International Labour Organization

Kinofelis Program Implementation Manual

European Commission

Development and Investment Branch

Employment Policy Department

ABOUT THE PROGRAMME IMPLEMENTATION MANUAL

This Programme Implementation Manual (PIM) is a key reference document for the design, implementation, monitoring and reporting of the Greek government's Kinofelis public work programme. The main purpose is to provide guidelines in all aspects of the programme. It is mainly written for government institutions.

The manual comprises two main parts. The first part, sections 1 to 4, includes some background on the programme. It provides an overview of the aims of the programme as well as the responsibilities of the different government departments implementing it. It also covers the legal framework and stages of the programme cycle.

This aims to give people working on the programme a better understanding of the overall programme and its objectives.

The second part, chapters 5 to 9, focuses on the practical operational aspects of the programme, providing working guidelines for people implementing it.

It details the administrative procedures that must be followed. It also takes people through the steps for project selection and registration; the application process including entry and exit sessions for beneficiaries; training opportunities; and the rights and obligations of beneficiaries. Finally, it provides guidance on how some specific activities or procedures can be improved or made more efficient.

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Abbreviations

ALMP	Active Labour Market Policy
ASEP	Supreme Council for Civil Personnel Selection
DOATAP	Hellenic National Academic Recognition Information Centre
EC	European Commission
ESF	European Social Fund
GIS	Geographic Information System
GSIS	General Secretariat of Information Systems
GSMAOP	General Secretariat for the Management Authority of the Operational Programme: "Human Resources Development and Life Long Learning"
IDIKA	Government Centre for Social Security
IKA	Social Insurance Institute
ILO	International Labour Organization
IT	Information Technology
JMD	Joint Ministerial Decree
KEKs	Vocational Training Centres
KEPs	Citizens Centres
KPA2	Regional Offices (OAED)
MED	Ministry of the Economy and Development
MOL	Ministry of Labour, Social Security, and Social Solidarity
NGO	Non-Governmental Organisation
NSRF	National Strategic Reference Framework (MOL)
OAED	Greek Manpower Employment Organization (MOL)
PIM	Programme Implementation Manual
PWP	Public Work Programme
SEPE	Labour Inspection Corps
SRSS	Structural Reform Support Service (European Commission)
SSI	Social Solidarity Income
SSN	Social Security Number
SSRN	Structural Reform Support Service
TAXIS	General Secretariat of Information Systems TAX Records
TBD	Technical Bulletin of Development
TRN	Tax Registration Number
VAT	Value Added Tax

1. Introduction

In 2016, the Government of Greece began a new cycle of the Kinofelis public employment programme. The programme aims to provide new employment and training opportunities for the registered unemployed, reduce exclusion from the labour market, support the reintegration of the unemployed into the labour market, and contribute to local economies and societies through a wide range of projects. The programme focuses on the most vulnerable groups of the unemployed who are further away from the labour market, mostly the long-term unemployed and unemployed from low-income households.

To improve the quality of the programme, the International Labour Organization (ILO) provided technical support to the Greek Ministry of Employment, Social Security and Social Solidarity (MOL) from September 2016 to November 2017. This included regular consultation and assistance to the MOL and other institutional stakeholders, site visits, training and capacity building sessions with executing institutions, as well as a baseline study and a new Management Information System (MIS). The project was funded by the European Commission's (EC's) Structural Reform Support Service (SRSS).

This Programme Implementation Manual (PIM) was born out of the collaboration between the MOL and the ILO.

The PIM is a key reference document for the design, implementation, monitoring and reporting of Kinofelis. It provides guidelines for stakeholders in all aspects of the programme.

1.1 Objectives and target groups of the PIM

The PIM provides an overview of the programme cycle and practical guidance for different actors on how to achieve its objectives. The main target group includes, public servants, in particular at the MOL, municipal officials, staff from OAED and administrative and training personnel who are involved in Kinofelis.

The PIM is mainly written for government institutions. However, the information in the manual is also a reference document for social partners, researchers, and the press. Finally, the PIM may also be useful for policymakers outside Greece, especially in the European Union (EU), who are designing and implementing similar public employment programmes, especially those targeting the long-term unemployed.

