Lessons learned and challenges Experience



- and local level. These actions fit within the framework of the Multi-regional Anti-Discrimination Programmes which includes actions targeting those groups suffering discrimination and social exclusion. When dealing with certain issues, the national dimension favours greater cohesion and territorial balance.
- Social initiative leadership. NGOs should become actively involved in national and regional Operational Programmes (from the planning and design phase through to the execution phase) and play a role as public service providers. This leadership role should be played by mature organisations with proven experience.
- C Solution adapted to target groups guarantee and increase action impact. The aim is to build bridges linking the needs of the Roma community to active employment policies, ultimately striking a balance between the development of affirmative action measures for target groups and closing the gap between the latter and mainstream services and the adaptation of these services to the characteristics of the Roma population.
- A strong partnership between public and private organisations favours the improvement of management systems, mutual learning, experience sharing and the creation of resource synergy.
- **C** A suitable coordination and management system is key to Programme success.

- Supplementary actions. Awareness-raising and involvement of the business sector, the media, other entities and the society at large is essential if we are to renew the social perception of the Roma population and their labour market integration. Studies shedding light on the objective situation of this community is vital for the planning of actions and monitoring of change.
- Widespread dissemination and visibility of programme actions and results and formation of Follow-up Committees to ensure transparency. Visibility and open communication facilitate awareness-raising regarding the topic of discrimination and social exclusion. Transparency and the constant flow of information through follow-up committees are essential to the Programme's credibility.
- h Mobilisation of local and regional resources. All resources are aligned in achieving the same objective and synergies are created among all available resources.
- Structural Funds used appropriately can have a major impact on socially excluded groups while also favouring social cohesion. The new objective of European Territorial Cooperation is the most ideal framework for the implementation of transnational actions based on themes such as the social inclusion of the Roma community and their labour market integration.

I've learned to view training as an essential part of the job-seeking process 77

Miriam Losada Iglesias. Shop stocker. Castile-La Mancha.

Miriam took part in the Acceder Programme in the city of Talavera three years ago. She opted to train as a hairdresser-beautician. She has taken part in a number of different training actions: assistant hairdresser and beautician course, a product promotions course and in a digital literacy course. Having successfully completed these courses, she was given opportunities as a product promoter in a number of supermarkets and now has been hired as a stock person in a major department store. Miriam is currently on maternity.

