy. The strategy further states that projects will be developed in conjunction with Traveller organisations in all HSE areas where there is a significant Traveller population.

### 04: Lessons learned

- The establishment of a multi-disciplinary steering group representing the interests of both the statutory sector and the Traveller community has proven to be a critical element in the successful management of the project.
- Significant resources were dedicated by the HSE and by Pavee Point in developing the skills and competencies of the Community Health Workers. Workers continue to receive in-service training on a regular basis. The long lead-in time was an important factor in the establishment of the project, allowing sufficient time for the women to develop the personal and technical skills necessary to facilitate the implementation of the project.

<sup>2</sup> Those who have left the project have been replaced by other women from the community who have been or are in the process of being trained as Community Health Workers.



- The project demonstrated the importance of creating employment conditions for Travellers which do not jeopardise the economic supports already in place. For example the medical card is important to many Traveller families, particularly in light of the poor levels of health within the community. Employment needs to be accompanied by the maintenance of supports. This has proven to be a successful approach in this project.
- It would prove beneficial to all concerned if the training and qualifications of the Community Health Workers were nationally accredited, as this would make their skills more transferable to different community development settings. Work to achieve this accreditation is ongoing.

## 05: Conclusions

The Primary Health Care for Travellers Project has been successful in enabling sixteen women from the Traveller community to be trained and employed as Community Health Workers. Aside from the economic benefit that this has brought to the workers and their families, this project has contributed significantly to improving the quality of health care delivery in Finglas and Blanchardstown. This project has been replicated in Primary Health Care projects around Ireland, reflecting the opportunity that exists for more people from the Traveller community to become Community Health Workers and contribute to improving the quality of life of the Traveller community in Ireland.

## Case Study 04

# Department of Communications, Marine and Natural Resources Travellers' Work Experience Programme



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A unique initiative was undertaken by the Department of Communications, Marine and Natural Resources, as part of the objective to increase the employment of Travellers in the Civil Service. During the summers of 2004 and 2005, six Travellers were employed by the Department for a period of between eight and ten weeks. Participants in the initiative provided clerical support to permanent staff within the Department. The initiative proved to be successful and has the potential to be replicated in other Government Departments in the future.

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In 1995, the Report of the Task Force on the Travelling Community made several recommendations on how to improve the employment opportunities of Travellers. One recommendation was based on the experience in Australia where 'identified positions' have been made available to members of the Aboriginal communities. In Ireland in recent years the body responsible for recruitment into the Civil Service, the Public Appointments Service, has begun to explore new ways of providing employment opportunities to Travellers.

## 01: Overview

### Aim

The aim of the initiative was to provide the opportunity to members of the Traveller community to gain valuable work experience in the Civil Service.

### Objectives

- To provide members of the Traveller community with work experience in the Civil Service.
- To establish a short-term initiative that would enable Travellers with little work experience or low levels of educational attainment to participate in public sector work.
- To assist the Department of Communications, Marine and Natural Resources in addressing the resource shortfall caused by permanent staff on annual leave during the summer months.
- To demonstrate the potential employment opportunity for Travellers in the public service.

## 02: Key steps to establish the initiative

### Pre-development phase

- In 2000, the Civil Service Commission (now the Public Appointments Service) analysed the lack of participation of Travellers within the Civil Service.
- Following this, representatives of national Traveller organisations held discussions with the Commission and the Equality Unit of the Department of Finance to discuss the options for increasing the employment of Travellers in the Civil Service.
- In April 2003, following consultations between the Commission and representatives of Traveller organisations, a workshop was organised for people who were involved in supporting the development of employment opportunities for Travellers. Participants in the workshop identified some of the barriers which prevent Travellers from being successful in the Civil Service entry examination.
- Later in 2003, the Department of Communications, Marine and Natural Resources (now the Department of Communications, Energy and Natural Resources), through the offices of FÁS, made contact with representatives of Traveller organisations to announce short-term temporary opportunities within the Civil Service, which would be available to Travellers.
- Three Clerical Officer positions were made available for a period of eight weeks during the summer of 2004.

## Stakeholders involved

**Traveller Participants** associated with Traveller groups such as Travact (formerly Northside Travellers Action Group), Pavee Point and Ballyfermot Travellers Action Group. These Traveller groups provide support and training opportunities to Travellers in the Dublin area.

**Pavee Point** is a non-governmental organisation that is committed to improving the quality of life of Irish Travellers.

The **Department of Communications, Marine and Natural Resources** (now the Department of Communications, Energy and Natural Resources) is a public office of the Government.

### Operational phase

- In 2004, three Traveller women expressed an interest in the positions. Two of the women were working in Travact and the third was working in Pavee Point. All three had the basic skills required for clerical work, including a level of computer literacy.
- Following an information meeting with an official from the Department, the women were offered temporary employment for an eight-week period from July to September. Each worker signed a contract prior to taking up her position.
- The work mainly involved data input, transferring information from hard copies of documents into computers. There was some diversification of tasks, including receiving and sorting mail and responding to phone enquiries.
- In 2005, awareness of the initiative had increased among the Traveller community and eight women expressed an interest in taking up the employment opportunity, this time for a period of ten weeks over the June to August period. Again, three positions were available and the successful candidates were selected through an interview process. All three were taking part in a FÁS-supported training programme organised by the Ballyfermot Travellers Support Group.
- The workers were supported throughout the initiative by a mentor within the Department.
- Workers were allowed to maintain all secondary social welfare benefits during the course of their employment.