1.2 How to use the PIM

The PIM is a tool to support the implementation of the programme. It describes the objectives, project cycle and the main operational procedures of the programme. Some of the actors involved in Kinofelis are active only during specific stages of the project cycle. As a result, they may have a partial and fragmented understanding of the overall programme and its objectives. This has negative

consequences on the coordination of the programme as different institutions may understand Kinofelis' purpose and character differently. For example, Municipal officials may think of Kinofelis as only a project-based programme aiming to improve local infrastructures rather than as an active labour market policy (ALMP). In contrast, OAED officials may consider Kinofelis solely as an active labour market programme ignoring its project-based character.

Once these different actors familiarise themselves with the overall programme objectives, and the specific contribution that different institutions make, they will be able to better contextualize the programme as both an ALMP and a project-based programme. For this reason, it is recommended that all the different sections of the PIM are read, especially when revisions and changes are introduced.

Institutional actors involved in implementing Kinofelis can find a combination of the following in the PIM:

- A step-by-step operational guide on how to contribute to the successful implementation of Kinofelis at different stages and enhance its positive impact.
- A detailed reference manual that will assist participating institutions to better understand the programme from beginning to end and the different roles that other institutions play with the aim of harmonizing and improve the coordination of the design and implementation activities.
- Annexes that provide specific details and guidance on various aspects of the programme.
- Tables with references to relevant recommendations which can be found in detail in the document "ILO Recommendations for the Kinofelis Programme of Greece".

The PIM is mostly based on the present state of affairs. Nonetheless, it is designed as a dynamic document in tune with a rapidly changing policy environment in Greece. At the same time that it is being written, the Greek government is in the process of reforming and piloting new ALMPs. The PIM is thus designed as a modular document: as features of the programme change and reforms are implemented, sections of the PIM will be updated. Overall it is designed to enable policymakers to adjust to new policy priorities as well as operational and strategic challenges.

1.3 The New Generation of Kinofelis

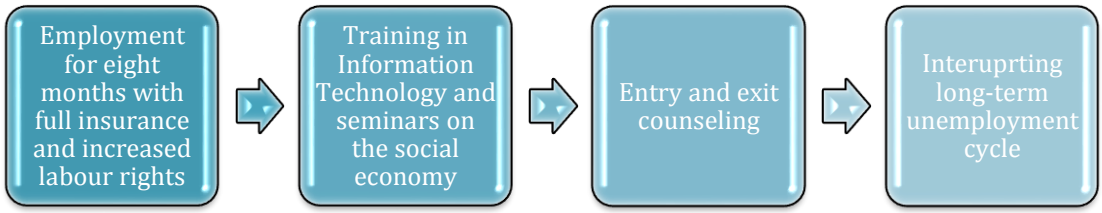
Since 2014, successive Greek governments have responded to the challenge of rising unemployment and recession by increasing the scope and size of direct job creation programmes and improving their coordination, planning and management. During its latest phase, which started in 2016, the new generation of Kinofelis has expanded to include projects in all the Municipalities of Greece. It is co-funded by NSRF 2014-2020 and national funds. targets mainly but not exclusively specific categories of high-risk unemployed and has incorporated elements of other ALMPs combining employment, training and counselling to become an active – rather than a passive – labour market policy.

Table 1: Changes in the New Generation of Kinofelis

1. A project-based public works approach to multiply the positive socioeconomic impact of the programme.
2. The period of employment is extended to eight months.
3. A more focused approach targeting the most vulnerable categories of the long-term unemployed without excluding those closer to the labour market.
4. Two sessions in OAED at the beginning and end of employment
5. Compliance with legal labour rights improved to include time off, sickness and maternity leave, and adjustment of security stamps for "heavy and unhygienic" work.
6. Optional training in Information Technology (IT), certification of IT competencies, and seminars on employment opportunities in the social economy once a week,

