CAPACITY BUILDING:
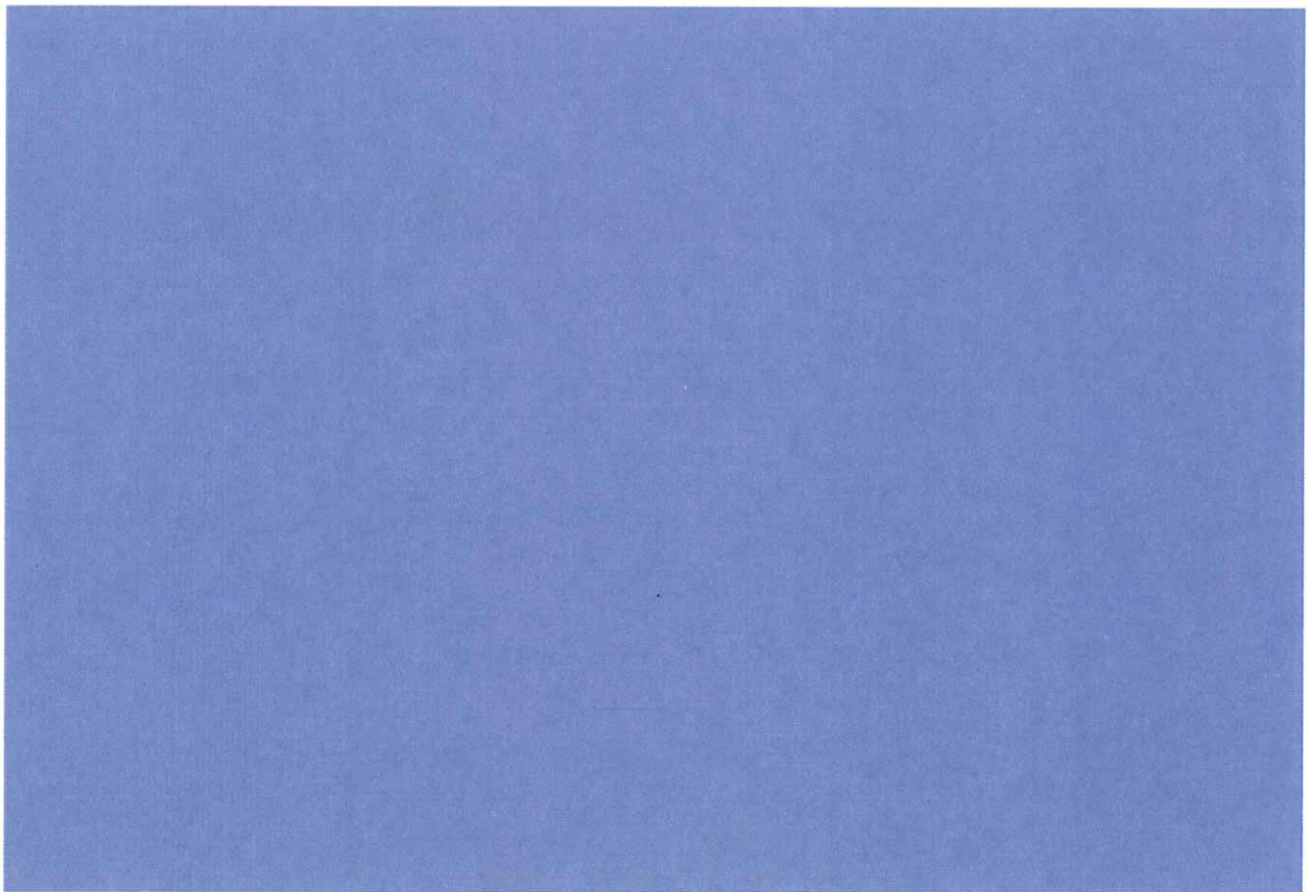## Good practice case studies from outside the partnership and Non EU Initiatives Focusing on Roma

