

> 7

Results and Impact

An effective
programme
backing up the data



> 7.1

Quantitative results

Participants

Our Target more than accomplished: 35,304 beneficiaries while the initial estimate was 20,000

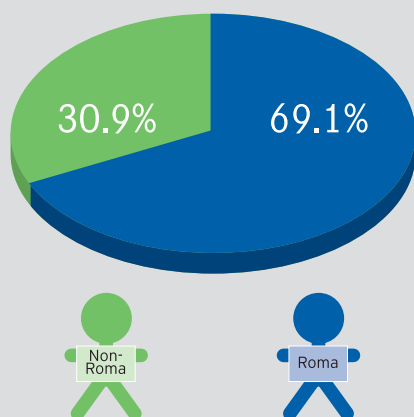
During the course of the Programme a total of 35,304 people were served at the integrated centres and approximately 70% of these were Roma¹. This figure is expected to rise to 39,000 by the end of 2008. These figures are well above the original forecast of 20,000 people.

¹ The FSG has established the institutional criterion of carrying out programmes which preferentially but not exclusively target the Roma community. Co-existence among Roma and non-Roma Acceder beneficiaries has contributed to mutual understanding.

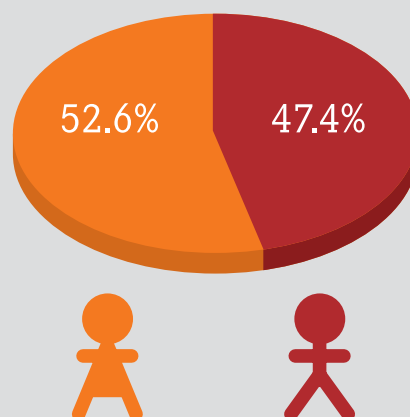
Equality in the participation of men and women

Participation has been very balanced from a gender perspective. There are even slightly more women beneficiaries - close to 53% of the total. The percentage of women and men in the Roma population is practically equal. The active participation of women in the programme shows their growing interest in joining the labour market, especially over the last several years, and the impact that affirmative action measures carried out within the framework of the programme have had (support in reconciling family and professional life, development of training actions specifically targeting women, etc.).

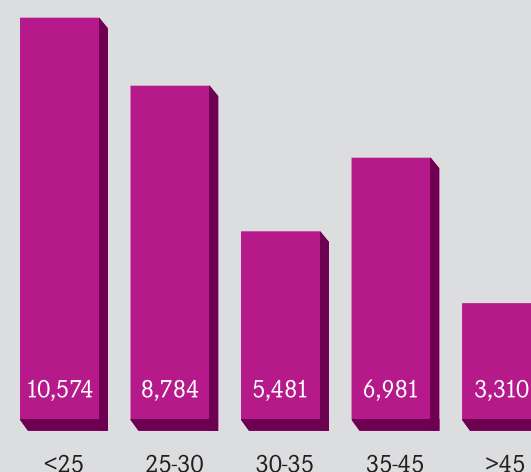
Beneficiaries by ethnic group



Beneficiaries by gender



Beneficiaries by age group



Youth and Acceder

The programme has been particularly successful among young people. The under 30 group is the largest accounting for 56% of the total number of beneficiaries. At the other extreme we have the over 45 group which barely accounts of 10% of the total. Gender and age breakdown is relatively homogeneous although the participation of women is greater in all age brackets except for the youngest (under 25) where men outnumber women.

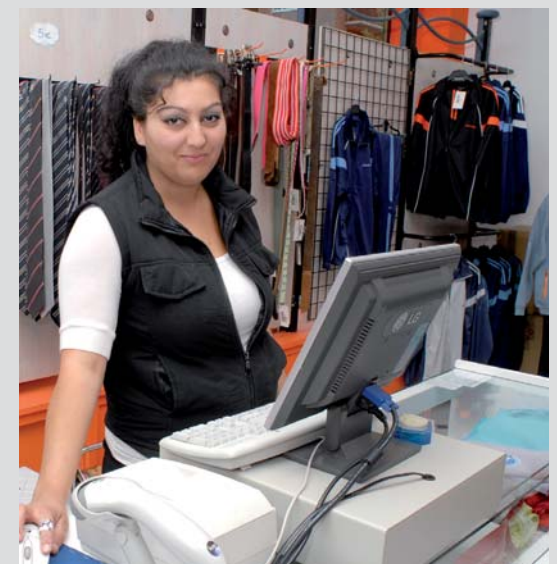
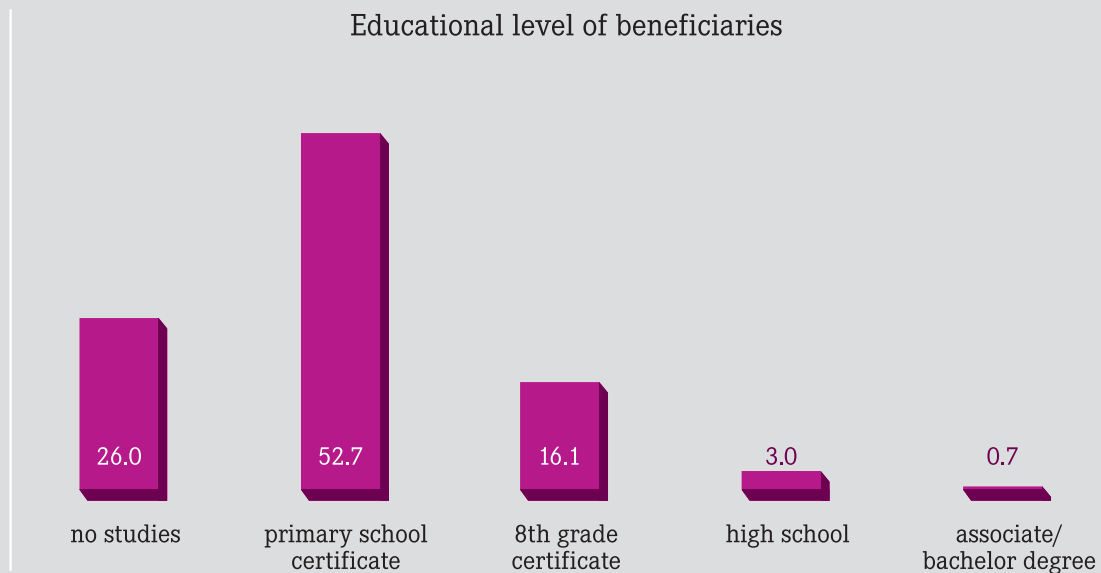
These figures show that young Roma are seeking new labour alternatives because they realise that the traditional economic activities undertaken by their parents offer scant present or future opportunity.

Extending training opportunities

One of the most significant characteristics of the beneficiaries is their low level of education. In fact, 6 out of 10 have not completed the 8th grade. If we focus exclusively on Roma beneficiaries, the level of education is even lower: 7 out of 10 do not have their 8th grade diploma. These educational deficiencies have had a decisive effect on the options and labour conditions available to these individuals who work mostly at precarious and temporary jobs requiring only minimal skills.