## 03: Outcomes for those involved

- The employment of Travellers in this initiative, albeit on a temporary basis, was a significant step forward in promoting equality within the Civil Service.

- Information received through informal feedback from the permanent staff in the Department indicated that the workers proved efficient and capable in their work.
- Workers spoke of their increased self-confidence due to the sense of achievement arising out of their participation in the initiative.
- Workers learned new skills, which are transferable to other potential employment situations.
- Participation in the initiative made the workers more employable as they had demonstrated capability and reliability in a mainstream workplace.

### 04: Lessons learned

- While the existing Flexi Time system within the Department was an advantage, enabling the workers to manage their personal lives around the work experience, some found the leap from part-time training or employment to full-time employment difficult to manage. The opportunity to participate in the initiative on a part-time basis would prove more attractive to a wider number of people.
- It was not always possible to diversify tasks and this led to some frustration, as the work was at times repetitive.
- The workers reported that they felt welcome and included. The presence of the mentor ensured that there were opportunities to address problems when they arose.
- All of the women selected had participated in training programmes that had equipped them with the basic skills to carry out clerical duties. All became aware of the initiative through their involvement in Traveller organisations. During the selection process the women received important support from these organisations, including assistance with the completion of contracts, which to many was a new experience.
- Following the initiative, one worker experienced difficulty in claiming social welfare benefits. It is important to ensure that workers' entitlements are not threatened as a result of participation in schemes where there is no guarantee of employment afterwards.

## 05: Conclusions

The Travellers' Work Experience Programme in the Department of Communications, Marine and Natural Resources, within the limited parameters in which it operated, was a success. The initiative demonstrated that Travellers can competently fill positions within the public service. However, the current selection process in the Civil Service needs to be adapted in order to ensure that Travellers are successful in future recruitment rounds. If the initiative was to become a permanent feature of all Departments across the Civil Service it would open up new employment opportunities for many Travellers.

Case Study 05

**Shuttle Knit Ltd**  
**A Traveller Enterprise Initiative**





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Shuttle Knit Ltd is a stand-alone enterprise established in 2001 by Wicklow Travellers' Group Ltd (WTGL). It is a business based on a partnership between Travellers and settled people. It is committed to creating a working environment in which all the workers are respected and valued.

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Shuttle Knit produces and markets a line of hand-loomed woven items and a range of knitted products. It fulfils contract orders for knitted and woven products for a number of organisations and designers. It has begun direct selling and plans to develop this line to expand its market.

Shuttle Knit is funded under the Community Services Programme (previously the Social Economy Programme). This Programme is administered by Pobal Ltd under the auspices of the Department of Community, Rural and Gaeltacht Affairs. The objective of the Programme is to support local community activity to address disadvantage, while also providing local employment opportunities.

## 01: Overview

### Aims

- To carry on a business of weaving and hand-knitting, having particular regard to the employment needs of the Traveller community.
- To address social exclusion and disadvantages experienced by members of the Traveller community and to promote business enterprise based on partnership between the settled community and the Traveller community.

### Objectives

- To facilitate Travellers to develop their community within their own ethos and culture.
- To provide training opportunities for Travellers.
- To establish jobs and employment for Travellers.
- To facilitate the development of Traveller self-employment.
- To facilitate the development of partnership between Travellers and the settled community.
- To facilitate the empowerment of Travellers so that they may achieve their goals with respect for their ethos and culture.

## 02: Key steps to establish the initiative

### Pre-development phase

- Shuttle Knit was established by WTGL in response to an identified need for training, development and employment opportunities for Traveller women in the area. A part-time training programme for Traveller women was developed. Funding was secured under the EU Employment Integra Programme. This part-time training programme was further developed as a full-time, two-year training programme that aimed to provide training for employment. Arising from the success of this training programme, WTGL initiated the development of Shuttle Knit.

### Operational phase

- The business is run on a not-for-profit basis and any income earned is put back into the business for its development. There are five workers employed, including a manager who oversees the development of the business. The workers are fully trained weavers, knitters and designers and the service provides a range of different products such as hand-designed handbags, scarves, blankets, knitwear and ladies roulades to outlets such as tourist centres, design shops and gift shops, and to Irish designers, individual tourists and the general public. Services in the area such as schools have their logos supplied by the enterprise.

## Stakeholders involved

**Wicklow Travellers' Group Ltd (WTGL)** is a community development organisation founded in 1992, which is committed to securing human rights for Travellers and responding to the needs of Travellers in Co. Wicklow. WTGL supports the development of Shuttle Knit through its involvement on the Board and through the provision of premises from which the business operates.

**Board Members** of Shuttle Knit include members of WTGL, the local Traveller community and individuals who have expertise in the area of business and marketing. The Board manages the development of Shuttle Knit in close co-operation with the staff.

The local **Traveller Community** provides employees and members of the Board of Shuttle Knit. Their involvement on the Board is sourced through WTGL.

- Shuttle Knit employed a marketing mentor to evaluate the business and subsequently discarded product ranges that were not selling and introduced product diversification to maximise capacity. Tailored individual training was provided to promote the skills and development of the workers. As a result of this work there has been growth in the level of sales of the products. The enterprise provides its services in Dublin, Kildare, Carlow, Cork, Kerry, Waterford, Wexford and abroad.
- Individual training programmes are designed for the workers and reflect the different levels of skills among the workforce. This training incorporates literacy development as required and ensures that the development of the workers is ongoing. Funding is sought from diverse sources for training on an ongoing basis, for example through FÁS, the Local Development Programmes and the Enterprise Boards.