I AM ROMA

VILA DE SINTRA

CAPACITY BUILDING: Good practice case studies from outside the partnership and Non EU Initiatives Focusing on Roma

CASE STUDY:	RE-FRAMING THE MESSAGE - SMOKING BAN IN PUBLIC PLACES
Campaign Focus	In order to move nearer to the long-term aim of achieving an end to smoking, the campaigners decided to focus on trying to restrict the opportunities for people to smoke, thereby reducing the amount of smoking
Problem Statement – Reframe The Problem	The problem was defined as a health and safety issue for workers in pubs, cafes and clubs, rather than health in general. The tobacco industry had long framed the issue as one of personal rights and responsibilities for one's own health. This re-framed the issue to the consequences for those subjected to other people's smoke (blameless and unjustly treated victims)
Campaign Goal	A ban on smoking in public places
Situational Analysis	The tobacco industry had a well-funded and highly aggressive lobby which had previously fought off any attempt to reduce smoking. The anti-smoking campaign was of a much smaller size, so found it difficult to fight them.
Critical Path	Re-frame the issue Widen support for the campaign around existing 'health and safety' alliances
Key Players	As the 'health and safety' context was already well-established, an alliance was formed of local government

	officers, health institutes and trade unions to each push forward towards a common goal.
	The Mayor of London and key members of the government were persuaded to lend their support
	The Tobacco Industry Lobby (Forest) and the Anti-Smoking Lobby (Ash)
Tactics	Campaigners split the opposition ie. the tobacco industry and the hospitality industry, by showing how local government action on the issue would mean greater costs and bureaucracy
	Opinion polling data was used to persuade the government that there were votes to be had on the issue
	As the issue was related as a workplace issue, arguments about smoking in general were sidelined
Communications	As a national capital, a global media and financial centre, the issue of a 'smoke-free London' was the key message of much communications activity
	Opinion polls demonstrated that around 78 percent of Londoners supported smoke-free venues
Success Indicators	Any restriction on opportunities to smoke, specifically in certain defined venues
Risks	The tobacco lobby would shift the debate back to the original framing as an issue of personal rights and responsibilities

CASE STUDY: RE-FRAMING THE MESSAGE - SMOKING BAN IN PUBLIC PLACES

Outcome	Major success: a ban on smoking in public places in the UK

CASE STUDY: USING SOCIAL MEDIA – THE OBAMA CAMPAIGN

Campaign Focus	Many of the elements of the Obama campaign were that of traditional campaigning. However with the rise of social media, his campaign focussed heavily
Problem Statement – Reframe The Problem	Traditionally in American presidential campaigns, the problem lay in having one message to win over a party's most ardent supporters, and another when trying to capture independent and floating voters (the ones who decide a general election)
Campaign Goal	Use new and social media to adopt a '50 State Strategy' whereby specific messages could be targeted at specific voters
Situational Analysis	In the past, the Democrats and Republicans would focus their efforts on 'getting out the vote' in states that solidly supported them already, and pour hundreds of millions of dollars fighting it out over a few 'battleground states'.
Critical Path	The 'problem' to voters was defined as past politics, implicitly lumping together George Bush and Bill Clinton. The 'solution' was to change to Obama. The 'benefits' of change could be therefore be tuned to specific voters.
Key Players	The Obama campaign team; social media networks which exponentially expanded the campaign's reach

CASE STUDY:	USING SOCIAL MEDIA – THE OBAMA CAMPAIGN
Objectives	To leverage the social networks to raise money, recruit people and transmit messages
Tactics	Generate excitement and enthusiasm by having social networks become ambassadors for the campaign
	The campaign knew that more than half of all adult Americans belonged to a social network, but most of them visited only one. Channels could therefore be used discretely to target different messages to different audiences
	They created a host of ways to take small actions that indicated support (eg. Using the 'lIke' button on Facebook) to build networks and manifest support
	Promote the drama of the build-up to election day
Communications	The team's mantra was: "Message, Money, Mobilization"
	Amateur-looking online videos were used to communicate with supporters to help them feel like they were a part of the campaign
	The campaign website MyBO (my.barackobama.com) allowed supporters to create their own campaign supporting content
	Texting was used to support action such as voter turnout
	Individual supporters efforts were recognised by personal text messages direct from Obama and to break news of important campaign developments, rather than through traditional news media
	Key lesson: not a 'new media' or 'online' campaign, but a campaign using new media.
Success Indicators	High level of volunteer support