Educational level of beneficiaries





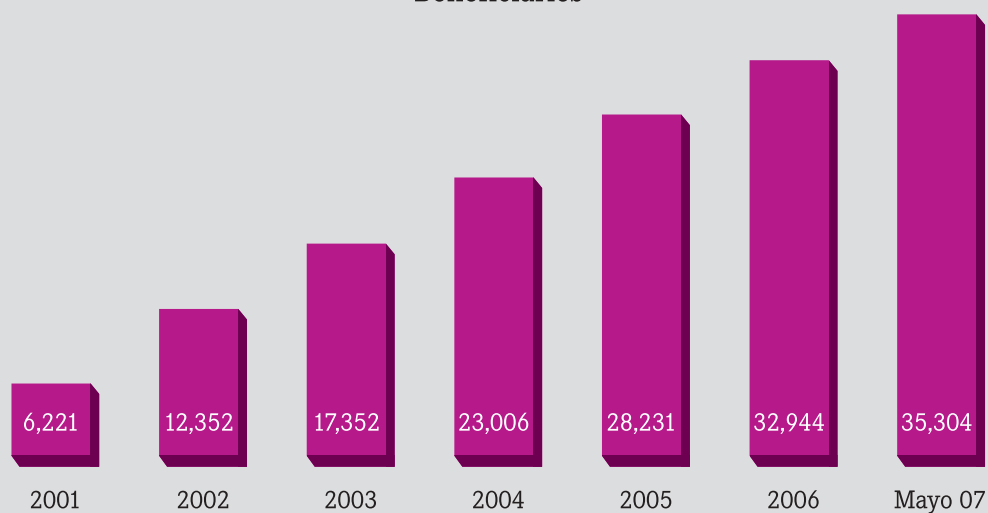
The number of has been growing over time. Programme recruitment and dissemination carried out by mediators has been key in attracting the attention of the Roma community in those cities and towns where the programme has been established. This work was especially relevant and necessary in the initial years of the programme although word of mouth has been the real driving force behind the high level of Roma participation during the ensuing years. This mechanism is itself an indicator of satisfaction and acceptance of the programme on the part of the Roma community. In this connection, it is important to bear in mind that participants *voluntarily* take part in the Acceder programme and receive no remuneration whatsoever bearing further witness to its success.

Analysis of the numbers of people taking part in the Acceder Programme during these six years has led to the design of a coverage ratio indicating the proportion of Roma served out of the total number of potential Roma beneficiaries. This ratio reaches the 5.90% level nationwide but varies significantly from one Autonomous Community to the next. The reason for these differences has to do with a number of factors including the density of the Roma population in each Autonomous Community, the number of centres in each one, the different levels of employability of Roma Programme beneficiaries, etc.

Ratio of Roma Acceder programme beneficiaries out of the total Roma population studied between the ages of 16 and 64 by Autonomous Community

	Roma population in the programme	Estimated Roma population	Estimated Roma population between 16 and 64 ³	Ratio (%) ⁴
Andalusia	4,896	270,000	187,110	2.62
Aragon	1,784	12,000	8,316	21.45
Asturias	1,185	10,000	6,930	17.10
Castile-Leon	1,391	26,000	18,018	7.72
Castile-la Mancha	2,775	28,000	19,404	14.30
Catalonia	1,869	80,000	55,440	3.37
Valencia	3,104	52,000	36,036	8.61
Extremadura	1,032	13,500	9,356	11.03
Galicia	838	7,000	4,851	17.27
Madrid	2,396	60,000	41,580	5.76
Murcia	1,212	20,000	13,860	8.74
Navarre	708	6,000	4,158	17.03
Basque Country	1,205	12,500	8,663	13.91
Total⁵	24,395	597,000	413,721	5.90

Beneficiaries



³ This percentage is obtained by applying the percentage (69.3%) of those between the ages of 16 and 64 to the total estimated Roma population. Survey: Employment and the Roma community; FSG 2005.

⁴ Ratio calculated on the total estimated Roma population between 16 and 64.

⁵ Not counting the Roma population from La Rioja, Cantabria, Balearic Islands, Ceuta and Melilla.

13,902 people participate in training processes. The Acceder Programme has run 846 vocational training courses in which 7,204 people have taken part

Training

Training is one of the key elements of Acceder. A total of 13,902 people have taken part in some form of training. 846 courses have been taught during this period, most (345) with fewer than 40 hours of instruction.

The Roma population is keen on receiving training, especially young women

A total of 13,902 people have taken part in some form of training during these years the programme has been in operation accounting for 40% of all programme beneficiaries. The Roma population has shown a keen interest in receiving training and enhancing their possibilities of finding employment -of all those who received training, 81% were Roma.

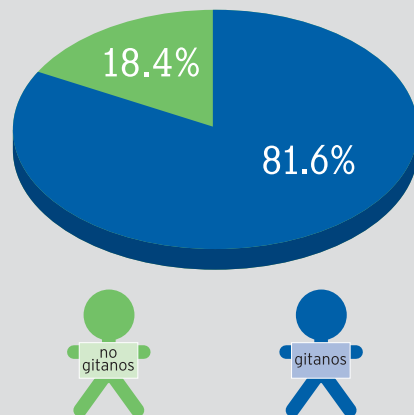
Breakdown by gender shows that many more women take part in training than men. They have shown greater interest and motivation for training from the very beginning of the programme. Age is also a determining factor in terms of participation in training processes: the older the programme user, the less likely it is that s/he will take part in training. The youngest are the most avid training participants (the under 25 group accounts for 46% of all persons trained).

The Foundation is the place to go for training

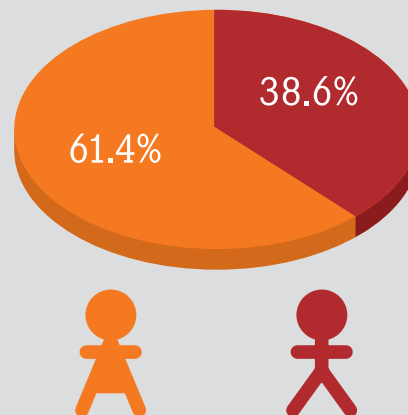
There is a balance between those who have received training through in-house resources taught within the framework of the Acceder Programme or the FSG and those who have received their training elsewhere. Roma, however, do tend to take part more in in-house training. This difference by ethnic group is also evident in the gender breakdown: Roma women prefer in-house training (57% of the total). Generally speaking, gender differences are not that significant although there is a higher number of women receiving training in-house as opposed to through external resources. This greater participation of women in in-house training, especially Roma women, may be a factor of the more "protected" environment in-house adapted to participants' circumstances and needs. Some women, especially those who are receiving training for the first time, feel that their interests and concerns are better met and they also appreciate the more personal follow-up and accompaniment.