## 03: Outcomes for those involved

- Five workers have secured full-time employment and ongoing training in a challenging and productive work environment.
- Due to its many linkages within the community, in Ireland and abroad, the business provides a valuable service and also has built up relationships between Travellers and the settled community that contribute to raising a positive profile of the Traveller community.
- The development of business expertise has created learning that could be replicated by other Traveller groups.

## 04: Lessons learned

- The starting point for developing a successful social economy enterprise is ensuring that the individual workers have the skills and

confidence necessary to carry out the work. A commitment is given to provide ongoing tailored training to advance and develop the skills of the workers based on their needs and the needs of the business. This ensures that the workers are in a position to diversify and update their skills and to respond to changes in market demands. For example Shuttle Knit recently purchased a computerised embroidery machine and all staff are being trained to operate this.

- Staff involvement in and sense of ownership of the business is a central component of the social economy model. This can be created by putting in place simple structures such as staff meetings, the involvement of workers in management meetings, off-site meetings to analyse progress and generate new ideas, strategic planning, and the development of participative structures with the workers centrally involved.
- Confidence building among workers, outlets within the market place and the wider local community is crucial to the success of the project. This requires ongoing work and a commitment of time and resources.
- There is a need to build up relationships with a range of experts in areas such as sales, finance and marketing, and to create a panel of such contacts to draw on for advice on all aspects of the business.
- Diversification of outlets is key to success. This avoids reliance on one source of income. New ideas for sales outlets need to be developed on an ongoing basis.

## 05: Conclusions

Shuttle Knit is a successful partnership initiative between Travellers and settled people. It provides employment to five workers and hopes to expand the workforce as the business develops. Shuttle Knit has the capacity to sustain the business with state funding and sales, however it needs to continue to diversify its sources of funding to create a more sustainable basis for the business. A key lesson from this project is that long-term commitment from a number of agencies is required in order to develop initiatives that bring people who have no formal training or work experience into employment in enterprise start-ups.



## Case Study 06

# Donegal Travellers Project Crèche and Childcare Centre



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In 1997, Donegal Travellers Project (DTP) established a crèche and childcare centre as part of its commitment to create real job opportunities for individual members of the Traveller community and to promote and implement a model of childcare provision that responds appropriately to a culturally diverse group of children. The crèche is managed by a committee comprising staff of DTP, parents and members of DTP management. It employs nine staff, four of whom are Travellers.

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The crèche is funded by the NDP Equal Opportunities Childcare Programme (EOCP) which is a mix of national exchequer and EU funding. According to the DTP's Business Plan (2005) the crèche is developed as a social economy enterprise:

'The social economy can be seen as a community response to exclusion and unemployment in the form of initiatives which combine social and economic objectives, geared towards sustainability, and which have the capacity to make a significant contribution to increasing the quality of life.'

## 01: Overview

### Aim

The provision of a childcare facility which offers affordable, accessible childcare to both the Traveller community and the wider settled community in Letterkenny, where children are protected, cared for and loved, with their ethnicity, culture and individual needs met and respected at every level of the service.

### Objectives

- To provide up to 60 childcare places for children from the age of 7 weeks to 12 years for both Travellers and the wider settled community.
- To encourage and empower Travellers to participate at all levels of the childcare initiative, including staffing and representation on the parents' committee and on the management committee.
- To work towards the inclusion of Traveller children's needs in other childcare projects within Co. Donegal.
- To network with other childcare projects and organisations to support the development of sustainable childcare in the county, which is accessible and affordable and meets the needs of children from diverse backgrounds.
- To provide, or access, professional training in childcare and other related areas for all staff members.

## 02: Key steps to establish the initiative

### Pre-development phase

- The Project Manager, Childcare Manager, staff of DTP and representatives of local parents drew up a Development Plan for the first 3 to 5 years of the initiative. Meetings were held with Traveller parents about the Development Plan, thus ensuring their inclusion and sense of ownership of the service from the outset.
- A Management Board was established which meets regularly and was responsible for the initial set up of the centre and for putting in place the development plan. The Management Board is made up of staff, Traveller parents and members of the DTP.
- Applications for funding were devised, and funding was provided by the EOCP. The Donegal County Childcare Committee was approached for advice and funding. Its role is to assist and provide advice on the development of childcare projects and initiatives in Donegal. This Committee granted funding for the further development of the project.

### Operational phase

- Premises were sought which would ensure that all regulations for childcare facilities could be met. In this regard the Health Board



## Stakeholders involved

**Donegal Travellers Project (DTP)** is a partnership of Travellers and settled people which aims to bring about justice, equality and a better life for Travellers in Donegal and the wider north-west region. The DTP supports the ongoing development of the crèche and childcare centre through the provision of management support to the project.

The local **Traveller Community** is involved in the staffing and management of the initiative. This involvement is sourced through the DTP.

**St Fiachra's Traveller Training Centre** is a centre of education for Travellers, which facilitates life-long learning and training through an intercultural approach.

(now Health Service Executive) was approached and provided an architect who assisted in the development of plans for the renovation of the premises. There are a number of requirements for childcare premises which are detailed in the Health Service Executive (HSE) regulations and which need to be considered when seeking premises.