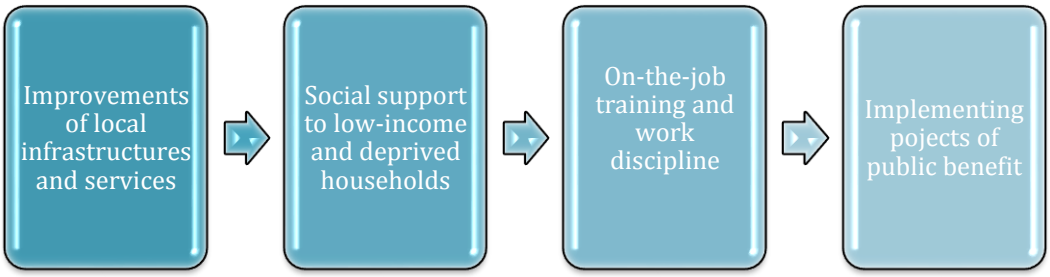
The package of interventions available to beneficiaries now includes different elements aimed at improving their access to the labour market and rendering them able to find employment when the labour market recovers. The programme specifically targets the unemployed who are furthest away from the labour market (mainly the long-term and older age unemployed). However, it does not exclude unemployed people who are closer to the labour market (younger age or short-term unemployed).

Figure 1: Features Kinofelis bringing beneficiaries closer to the Labour Market



Simultaneously, the programme provides executing institutions with the tools to deal with unemployment, poverty and social deprivation in their regions and implement projects of public benefit.

Figure 2: Main project-based features of Kinofelis

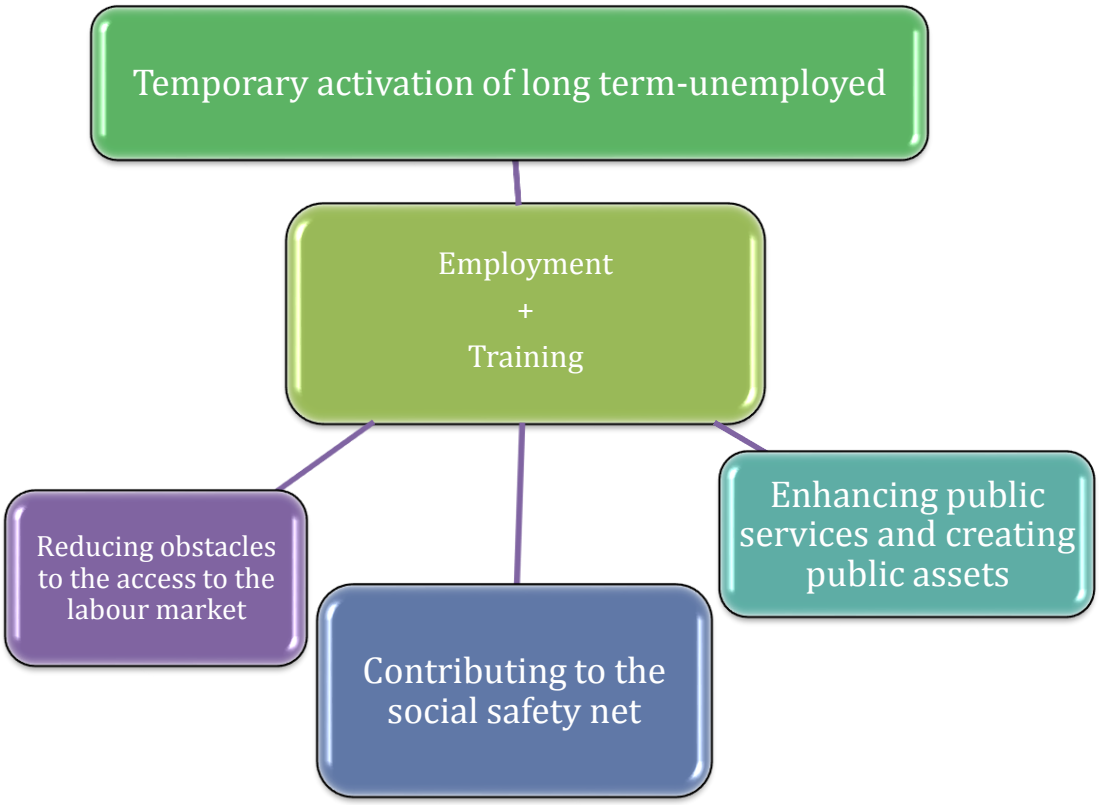


The challenge is to combine the project-based approach of Kinofelis with activating the unemployed.