A wide and varied array of courses has been offered (846) focusing on the fields of construction and public works as well as maintenance and auto repair. These courses vary in duration; while the largest proportion are short courses of under 40 hours (40% of the total), these are very practical in nature and are linked to concrete employment

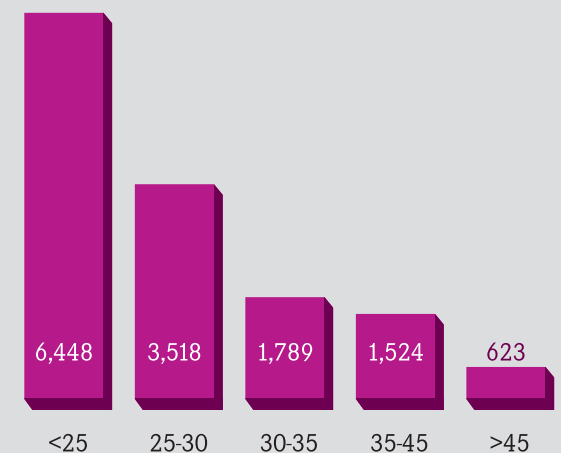
Persons trained by ethnic group



Persons trained by gender



Persons trained by age group



opportunities and in many cases are taught on the premises of the companies themselves. These training experiences have been widely accepted by many of the programme beneficiaries who have found them to be very useful with immediate results for subsequent employment.

A large number of courses up to 100 hours have also been offered but there are relatively few which are longer than 100 hours.

Concurrently with this type of training more linked to immediate employment opportunities, there are other training actions more focused on programme beneficiaries whose employability level is lower and who need basic skills before they can benefit from any sort of vocational training.

The availability of a budget item within the Acceder programme to carry out training actions is key for the methodological development of the programme itself. Moreover, flexibility in the management of training actions has been of fundamental importance in responding to the diversity of situations in which programme beneficiaries find themselves and in being able to adapt to the different collaboration opportunities arising with companies. Efficiency in this connection has been high.

Training courses taught in all of the Autonomous Communities broken down by professional area: Nº

Community and personal services	181
Tourism and catering	119
Company services	119
Commerce	98
Administration and offices	91
Transport and communications	50
Construction and public works	27
Maintenance and repair	25
Auto mechanics	21
Teaching and research	20
Food industries	19
Diverse manufacturing industries	17
Textile industries, fur and leather	16
Assembly and installation	12
Information and artistic endeavours	10
Agriculture	7
Heavy industry and metal construction	6
Graphics industry	4
Wood and cork industries	4
Total	846

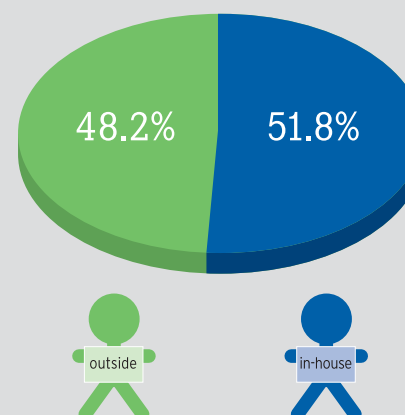
Training within enterprises, a step towards inclusion

While managing in-house training, the Acceder Programme also facilitates Roma access to already existing training resources run by third parties in the understanding that this strategy contributes to fostering the presence of Roma in public and private resources targeting the general population. Therefore, the data concerning access of programme beneficiaries to outside resources demonstrates the success of this intervention which, in most cases, entails preliminary work with the managers and technical personnel of these entities as well as accompaniment and monitoring by Acceder team members before and during this outside training received by programme beneficiaries. It tends to be the youngest programme beneficiaries who take the plunge and participate in these outside training initiatives. However, the majority of young people continue to receive their training in-house.

Courses taught by duration



Referrals to in-house or outside training





Jobs found

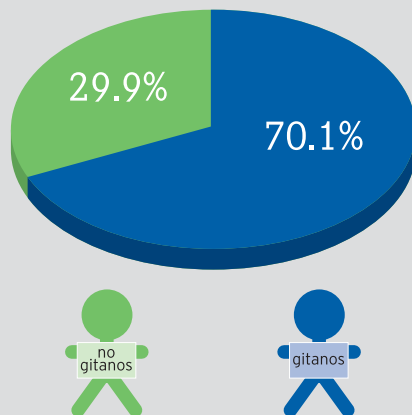
26,014 jobs: men and women on an equal footing

A total of 26,014 work contracts have been signed during the six years of the programme, 70% corresponding to Roma. A look at the gender distribution of those engaged shows total equality between men and women. This positive result has been gradually achieved during the course of the programme since at the outset women were at a real disadvantage. The Acceder teams implemented pro-active initiatives to improve employment figures for women programme beneficiaries (priority focus on labour mediation with companies having the greatest potential for engaging women, training in occupations with high levels of labour market integration for women, etc.). At the same time, role models were created among Roma women which have been instrumental in gradually increasing their presence, interest and participation in the labour market. The final result has been gender equality in the employment achieved.

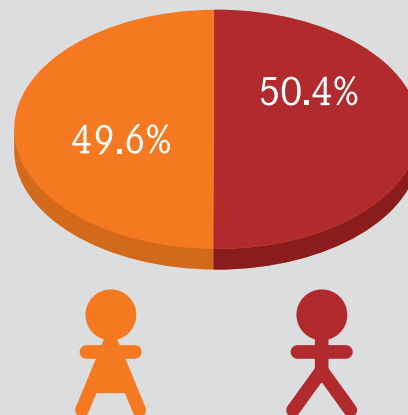
During the years that the programme has been under way, employment has been increasing regularly and is well over the original estimate of 2,500 jobs. The breadth of relations with the business community and the effectiveness of the active job search have contributed to these ideal results.

Roma women have been the major beneficiaries of the change brought about by Acceder. Today they can compete with men in labour market integration; a major accomplishment