- Training was designed and implemented to support Travellers and ensure that they have the skills necessary to take up roles and employment within the childcare centre. The training was specifically designed and took into account the literacy levels and educational disadvantage of the Travellers involved. The training was organised and delivered in a manner that enabled Travellers to attain the childcare qualifications within a realistic timeframe and in a context of their educational disadvantage. This was negotiated with the qualification awarding body.
- Time was set aside on a weekly basis for trainees to meet with the staff of the centre to discuss what they were learning and to clarify any aspects causing difficulty for them. This proved to be a valuable support for the trainees.
- Structures were established to ensure that parents of the children being cared for are fully involved in the development of the centre. A Parental Committee was set up to foster parental involvement and provide opportunities for parents to gain an understanding of the service. It is envisaged that a parent and toddler group will be established to provide opportunities for parents to learn about child development and gain an insight into the day-to-day work of the centre.

## 03: Outcomes for those involved

- Four Travellers are employed in the childcare facility. Two Travellers are employed as Childcare Assistants and two Travellers are undertaking training to attain childcare qualifications and are gaining experience through their employment at the centre as crèche workers.

- The provision of childcare for Traveller children is improving the labour market prospects of their parents by providing them with the opportunity to take up education, training and employment.
- A model of childcare has been established that responds to the needs of a culturally diverse group of children.

### 04: Lessons learned

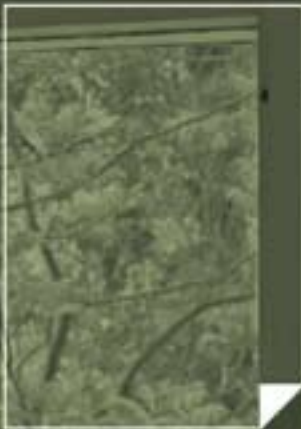
- The centre is committed to supporting Traveller employment. In order to achieve this the educational disadvantage of Travellers must be acknowledged. Travellers need to be supported to attain qualifications in childcare through the introduction of additional supports that take account of any educational disadvantage.
- The fact that Travellers had been involved in training through the DTP and St Fiachra's Traveller Training Centre provided a solid foundation for the development of the project and enabled Travellers to take up employment and further training opportunities within the centre.
- The employment of Travellers was vital to the success of the initiative in the early stages as many Traveller parents were reluctant to leave their children with settled employees.
- The provision of childcare services has enabled Traveller women to access educational, training and employment opportunities as without such provision participation of Traveller women would be restricted given the unequal sharing of caring responsibilities between men and women. Childcare needs to be built into education and training programmes to ensure that they are accessible to all men and women with parenting responsibilities.
- It is important to ensure that Traveller parents are fully involved in the provision of the childcare service. This ensures that the service is working effectively and that parents acquire insights into the work of the centre and can be confident that it caters for the developmental needs of their children.
- When embarking on such a project the sourcing of suitable premises is a key factor as each age group has different space needs and HSE regulations are in place that must be met. Advice should be sought before acquiring premises to ensure they can be adapted appropriately.

## 05: Conclusions

The crèche and childcare centre is a promising initiative aiming to create employment opportunities for local Travellers and provide accessible childcare to the local community. The centre has developed a Business Plan and hopes to expand its services to cater for more children, employ more staff and provide places for new communities who are living in the area. One of the lessons of this project is that long-term funding is vital in supporting social economy enterprises such as the Donegal Traveller Project's crèche and childcare centre. Without this funding, marginalised communities would not have the opportunity to benefit from the employment and education aspects of the services.

Case Study 07

*Let's Stay* Project  
Traveller Youth Worker



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The *Let's Stay* project in Tralee, Co. Kerry is a collaborative project led by the Kerry Diocesan Youth Service (KDYS) which provides after-school initiatives as well as study support programmes for young Travellers living in Tralee. KDYS has been involved in the provision of training opportunities to Travellers within their target area for many years.

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In 2002, KDYS employed two Travellers on a Community Employment (CE) scheme to provide basic after-school support to young Travellers in the Mitchel's Crescent area of Tralee. As an internal evaluation of the project had revealed it to be successful, the organisation began to explore ways of developing the work into a longer-term programme.

In 2004, a cross-sectoral network led by KDYS secured two years' funding from the Dormant Accounts Scheme for the *Let's Stay* project. The project targets young Travellers at risk and enabled two Youth Workers to be employed on a part-time basis. Both workers employed on the project are women, one from the settled community and the other a Traveller woman who had undergone training with KDYS and who had gained sufficient qualifications and experience in youth work in order to enable her to qualify for the position of Youth Worker in the project.

## 01: Overview

### Aim

To improve the educational opportunities available to young Travellers in the Mitchel's Crescent area of Tralee through the provision of a holistic youth work programme.

### Objectives

- To deliver a culturally sensitive youth work programme to enhance the social, personal and educational development of Travellers aged between 12 and 18 years in their own community.
- To address the issues of marginalisation, discrimination and isolation of young Travellers as identified in the Tralee Revitalising Areas by Planning, Investment and Development (RAPID) area community profile.
- To support the participation of the target group in the Tralee Institute of Technology Pathfinders Programme (third-level access programme).
- To support Traveller teenagers in RAPID areas to progress from second-level to third-level education.
- To develop positive relationships with Traveller families through outreach support work in the area.