	High level of engagement with discrete audiences
	High voter turnout and support from targeted groups
isks	Despite it's strategy, the campaign would be at the mercy of framing from traditional news media
Outcome	An elected President

CASE STUDY: EXPLORING TACTICS – THE UK RED RIBBON LAUNCH & WORLD AIDS DAY 1992

Campaign Focus	To use World AIDS Day, an initiative established by the UN, to focus HIV-awareness and fundraising activities in the UK
Problem Statement	As the HIV/AIDS epidemic spread, ignorance, fear and stigma against those infected increased. There were many local organisations around the UK engaged in a host of activities, but much of their work remained below the radar. How best, then, to attract and engage the attention of the public?
Campaign Goal	To raise awareness of and encourage as much discussion as possible about issues surrounding HIV & AIDS

CASE STUDY:	EXPLORING TACTICS – THE UK RED RIBBON LAUNCH & WORLD AIDS DAY 1992
Situational Analysis	Being HIV positive of having an AIDS diagnosis were widely regarded as death sentences. Despite strong evidence that the virus was not contagious, there was enormous fear among the public about contracting it through casual contact with infected people.
	Moreover, because the virus was known to be sexually transmitted, and there was a high incidence among gay men, there was widespread stigma and discrimination against gay people or those perceived to be infected
Critical Path	Focus on the Red Ribbon as a symbol of AIDS Awareness
Key Players	An umbrella organisation, the National AIDS Trust, appointed a World AIDS Day Co-ordinator to develop resources and help co-ordinate activities and press coverage around the country
Objectives	To get as many people as possible wear a 'Red Ribbon' to show their concern for people living with HIV/AIDS and their support for the fight against it
	To reduce some of the stigma of discussing HIV/AIDS by getting people to talk about it
	To focus HIV prevention messages and activities around a week of activities, culminating in World AIDS Day
Tactics	HRH Diana Princess of Wales, Patron of the National AIDS Trust, was deployed to demonstrate that no one should fear coming into contact with people with HIV
	Other celebrities were encouraged to lend visible support

Highlighting the use of the Red Ribbon in the US

The Red Ribbon was offered to people in public places, irrespective of whether they made a donation to their local HIV charity

Large-scale national events were organised by the Co-ordinator (eg. Fundraising concert, major conference etc)

Communications

Local groups were supported to use local media to develop local campaigns and coverage, consistent with messages developed by the World AIDS Day Co-ordinator

Success Indicators

Number of media 'hits' about events connected with World AIDS Day

Preponderance of people wearing the Red Ribbon in public

Success of fundraising activities of HIV organisations around the country

Risks

Misunderstanding what the Red Ribbon was communicating (in the early days, some thought that it meant that the wearer was infected)

Outcome

Opinion polls pointed to a sustained trend reduction in fear and ignorance of issues

Within a year, the Red Ribbon acquired a social cachet as a 'cool' badge of tolerance and concern thousands of media 'hits' of HIV/AIDS related stories

CASE STUDY: INTEGRATION IN AMERICAN SCHOOLS

Campaign Focus

Rather than trying to deal with the very wide issue of racial equality, the campaign focussed on segregation in schools by mounting a legal challenge through the courts

Problem Statement

Up until the mid-twentieth race relations in the US had been dominated by widespread racial segregation

Campaign Goal

To persuade the Supreme Court to end racial segregation in American schools

Situational Analysis

Since the abolition of slavery in America, many tried to get around the ban on subjecting one race to the will of another, by arguing that differences between the races still required separate treatment. In effect this meant that black people in particular, were denied opportunities enjoyed by white people.