Persons engaged by ethnic group



Persons engaged by gender



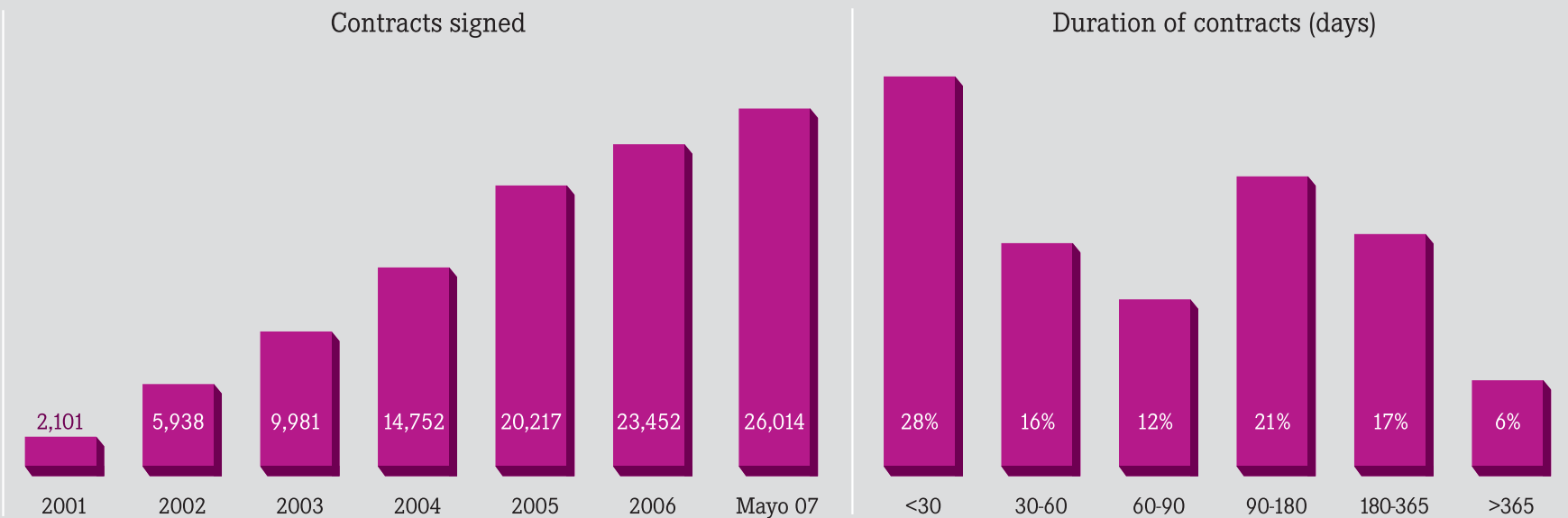
Labour market intermediation has led to job contracts

Acceder has achieved 38% of its work contracts through labour market prospecting. In this connection, we should draw attention to the role of labour market prospecting in providing programme beneficiaries with access to the labour market accounting for 38% of the work contracts nationwide. These data point to the importance of the prospector or enterprise intermediary in the Acceder team. Their importance is even more evident in helping women to find jobs and accounts for 42% of the total number of work contracts awarded to women during this period nationwide. The active job search is the most common way to find a job, especially for men accounting for 40% of the total number of jobs found. This indicator shows that the job seeking skills of programme beneficiaries are improving thus achieving another of the aims of the programme, namely Roma autonomy in seeking work.



Contracts signed

Duration of contracts (days)





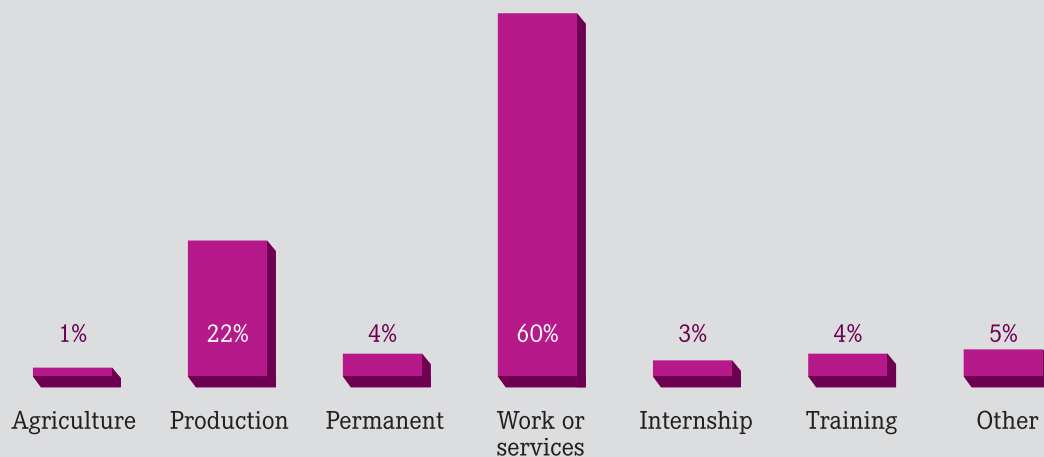
Where is the work? In the services sector

Contracts for works and services rendered account for the greatest percentage (60%). These are followed at a distance by production-related contracts (22%). In over 50% of the cases, these contracts have a duration of three months or less. These characteristics are the result of labour conditions in unskilled employment which are the types of jobs which most beneficiaries find.

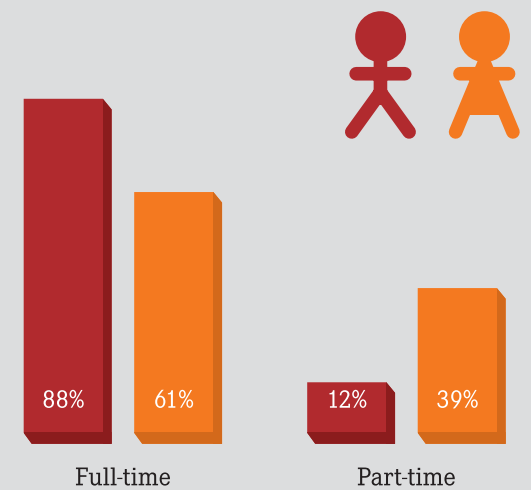
Having regard to areas of activity, the services sector predominates accounting for over 71% of the jobs followed by industry, construction and agriculture. Jobs are very gender oriented, especially in the services sector where there are considerably more jobs for women than men. The opposite is true in the case of the construction sector.

Most job offers have come from small and medium size enterprises (57% are companies with fewer than 50 workers). Some gender differences are observed, especially in companies with between 51 and 250 workers where a significantly higher number of women than men are engaged. These tend to be the companies which are mostly looking to cover cleaning service openings which is the majority occupation of women programme beneficiaries. There is a marked gender bias in the jobs found: while women's jobs focus on cleaning (accounting for nearly 30% of the total), administrative assistants, receptionists and shop clerks, men's jobs mostly revolve around brick-laying, construction labourers, cleaners, stockers and industrial labourers. The average duration of employment is three and a half months and the work is usually full-time although nearly 40% of the women's jobs are part time. Recruitment subsidies supported just under 3% of the jobs found.