## 02: Key steps to establish the initiative

### Pre-development phase

- A project committee, known as the *Let's Stay* Committee, was assembled comprising a range of stakeholders involved in the education of young Traveller women in the area. This team consisted of the local RAPID co-ordinator, the Visiting Teacher for Traveller Education, Home School Liaison Co-ordinators, the Education Welfare Officers, and representatives of KDYS and Tralee Partnership.
- Funding was sought from the Government Dormant Accounts Scheme to finance the *Let's Stay* project. The committee was successful in securing €150,000 for a two-year project.
- The two Youth Worker positions were advertised in the local and national media. One of the successful candidates was a Traveller woman who had worked as a CE worker on the initial project.

### Operational phase

- The Traveller Youth Worker works 19.5 hours per week providing after-school support to children from four primary schools and is paid according to national youth work rates. She works as part of a youth work team involving two other Youth Workers and another Traveller woman who is employed on a CE scheme.

## Stakeholders involved

**Kerry Diocesan Youth Service** is a voluntary organisation committed to enabling young people to gain the knowledge, attitudes and skills necessary to meet their own and others' developmental needs.

**RAPID** (Revitalising Areas by Planning, Investment and Development) is a focused initiative by the Government to target the most disadvantaged people in the country. In Tralee it provides support to people living in marginalised communities to establish community development initiatives and to create employment opportunities for people living in those communities.

**Tralee Partnership** was formed to counter disadvantage through the delivery of initiatives which seek to meet the identified needs of the long-term unemployed, the disadvantaged communities and other marginalised groups/individuals in the Tralee area.

The **Visiting Teacher Service for Traveller Education** is an official service of the Department of Education and Science which seeks to ensure the full participation of Traveller children in the education system through the provision of outreach and other support services.

The **Traveller Youth Worker** manages the after-school project which provides support to children from four primary schools in the Mitchell's Crescent area of Tralee.

**Education Welfare Officers** are state-employed officials charged with the responsibility of ensuring that all children of school-going age attend school.

The **Kerry Travellers Development Group** is the local Traveller representative and development organisation.

- KDYS is the employer organisation and work-plans are prepared by the Youth and Community Co-ordinator in KDYS.
- The project started in August 2004 and concluded in August 2006. KDYS, with the approval of RAPID, then applied to the Department of Education and Science Special Projects Section for further funding for a ten-year period to put the programme on a more sustainable basis.

## 03: Outcomes for those involved

- Following an open competition a Traveller has been employed as a part-time Youth Worker on the youth project. The significance of this can be gauged from the statistic that out of 80 Traveller families living in Tralee, only two other Travellers are in full-time employment.
- KDYS managers have outlined how the Youth Worker is a valuable role model for her younger peers in the Traveller community.

- Since the establishment of the project, positive feedback on the attendance, behaviour and participation in school of young Travellers targeted by the project has been received from local schools.
- The employment of a Traveller in the *Let's Stay* project has highlighted the success of the approach taken by KDYS in respect of the training opportunities offered to Travellers.

### 04: Lessons learned

- The provision of alternatives to the formal Leaving Certificate, such as the Leaving Certificate Applied, offers Travellers alternative routes into employment.
- The employment of Travellers on social economy schemes such as the CE scheme is an important step in moving towards full employment.
- The acquisition of accredited training is necessary if Travellers are to compete on an equal basis with their settled counterparts.
- KDYS has acknowledged that the success of the project has been primarily due to the initial involvement of Travellers in the CE scheme and the subsequent employment of a Traveller as a Youth Worker. In particular the trust of Traveller parents was gained much more easily through having a member of their own community involved in the project.

### 05: Conclusions

A critical contributory factor to the success of the *Let's Stay* initiative has been the involvement of Travellers in the operation of the project from the outset. This was made possible by the approach and philosophy of KDYS, which places particular emphasis on empowering Travellers so that they can apply for employment on an equal footing with all other applicants. This may be a valuable lesson for other programmes that aim to improve the employment prospects of Travellers.





## Case Study 08

# Legal Education for All Project (LEAP)



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The Legal Education for All Project (LEAP) was initiated by the Irish Traveller Movement (ITM) and the Ballymun Community Law Centre in order to develop access routes for unemployed people and marginalised groups to legal education and training.<sup>3</sup>

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Students from the Traveller community and from the wider Ballymun community participated in the project. The course was based on the existing FETAC legal education modules which were adapted to meet the needs of the target communities. The training was accredited and participants gained nationally recognised qualifications.

LEAP sought to ensure that members of both the Traveller community and the settled community in Ballymun could be supported to become more active participants in the legal system in order to ensure equality of participation as well as equality of outcomes within the legal process. The project was funded by the European Union EQUAL Fund and was managed by a Development Partnership comprising the ITM, Ballymun Community Law Centre, Community Legal Resource, Law School at Trinity College Dublin and FÁS.

<sup>3</sup> There were other key elements to this project, including a schools outreach programme in disadvantaged communities, but these will not be dealt with here as the focus of this report is on the creation of training and employment opportunities.

## 01: Overview

### Aim

To engage disadvantaged communities with the legal system and equip them with an understanding to take up training and/or employment opportunities within the legal system.

### Objectives

- To develop access routes to legal training and education for people from excluded socio-economic backgrounds.
- To develop and pilot legal education modules with participants from the Traveller community and from the settled community in Ballymun.
- To support the participants in a legal education programme which may enable them to gain access to mainstream legal education/training.
- To develop and deliver locally devised modules of legal education in four selected communities.