Critical Path

The deciding case (Brown v Board of Education, 1954) was the amalgamation of five separate cases. They were all co-ordinated by the National Association for the Advancement of Coloured People (NAACP).

Black parents in different counties attempted to enrol their children at the nearest 'white' school. When they were refused

admission, a series of appeals were launched which gave rise to the basis for a legal challenge.

Key Players

The NAACP, school officials, education authorities, local government officials, the full legal establishment

Objectives

The case sought to gain constitutional protection for integration, by arguing that this wasn't just a case of bad educational policy, but a breach of the Fourteenth Amendment to the US Constitution which guaranteed equality

Tactics

By adopting a legal and constitutional challenge, campaigners wanted the US Supreme Court to overturn previous rulings that racial segregation in any context was lawful.

Communications

As the campaign was essentially a legalistic one, communications were focussed on influencing the constitutional argument, as opposed to a social or moral argument

Success Indicators

A positive Supreme Court ruling

A basis on which all racial discriminatory practices could be declared unconstitutional

Risks

The Court may have decided to uphold existing decisions which allowed for racial discrimination on the grounds that 'separate but equal' treatment was lawful

Outcome

The Court ordered that schools be racially integrated

The Court also rejected the idea of 'scientific racists' who argued that differences between the races meant that racial groups needed to live separately

The Soros Foundation and the Open Society Institute has also been providing ongoing financial support for a range of initiatives targeted at Roma inclusion and supporting other wider activities that also have a strong relevance for Roma inclusion.

The following paragraphs provide a snapshot of some of their current interventions.

- *The Roma Initiatives* is part of the Open Society Institute, and continues to build on the many years of support that OSI has invested in Roma communities, seeking to challenge prejudice and discrimination and to pursue policy change. It guides all OSI program and grant making activities related to the Decade of Roma Inclusion. In addition to coordinating OSI's wider Roma-related efforts, Roma Initiatives provides project and institutional support grants to Roma civic organizations. It works with Roma communities, civil society groups, and governments to promote tolerance and antidiscrimination efforts, equal access to quality education, women's empowerment and gender equity, public health, and civic and political participation.

- *Decade Watch* provides the monitoring and assessment of government action on implementing Decade of Roma Inclusion 2005–2015. The first Decade Watch report, released in June 200723, reviewed the period from the launch of the Decade in early 2005 until the end of 2006. The information was based on research conducted between autumn 2006 and early 2007. The members of the Decade Watch team also reflected their own experience, often spanning many years, in reviewing policies for Roma in their countries.

- *The Roma Education Fund (REF)* was created in the framework of the Decade of Roma Inclusion in 2005. Its mission and ultimate goal is to close the gap in educational outcomes between Roma and non-Roma. In November 2009 donor placed financial support behind education for the Roma and put €25.5 million into the Roma Education Fund (REF). The funding will provide the essential ingredients needed for children to succeed in school: scholarships, school meals, teacher training and academic support. The

added financial support will also help governments develop stronger national policies for Roma inclusion. REF runs five major programs:

- Project Support Program which finances projects and programs.
- REF Scholarship Program which is the largest tertiary scholarship programme for Roma students.
- Policy Development and Capacity Building Program which supports activities that help create a framework for dialogue with governments and civil society on education reform and Roma inclusion.
- Communication and Cross Country Learning Program which includes activities to promote the exchange of knowledge on education reforms and Roma inclusion.
- Reimbursable Grant Programme to help Roma NGOs and local governments access EU funds for the purpose of Roma education.
- *The Roma Decade Matching Fund* was set up by Open Society Institute Roma Initiatives to support innovative projects that promote intercultural dialogue and challenge negative attitudes towards Roma. Roma Initiatives matches funds with public authorities, private foundations, television, publishers, and corporations. It has supported a diverse range of initiatives covering education, gender, employment, cultural identity, diversity, and intercultural dialogue. Projects have taken the form of research, advocacy, capacity-building efforts, awareness-raising campaigns, art and photography exhibitions, documentaries, public debates, and seminars.
- *Roma Health Project (RHP)* 24is part of the Public Health Program, and aims to promote Roma equal access to appropriate and quality health care services. The project focuses on the protection of the rights of the Roma population in health care settings, by promoting involvement of Roma communities in advocating for access to health services, addressing discrimination against Roma in the health sector and raising visibility around the obstacles impeding access health care. RHP supports the development of sound public health policies targeting Roma, and combating the perpetuation of myths and stereotypes about Roma communities and health.
- *Soros Foundation Romania (SFR)* also fund support a number of initiatives that are relevant for Roma inclusion for example;