Type of contract



Work day by gender





12,145 people employed, 57% of whom are under 30

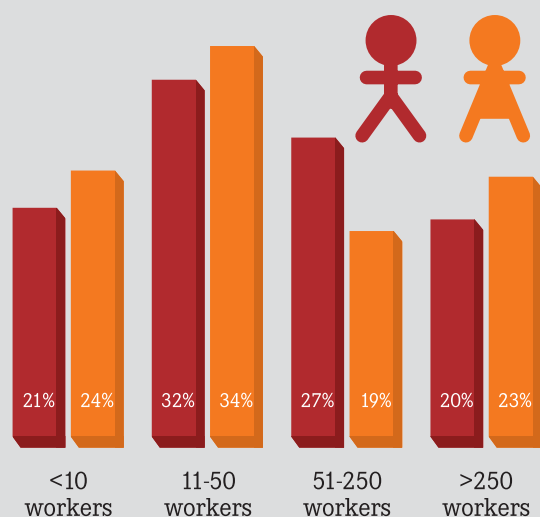
Of the 34,526 people who have taken part in the Programme, 12,145 (35%) have been awarded a work contract. There are no major gender differences: 37% of the jobs went to men while 33% were awarded to women. Over the years, Programme beneficiaries who are active on the labour market have been awarded several contracts (characterised by the aforementioned precariousness and short duration), the ratio being 2 contracts per Programme user with no major differences between men and women or between Roma and non-Roma.

Young people account for the highest number of work contracts (57% of the total). It is also the young people who are awarded the greatest number of first-time work contracts: 26% of the total number of contracts are first-time labour experiences.

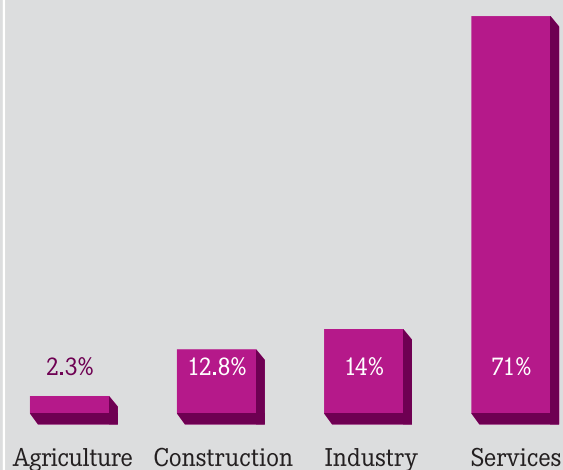
Roma account for most of these first-time experiences, especially Roma women. Once again, these results point to the importance of the Acceder Programme in helping Roma, especially Roma women, make their way into the labour market.



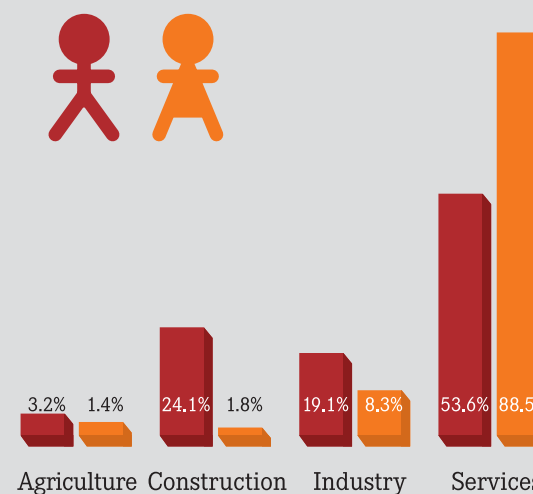
Contracts by size of enterprise and gender



Contracts by sector



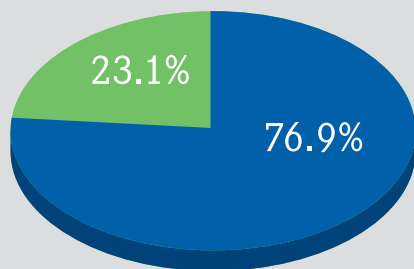
Contract sector by gender



Thanks to the Programme, this was the first employment experience for 30% of the Roma persons engaged, 55% of whom were women