## 02: Key steps to establish the initiative

- In 2004, the ITM, in partnership with Ballymun Community Law Centre, sought funding for a pilot project. Funding was secured for the LEAP in early 2005 for a three-year period to December 2007 (75 per cent of funding was provided through the EQUAL initiative and 25 per cent was promised in equal part from each of the partners in the Development Partnership that managed the project).
- The Co-ordinator was employed in April 2005. The Development Partnership devised and agreed a strategic action plan which included the development of a para-legal diploma course.
- Information on the proposed project was disseminated to Traveller organisations throughout the country via the ITM network. This generated significant interest within the Traveller community. Successful applicants were selected through an interview process.
- Ballymun Community Law Centre also selected participants from the settled community in Ballymun following a series of community briefing sessions.
- Following the selection process, the first participants began their training in November 2005.
- It was deemed necessary to provide a high level of support, on an individual basis outside the weekly group sessions, given the participants' high level of educational disadvantage. Two mentors were employed by the project to provide this intensive support to the participants. One of the mentors was a Traveller man who had responsibility for providing

## Stakeholders involved

The **Irish Traveller Movement (ITM)** is a national network of organisations and individuals working within the Traveller community. The ITM consists of a partnership between Travellers and settled people committed to seeking full equality for Travellers in Irish society. The ITM sourced participants for the project and provided infrastructural support for the project such as matching funding and employment of the staff.

The **Ballymun Community Law Centre** identified participants from the Ballymun area and contributed to the design and delivery of modules in this project.

The **Community Legal Resource** is a legal resource organisation that provided information, training and research support on legal issues to the project.

The **Law School at Trinity College Dublin** has experience of supporting and facilitating access programmes within the university and brought this expertise to bear on the project. It provided support to participants and assisted in the design and delivery of the learning modules.

**FÁS** has extensive experience of working with the target groups and supported the development of the project. The FÁS traineeship programme was available to provide advice and support.

The **Project Participants** brought a range of skills and perspectives to the initiative.

encouragement and support to the Traveller participants. This support was given in the form of direct one-to-one support, phone support to individual participants and the facilitation of group sessions with the Traveller participants.

- The participants did not receive direct payment for participation in the project. However no costs were borne by the participants. Travel expenses were paid from project funds, childcare costs were subsidised and all learning materials were provided for within the project budget.
- Work experience was sought for the participants through the Dublin Solicitors Bar Association and through the FÁS-supported legal secretary trainee training option. It was envisaged that each participant would secure three weeks' work experience over the duration of the course.
- A trans-national element was built into the project which involved work with Slovakian partners to build solidarity on a range of issues and to exchange modules of learning which would be jointly delivered to project participants. There was also a North/South dimension to the project in Ireland.

### 03: Outcomes for those involved

- Tutors and mentors on the course noted an increase in confidence among the participants.
- The project created the possibility of participants gaining access to either the King's Inns or the Law Society in order to be trained as legal professionals. Both the King's Inns and the Law Society gave assurances that, should a candidate from the course attain the necessary qualification for entry to either institution, funding would be made available to cover all costs incurred in gaining a professional qualification.
- Twelve participants, including five Travellers, successfully completed a FETAC level 5 'Introduction to Legal Studies' course. One Traveller woman has been offered a place at the King's Inns.
- One other participant has gone on to study law at Trinity College and two participants are undertaking training as legal secretaries.

### 04: Lessons learned

- The Development Partnership brought together people who had significant experience with people from both communities. This experience enabled the selection of suitable candidates.
- The presence of a Traveller who is a qualified barrister as a tutor on the course proved to be a valuable role model for the participants.
- The establishment of the mentor scheme provided individual participants with a high level of support that ensured their retention on the course.
- Participants were eager to gain qualifications with accreditation because they wanted a qualification that they could use to apply for positions in community and local development organisations on an equal footing with other candidates.

### 05: Conclusions

This project was unique in that it challenged the widely held view that participation in the legal profession is limited to the more affluent sections of Irish society and/or to people who have succeeded in the formal education system. As such, LEAP challenged the inequality that exists in the current system by offering a positive alternative to people from excluded backgrounds. It is very encouraging that twelve participants successfully completed the 'Introduction to Legal Studies' course and that a number of participants progressed to further education and training.



## Case Study 09

# Back to Work Enterprise Allowance Scheme Waste Disposal Business





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The Back to Work Enterprise Allowance Scheme (BWEAS) is facilitating initiatives by unemployed people to set up their own business in different areas of the country. The business profiled here is a waste disposal business established in Longford by a young Traveller man.

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This business provides a number of local waste disposal services: a door-to-door waste disposal service to the public, clean up of derelict houses for the local authority, maintenance of green areas in local estates for the town council and a tyre disposal service to garages.

The BWEAS is administered by the Department of Social and Family Affairs. It enables unemployed people whose business idea has been approved by a partnership company or a jobs facilitator to set up their own business whilst retaining their benefits on a reducing scale over a four-year period.

## 01: Overview

### Aim

The aim of this young Traveller man was to establish a long-term sustainable waste disposal business in the Longford area, and eventually Ireland-wide, through the provision of a range of disposal and recycling services to businesses and the general public.

## 02: Key steps to establish the initiative

### Pre-development phase

- The individual undertook training on a job seekers' course which provided skills in starting up a business and confidence building.
- He identified a gap in the market and carried out research directly to assess the level of demand for the service by talking to local businesses. This research established that there was no waste disposal service available in the Longford area and in particular no tyre disposal service for garages.