- *Ensuring access to structural and cohesion funds* is a programme focuses on groups currently exposed to high risk of exclusion or marginalisation from the overall EU-supported development process. After Romania's accession to the European Union, the main source of development funding is Structural and Cohesion Funds (SCF).

- *"Roma Women – known and unknown"* started in march 2009 to put on the public agenda less known features of Roma women exclusion, at the level of local communities and within the society at large. The issue approached by this program is that there is insufficient knowledge about family and community life of Roma women. Although officially a horizontal theme in every project or program financed from EU funds, gender equality is still no applied in community level projects. As a consequence, Roma women are very often overlook in social intervention measures

- *"integrated community development"* essentially refers to approaching the communities from a comprehensive perspective: economic, health, education, infrastructure and housing issues. The program aims to develop replicable integrated community development models within Roma communities. The programme was initiated in 2005, three hypotheses underpin the program:

- consultation and the involvement of all its members, no matter their religion, ethnic appurtenance, economic status etc

- Infrastructure projects, economic development, education etc. are valuable and sustainable only if they are part of a long-term plan

- involvement of the Roma as "first-hand citizens" within the community life helps to raise self-esteem and reduces the gap between them and other the rest of society and brings long-term benefits for the entire community.

- *Normal houses for Roma in Vanatori, Neamt* - 24 poor Roma families will have a normal house, within the project. "A house, a future" project is being developed over a three year period, starting from 2009, by the Association Habitat for Humanity in partnership with the Soros Foundation Romania and with the support of the local authorities. The aim is to create a model for helping communities that live in poor conditions. The project addresses Roma families and the long term aim is that the methodology is taken up by other institutions and local authorities interested to solve the problem of living in precarious conditions.

The EURoma Network was established as a result of the working seminar 'Transnational Cooperation on Roma Community and Social Exclusion' held in Madrid in June 2007 and financed by the Fundacion Internacional y para Iberoamerica de Administracion y politicas Publicas (FIIAP). Structural Funds should be accessible for Roma initiatives and organisations should be able to take advantage of the funds and actions targeting access to employment, which are implemented within the framework of the ESF.

ESF has been identified as the main financial instrument available to Member States to support the implementation of social inclusion polices and the implementation of intervention ions focusing on Roma inclusion. However, this is not the case, and the Roma are generally excluded from policies designed to combat social exclusion. In accordance with the General Regulations of the ESF regarding the sustainable integration of minorities in the labour market, and in order to improve the social inclusion of the Roma in terms of political initiatives, regulatory development and the allocation of resources, it was decided that a trans-national network would be established to develop a common approach under the structural funds.

EURoma was created in the context of the 2007-2013 European Social Fund (ESF) programming period, which increased the scope of trans-national cooperation between public authorities and civil society actors, and in light of

- the status of the Roma population as a truly European minority;
- the enlargement of the EU through the incorporation of countries with the highest concentration of Roma populations;
- the fact that the cohesion and employment opportunities and;
- the Spanish experience of effectively using the ESF for the inclusion of the Roma.

EURoma is a European Network made up of representatives of twelve Member States, determined to promote the use of Structural Funds (SF) to enhance the effectiveness of policies targeting Roma people and to promote their social inclusion. A coordinated, integrated approach

will serve to improve the effectiveness of social policies aimed at the Roma populations in the European Union.