First job by ethnic group

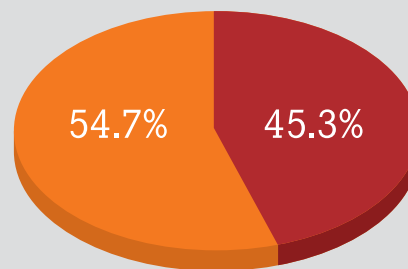


Non-Roma

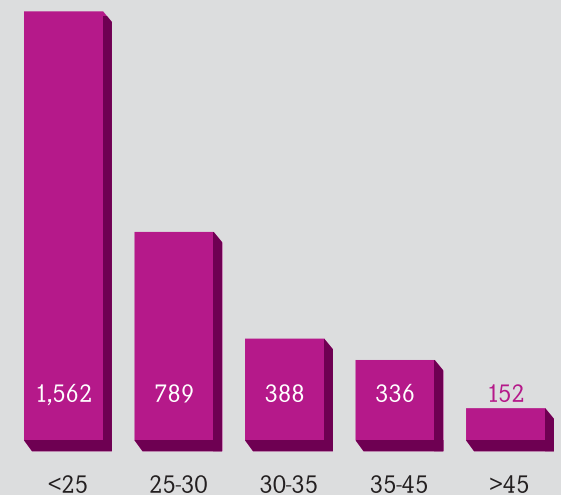


Roma

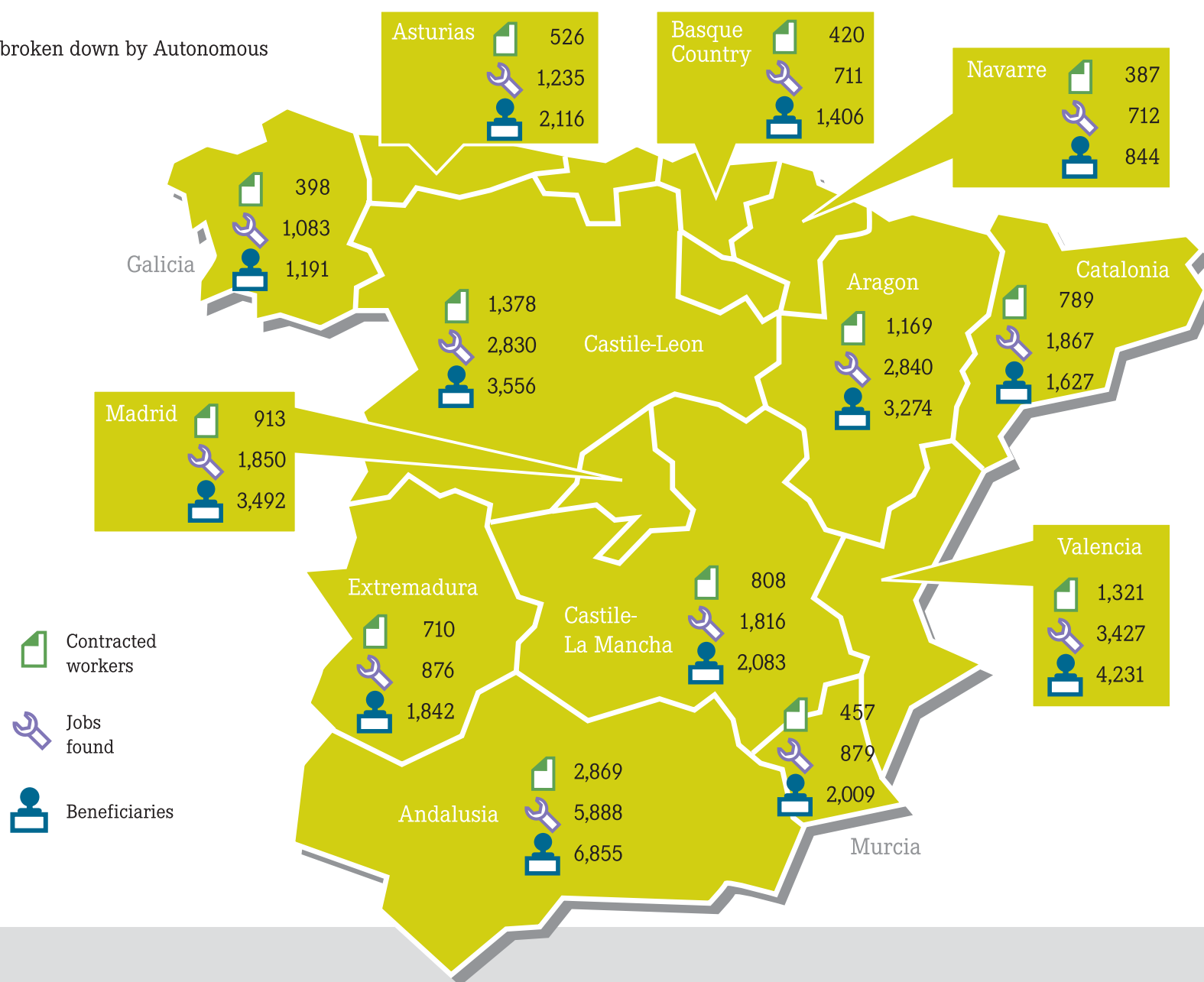
First job by gender



First job by age

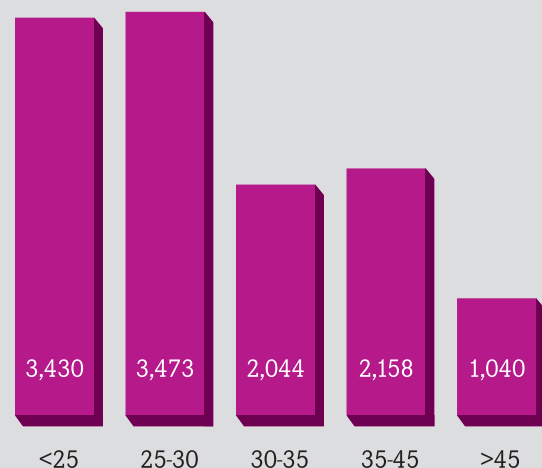


Results table broken down by Autonomous Community*



-  Contracted workers
-  Jobs found
-  Beneficiaries

Contracted workers by age



***Note:** The global results of the Acceder Programme do not always reflect the specific details of the development of the Programme in each of the Autonomous Communities where it has been implemented. To that end, there are specific editions of this report corresponding to each Community to supplement this nation-wide edition. In general terms, the number of beneficiaries, people engaged and jobs found varies significantly from one territory to another due to, among other factors, the fact that varying numbers of centres have been set up and gone into operation on different dates in each territory and this naturally affects the final results. For more detailed results, we recommend the territorial reports.

Companies

Labour Intermediation, the key to labour market integration

Labour intermediation with companies is one of the key elements in the development of the labour market integration pathway diminishing the gap between the Roma population and the labour market, specifically those job vacancies companies need to cover. Based on this initial contact, collaboration agreements are drawn up with companies not only for labour market integration but also, in the majority of the cases, for on-the-job training which is completely adapted to the functional needs of the companies, is very practical and has provided excellent results during the course of the Programme.

This type of collaboration which was merely experimental at the outset, has given rise to the signing of formal agreements with over 350 companies and another type of collaboration agreement with a further 200.

Sometimes initial local contact with a company leads to state-wide agreements with relevant companies in which different Acceder teams have been involved.

32% of the companies sign a second agreement with the Acceder Programme

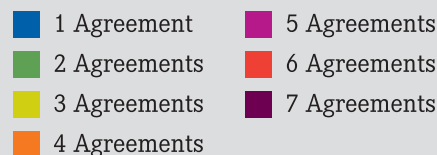
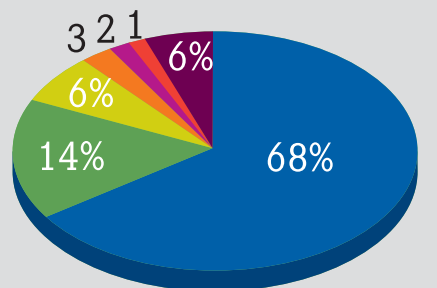
The fact that 32% of the companies which signed an agreement with the Programme have repeated the experience (2 or more times) is a sign of the growing trust companies have in the Programme. Some companies have signed over 7 agreements.

The main purpose of the agreements with companies is vocational training (72%) related with trades or occupations in the company's activity sector. 26% of these agreements are for work internships.

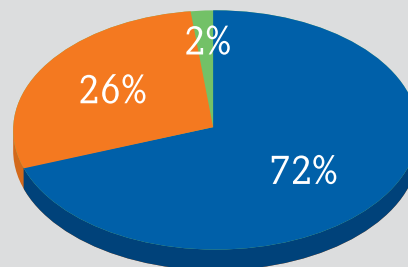
The main sectors of activity for internship or training agreements with companies are **commerce, construction, catering and services**. These are followed by activities in the areas of education, mechanics, hair-styling, etc. (including the "other" category).

Over 350 companies have signed formal agreements with the Programme and a further 200 have collaborated with Acceder

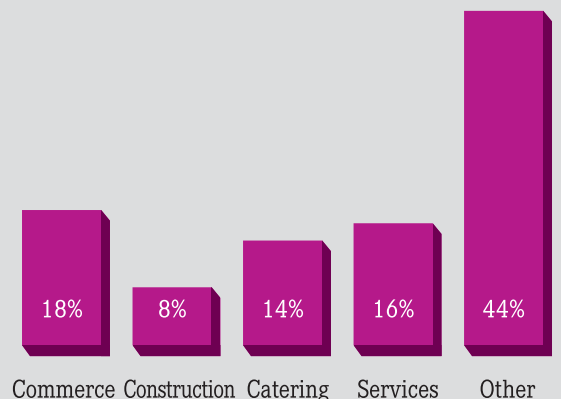
Companies which have signed agreements with the Acceder Programme



Main objective of agreements signed with companies



Activity sector of companies which have signed agreements



Éstas son algunas de las empresas más importantes que han colaborado con el programa Acceder