### Operational phase

- The individual applied for a permit and included ten different collectable items to allow scope for the service to develop. It took in excess of eight weeks to receive the permit.
- He put in place the necessary structures for the business to operate such as public liability insurance and an accounts system.
- He sourced funding for set-up costs, which was provided by the Longford County Enterprise Board and Longford Community Resources Ltd for the insurance and permit costs.
- He advertised the service in the local newspapers and through word of mouth.

## 03: Outcomes for those involved

- The BWEAS and the supports in place enabled the Traveller man to establish his own business which now provides him with economic independence.
- The scheme enabled him to build on existing skills and interests to generate an economic activity to which he is committed.
- The business has the broader effect of new services being delivered which are beneficial to the whole community in Longford.
- It has encouraged other Travellers to take up the BWEAS scheme and develop their own business ideas.

## Stakeholders involved

The **Traveller Entrepreneur** who identified an opportunity and established a viable waste disposal business.

**Longford Community Resources Ltd** is a local development company established in June 1995 to promote positive change in the areas of social, economic, environmental, community and cultural development throughout Co. Longford. Part of its work involves providing services to the unemployed through the Local Development Social Inclusion Programme, such as Enterprise Support, Mentoring and Book-keeping Service, Specific Enterprise Grants, Interest-Free Revolving Loan Fund and ongoing support.

**Longford County Enterprise Board** was established in October 1993 and provides technical and financial supports to aid the development of the micro-enterprise sector. The Board's main objective is to focus on proactive interventions in the local economy, aimed at creating viable jobs and sustainable enterprises. It provides funding for business costs to those setting up their own business through the BWEAS.

**Longford Travellers Movement (LTM)** is a community development, Traveller-led project which addresses issues facing the Traveller community in Longford. LTM provides ongoing support to Travellers on a range of issues and has supported Travellers in establishing their own businesses through the BWEAS.

## 04: Lessons learned

- It is important to view the BWEAS as a permanent route out of social welfare rather than a short-term measure. The scheme facilitates a move away from a dependency on social welfare payments and enables individuals to develop economic independence through self-employment.
- Common difficulties associated with setting up a new business are all relevant to enterprises established under this scheme: unforeseen costs, the time it takes to establish a customer base, the delay in being paid for work completed and the delay before profit is shown.
- Encouragement from other Travellers who have established their businesses and from the stakeholders involved is important to keep up motivation over the start-up period when the returns are minimal.
- Literacy difficulties can be overcome. The Traveller entrepreneur received training to develop basic literacy in order to read receipts and VAT returns.
- Enterprise development bodies can assist Travellers to undertake training to build up the confidence and skills needed to establish enterprises. Basic skills training is important and needs to cover marketing the business to the public.

## 05: Conclusions

As the waste disposal business has shown, the BWEAS can be a route to economic independence for those who have been dependent on social welfare for many years. Establishing a business under the scheme can be very daunting and concerns have been expressed by individuals undertaking such an initiative. These include the loss of social welfare entitlements, fear that the business may not take off and the challenge in weathering the risks associated with the establishment of a new business. However, many of these issues can be overcome with training and supports that can be accessed under the scheme.



## Case Study 10

# Traveller Support Worker Pilot Project, Ennis, Co. Clare



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The primary role of the Traveller Enterprise Development Officer is to provide support for Travellers to identify and access appropriate employment opportunities. This support is provided on the basis of a work and employment action plan which has as one of its objectives the development of peer-led mentoring programmes to support continued participation of members of the Traveller community in school.

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As part of this role the Traveller Enterprise Development Officer aims to match the skills of Travellers who have a demonstrated ability to work in an educational context with the needs of second-level Traveller students who are struggling to cope with the demands of second-level education. As a result of this initiative, two Traveller Support Workers have been employed on a full-time basis to work with Traveller children in two schools in Ennis, Co. Clare.

## 01: Overview

### Aim

To employ Traveller Support Workers in order to support Traveller students to stay in school so as to progress to further education or meaningful employment.

### Objectives

- To provide opportunities for Travellers in Co. Clare to gain meaningful employment as Traveller Support Workers.
- To enable Travellers to act as role models for students within an educational setting.
- To develop a peer-led mentoring programme to promote the continued participation of Travellers in school.
- To contribute to the development of an education service that takes into account the needs of Traveller children and their teachers.

## 02: Key steps to establish the initiative

### Pre-development phase

- The Traveller Enterprise Development Officer approached the two local schools to identify interest in the establishment of a Traveller Support Worker scheme.
- Working in partnership with the Visiting Teacher Service for Traveller Education, the Home School Community Liaison Scheme and the Schools Completion Programme, two schools were identified in Ennis: Coláiste Mhuire which has a student population of 650 students, 18 of whom are Travellers, and Ennis Community College which has a student population of over 400 pupils, 29 of whom are Travellers.
- Two Traveller Support Worker positions were advertised by the schools. Candidates had to be members of the Traveller Community and had to have a demonstrated interest and experience in working with young people.
- Following an interview process the two candidates, one male and one female, with the most appropriate qualifications and experience were selected to take up the Traveller Support Worker positions. The successful male candidate had spent three years in St Joseph's Traveller Training Centre (TTC), was a voluntary youth worker with the local youth service and was completing a diploma in Youth and Community Development Studies. The successful female candidate, also a trainee at St Joseph's TTC, had over nine years' experience in youth work and had recently completed the Leaving Certificate Applied. Both were considered to have significant experience in working with



## Stakeholders involved

**Clare County Development Board** established a steering group in November 2004 to develop a strategy for the co-ordination of public services to the Traveller community. It consisted of 23 statutory and local agencies. Four working groups were established: Education, Accommodation, Health, and Work and Employment. The strategy involved a detailed consultation with Travellers throughout the county in order to develop an action plan in each of the four sectors. The initiative outlined here fell under the remit of the Work and Employment sector.