Alcampo
Adecco E.T.T.
Alta gestión E.T.T.
Alvalle
A2A S.Coop. And (Aura E.T.T.)
Asociación la Rueda
AZ. Azafatas y Promociones
Abacus
Barna Work. Recursos Humanos E.T.T.
Bricolan E.T.T.
Carrefour
Cespa, S.A. (Grupo Ferrovial)
El Corte Inglés
CSS. Catalunya Serveis de Selecció
Clece, S.A.
Construcciones Hermes
Cobega, S.A.
Condis Supermercats
Construcciones Balmi
Construcciones FK2

Día
Dragados, S.L.
Distribuciones Blasco
Eroski
Eulen
Euromerchan
Fomento de Construcciones y Contratas
Flexiplan E.T.T.
Fortec
Foot Locker
Grupo Viaria
Grupo Eulen
Geiserama, S.A.L.
Hoteles Center
Hoteles Catalonia
Hotel Hesperia Golf & Spa
Hotel Pedro I
Infanta Elena Residencia
Inditex S.A.
Islada
Julter Servicios
Limpiezas Agulló
Limpiezas Industriales Velate
Mampower ETT
MC Donald's

Mercadona
Marina D'or-Loger, S.A.
Mantylimp, S.A.
Pizza Hut
Prodere
Pilsa, S.A.
Limpiezas Servimant
Servisol Servicios Integrales ,S.L.
Sodex-Ho España, S.A.
Supermercados El Árbol
Sebucan
Samsa, Grupo Subus
R.V. Catering Service
Semat
Tpts Hristomir
Tarsa Relaciones Públicas
Tiendas Mango
Toys'R'Us-Sevilla
Tempo Grupo Creyf's
UGT
Vero Moda
Viveros El Molín
Valle del Roncal Residencia
Varazdin
Zara



Self-employment

From the beginning the Acceder employment programme has focused specifically on the labour market integration of the Roma population as salaried workers. The implementation of a specific service fostering self-employment arose as a natural and necessary development of these programmes thus broadening their scope to labour market integration as autonomous workers in response to interest expressed by a significant segment of the Roma population.

The service fostering self-employment was introduced in 2006 at the time of the signing of an agreement between the FSG and the Un Sol Mon Foundation of the Caixa Catalunya savings bank for the joint management of a line of micro-credits requiring no collateral for members of the Roma community who do not have access to normal channels of funding to launch their business

projects. This was the start of an initiative to foster self-employment amongst the Roma population. Depending on the assessment of results, it could serve as a benchmark for other initiatives in Spain and other EU countries.

Currently the service is fully operational in the Communities of Valencia, Madrid, Andalusia, Aragon, Castile-Leon, Catalonia, Galicia, Navarre and the Principality of Asturias. It is still at the transfer stage in the other Autonomous Communities.

In summary, it would be fair to say that the inclusion of a labour market integration service based on self-employment within the framework of the Acceder access to employment programme has meant the removal of important barriers and the broadening of the Programme's scope to include the sort of employment which is very much in line with the lifestyle of the Roma community.



The initiative to foster self-employment is in addition to the services lent through the Acceder Programme thus broadening labour alternatives for the Roma community

The Acceder Programme has organised over 350 fora in which 69,000 people take part

Seminars and fora

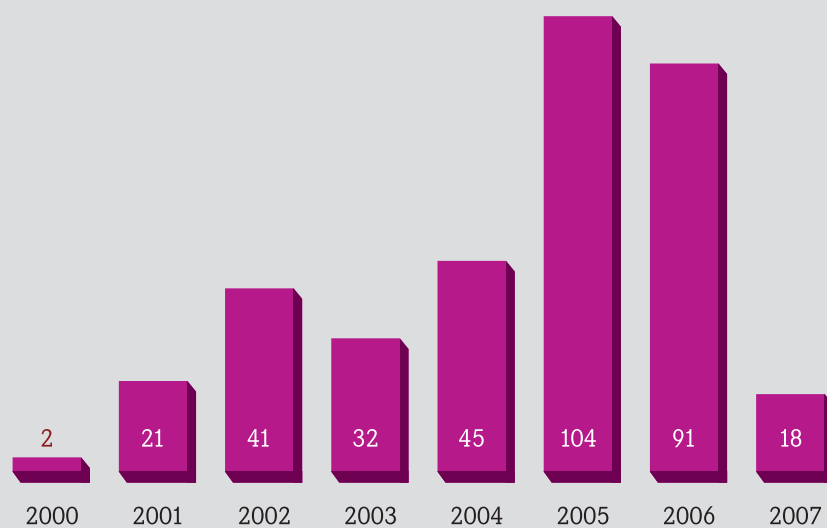
Training and awareness-raising of social intervention field professionals

One of the aims of the Acceder Programme is to enhance the social image of the Roma population through awareness-raising, the training of social intervention professionals and the organisation of debate and reflection fora. Since the year 2000, **350 fora have been organised** (seminars, conferences and public acts) around the topic of Roma employment and have also focused on specialised subjects within this area such as the access of Roma women to the labour market. Also, these fora have provided the opportunity to reflect on the increasing level of professional qualification of the Roma population, equal opportunity and the labour market, etc. A total of **69,000 people** have attended. This visibility and open communication have helped to enhance the ongoing awareness-raising work being done with respect to this topic.

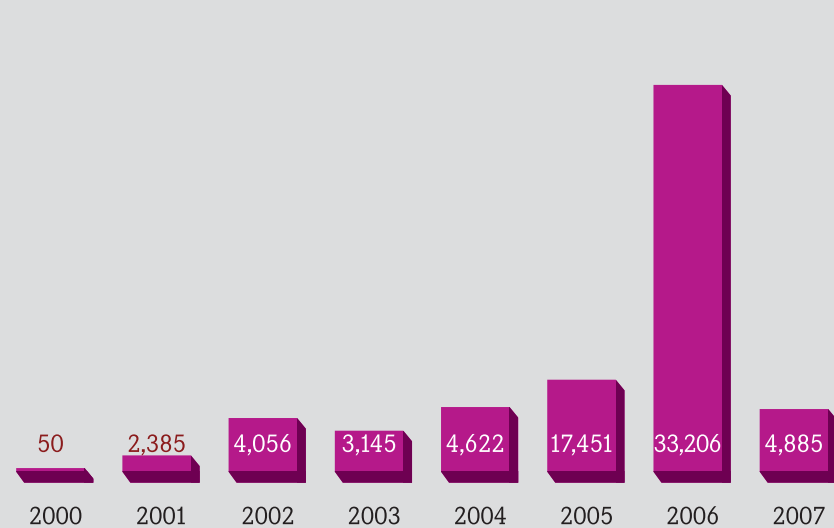
Of the broad spectrum of acts undertaken for this sort of dissemination, over a third have been in conjunction with other entities, either non-governmental organisations or private and public entities, with which we have collaborated and cooperated in awareness-raising, reflection and dissemination endeavours hence favouring the creation of networks and synergies between different entities and organisations.



Number of acts, conferences and seminars



Estimated number of participants



> 7.2

Qualitative results

Results as regards individuals and institutions

During the years the Programme has been in operation, **a change of mentality has been observed as concerns the Roma population's access to employment** on the part of the **Roma people themselves and the public administration, the business sector and the society at large**. The increasing presence of Roma workers in companies has contributed to the gradual breakdown of stereotypes and elimination of prejudice: Roma persons who have positive experiences in a work context with non-Roma people; co-workers of Roma who, on many occasions, have their first direct contact with people of the Roma community; entrepreneurs who, after having had positive experiences engaging Roma workers, acquire a different image of the Roma community, etc.

We have also witnessed an **increase in the levels of training and professional qualification of Programme beneficiaries** thus enhancing the low levels of employability which most started out with.

The Programme has also served to bring Information Technology and Communication to people facing special difficulties in achieving labour market integration thus reducing the digital gap between the latter and the higher skilled sector of the population.

As was shown in the analysis of the quantitative data, the Programme has provided an employment alternative for many young people, especially women, for whom it has been the key opening the door to their first work experience. It is therefore fair to say that the **Acceder Programme has contributed to increasing the active population and employment rates by developing an effective system whereby to foster participation in the Spanish labour market**.

It has contributed to improving active employment policies by making it easier for those facing the greatest difficulties to take advantage of them thus achieving greater social and territorial cohesion and the practical implementation of the equal opportunity principle while fighting discrimination at the same time.

— A young hostess with her sights set on working as a mediator —

Carmen Valentí. Hostess. Catalonia.

Carmen has been a Programme user since 2004 when she participated as a student in a training session for shop clerks. She did her internship at a bookstore and then found a job at a well-known chain of perfume stores. When the hostess programme was launched in 2005, she decided to take part with a view to broadening her professional profile. Since then she has collaborated as a hostess with the FSG in different congresses and seminars. Now she has been working for over a year at Casa Mila “Pedrera” in Barcelona as a receptionist. Her professional goal over the middle term is to work as a mediator.



Boosting greater participation in the labour market has also led to **better living standards for the Roma population** not only due to having a work contract and earning a salary, but also because this process **increases their access to mainstream services in areas such as training and employment, education, health, housing, etc.** Indeed, part of the programme's qualitative impact has to do with using resources available to all citizens which many Roma had never before taken advantage of. In other cases, promoting access to training and employment has given rise to a different process: That of **breaking the vicious circle of dependence** on certain social benefits which had been the norm for years.



Results of the work methods

The Acceder Programme has developed a **methodological model** which, through flexible, dynamic and individually tailored labour market integration pathways, **has proven useful** in promoting the social-labour insertion of Roma. This methodology has also included and **implemented complementary measures and affirmative action to boost equal opportunity** which has had positive repercussions on the participation rate and subsequently on the labour market integration rate for women which has been very high thanks to the Programme.

In addition to carrying out direct action with beneficiaries, businesses, public administrations and private entities, the Programme has also sought to promote the **acquisition and production of know-how regarding the problems and difficulties faced by the Roma population in gaining access to employment** through studies and research: "The Roma population and employment" - nationwide and in the Autonomous Communities of Aragon, Asturias, Castile-Leon, Galicia and Madrid-, and





“Employment and Roma Community Observatories” as well as the social awareness-raising campaigns targeting the society at large entitled “Get to know them before judging them”, “Prejudice means letting others put words in our mouths” and “Employment makes us equal”. All of these complementary actions have had a positive impact and have contributed to achieving the objective of eradicating stereotypes and improving the social image of the Roma community in the eyes of economic and social agents, the public administrations and the society in general.

Intense work has been done to create a partnership network with national, regional, provincial and local administrations and businesses creating synergies and mobilising their commitment with the initiatives focusing on the most excluded individuals and groups. The Roma issue is much higher up on the public policy agenda at the different levels of public administration and there is an increasingly greater number of projects and programmes designed to combat the problems which some members of the Roma community still face today.

The Acceder Programme has not only furnished resources for intervention with the Roma community but has also contributed to creating synergies in the cities and towns where it has been implemented attracting other resources (public and private) and a keener awareness of this segment of the population in different social situations such as education, housing, social actions, etc.

The work conducted over these last several years has involved a great degree of capacity-building related to the management and training of many professionals in intervention with the Roma population, not only on the part of the Fundación Secretariado Gitano but also carried out by the public administration itself and private entities.

Guidelines have also been designed allowing for the development of methodologies and specially tailored tools so as to be able to transfer this experience transnationally to other European countries, many of which have expressed their interest in this connection.



> 7.3

Programme efficiency

With the results presented to date, the **effectiveness** of the Acceder Programme has been proven as has its capacity to achieve its objectives relating to jobs, access to training, the linking of the Roma community with employment resources and promoting more active services and policies targeting the Roma community. However, it is also important to know whether all of these results have been achieved using the best possible means. In other words, the efficiency of the Acceder Programme needs to be assessed.

In order to analyse **efficiency** regarding programmed objectives, it is important to make a calculation where available resources and results achieved are scrutinised side-by-side. The aim is basically to determine whether the combination of financial, technical and human resources earmarked have allowed for the best possible results. The concept of “resource” is taken in the broad sense: the human resources who have worked in the operation, the know-how and expertise made available, the time spent and the financial resources consumed.

To this end, a *General Efficiency Indicator* has been used where the programmed objectives and the initial budget are compared and contrasted with the objectives actually achieved and the real cost of the Programme.

The Indicator is interpreted as follows: The Programme was initially intended to serve 21,000 people; the final figure achieved was 34,526. It was estimated that it would take seven years to reach that number of participants and the time actually invested was four years. The initial cost envisaged was €34,057,800. The real cost was €50,354,185.

The difference between the programmed cost (PC) and the real cost (RC) is not due to an increase in expenses nor to faulty initial budgeting but rather to additional budget monies provided by the European Social Fund at the halfway point of the period as a result of the interim evaluation where the Fundación Secretariado Gitano was identified as the manager of an “example of best practice”. Also, this budget increase translated into the opening of 14 new centres in different cities and towns throughout Spain.

With due consideration for all of these variables: human resources and the financial and material resources consumed, the results and the achievement of the goals established, **we conclude that the Acceder Programme has been managed in a very efficient manner.** It took maximum advantage of the available human and financial resources reaching an efficiency level of **203%** (100% being the optimum efficiency level and any value above that denoting positive efficiency).



$$\text{General Efficiency Indicator (B)} = \frac{L \times Pt \times Pc}{M \times Rt \times Rc}$$

L (Number of Programme beneficiaries initially envisaged): 19,500
 Pt (programmed time): 7 years
 Pc (programmed cost): €34,057,800
 M (beneficiaries): 34,526*
 Rt (time actually spent in achieving objectives): 4 years
 Rc (real cost): €50,354,185**

* Beneficiaries from Programme commencement until 30.04.07.

** Real cost of the programme up to 30.04.07.