The **Visiting Teacher Service for Traveller Education** is an official service of the Department of Education and Science which seeks to ensure the full participation of Traveller children in the education system through the provision of outreach and other support services.

**St Joseph's Traveller Training Centre, Ennis** is the Traveller Training Centre in Co. Clare.

The **Home School Community Liaison Scheme**, based in Coláiste Mhuire, is part of a programme established in disadvantaged schools to ensure the full involvement of all stakeholders, including pupils, parents and community services, in the education system.

The **Schools Completion Programme** is a Department of Education and Science initiative. It includes work with Ennis Community College and Scoil Chríost Rí to develop ways of retaining children in the school system.

The **Traveller Enterprise Development Officer** and the **Traveller Support Workers** brought a range of different skills and perspectives to the initiative.

young people and could be considered role models for young Travellers coming through the education system.

### Operational phase

- The workers support Traveller children in classroom learning, provide one-to-one mentoring and support to Traveller children outside the classroom, facilitate the children's involvement in out-of-school activities and promote the children's overall well-being in the school environment.
- As neither worker was employed directly by the Department of Education and Science (DES), contracts for the employment of the two workers were drawn up by the schools. One of the workers is employed by the Schools Completion Programme (SCP) and the other is a direct employee of Coláiste Mhuire.
- One worker began in the Community College in December 2005 and the other began in Coláiste Mhuire in January 2006. During the trial period the workers were paid a training allowance from St Joseph's Traveller

Training Centre as they were registered trainees and could work under the employment placement scheme.

- Funding for a one-year pilot project was secured in March 2006 from FÁS, through Clare County Development Board, and the Department of Social and Family Affairs Special Projects Fund.
- The Traveller Support Workers are paid in accordance with the DES Special Needs Assistant (SNA) scale (€21,000 to €34,000 over 15 years) and work a 35-hour week under the guidelines of the SCP. They also work in the schools' summer camps. They benefit from the Department of Social and Family Affairs' Back to Work Scheme where recipients are entitled to retain 75 per cent of their social welfare payments for the first year of their employment.
- The workers report directly to the School Principals under the supervision of the Home School Liaison Co-ordinator and the Schools Completion Programme Co-ordinator.
- Both workers undertook the SNA training programme, which is a nationally accredited qualification, through Mary Immaculate Teacher Training College in Limerick.
- An external supervision structure has been established with the assistance of St Joseph's Traveller Training Centre which provides the two employees with any support they may need in their employment. The Traveller Enterprise Development Officer will continue to assist and support them to identify strategies and training opportunities which may benefit them in their work. A systematic review process has been put in place for both Traveller Support Workers, which will culminate in the evaluation report at the end of the pilot scheme.

### 03: Outcomes for those involved

- Two Travellers have gained one year of employment as Traveller Support Workers in the formal education system. Although well qualified, these candidates were both long-term unemployed prior to taking up employment on the pilot mentoring scheme.
- The employment of Travellers as part of the project has set a precedent. Both schools have endorsed the scheme, initially through their involvement and later through their recognition of the positive benefits the scheme is having on Traveller children in the schools. Both schools have stated that they would see clear benefits in extending the scheme to other schools.
- There has been a very positive impact on the participation of Traveller children in the schools. Teachers have reported improvement in the behaviour and participation of many of the Traveller children in the schools since the mentoring system was introduced.

- A good model of practice for the employment of Travellers is being established which, subject to favourable evaluation and review, has the potential to be replicated throughout the country.

#### 04: Lessons learned

- The interview process showed that besides the two selected candidates there were a number of suitably experienced or qualified people in the Traveller community. The involvement of Travellers in a nationally recognised FETAC training programme, which would enable them to achieve a basic level of competence prior to their involvement in schools, would be a useful step forward. The Adult Education Centre of the Co. Clare Vocational Educational Committee and St Joseph's Traveller Training Centre are researching an appropriate Post Leaving Certificate course to meet these needs.
- Interviews with key staff involved in managing the initiative showed how the implementation of a review process in the schools with a Traveller Support Worker has proven to be very beneficial. Opportunities for two-way feedback on positive and negative aspects of the initiative now exist between employee and employer.
- The lack of nationally accredited qualifications is a barrier to progress. The need to provide an opportunity to the Traveller Support Workers to gain nationally accredited training qualifications has been recognised by all the stakeholders in the initiative. This will enable the workers to seek employment as Special Needs Assistants in any school when opportunities arise.

#### 05: Conclusions

As part of the Traveller Support Worker project, the Traveller Enterprise Development Officer recognised the need to match the qualifications and experience of Travellers with the needs of Traveller children within the education system. Despite the high rates of drop-out among children from the Traveller community, particularly in secondary school, there is no precedent for the employment of Travellers as Traveller Support Workers in schools elsewhere in the country. Although this project is still in its early stages, there is already some evidence that the employment of the two workers is having a positive impact on the participation of Traveller children in the two schools. The Traveller Enterprise Development Officer and the schools are reviewing ways of mainstreaming the posts, ideally through receiving direct funding from the Department of Education and Science.







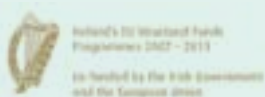


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