1.4 Effects of Kinofelis

Kinofelis aims at several effects simultaneously. As the Figure below illustrates, the main direct impact of Kinofelis is the temporary activation of the long-term unemployed, while the indirect impacts of Kinofelis include on the one hand, social impacts and the reduction of the obstacles that the long-term unemployed face in their access to the labour market and on the other community benefits.

Figure 3: Direct and Indirect effects of Kinofelis

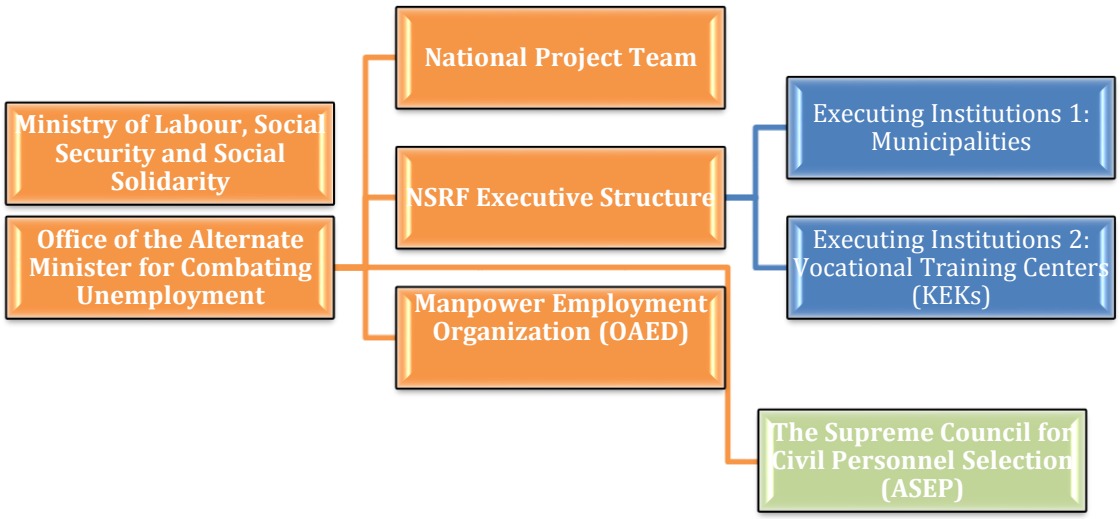


Recommendation 1.1	*Institutionalize Kinofelis as a counter-cyclical programme*

1.5 Institutional framework and roles of different actors in Kinofelis

The different institutional agencies involved in the design, implementation and quality assurance of the programme should recognize the operational implications of these objectives from the beginning of the programme. These are briefly explained in Figure below.

Figure 4: Institutional framework of Kinofelis



The Office of the Alternate Minister for Combating Unemployment is responsible for the design of Kinofelis and the coordination of the different MOL bodies participating in its implementation. The Office is supported by the National Project Team – a dedicated team of public servants – and the NSRF Executive Structure that includes the General Secretariat for the Management of EU Funds, which has an important and active role to play in implementing the project since it is responsible for the current European funding regime.

The Greek Manpower Employment Organization (OAED), which is also under the auspices of the MOL, is responsible for the application procedure, the selection and payment of the beneficiaries, as well as for the entry and exit consultation sessions with beneficiaries in its regional offices (KPA2). ASEP plays a central role in the selection process of beneficiaries in determining the special qualifications they need to be eligible for specialized employment positions.

The main executing institution during this phase of the programme are the Municipalities, which design projects and employ beneficiaries for a period of eight months. All municipalities in Greece were invited to participate. Each municipality receives an allocation of positions by the MOL, which cover only a limited number of the unemployed registered in OAED for this specific Municipality. Although the main executing agencies during the current phase are Municipalities, these may be diversified in future to also include Non-Governmental Organizations (NGOs), social economy enterprises and other governmental or non-governmental institutions, as was the case in earlier phases of the programme.

The KEKs are responsible for the optional training provided to beneficiaries once a week in IT and the seminars on the social economy.

This institutional framework is valid for the current phase of the programme. If the funding sources or the executive institutions change, it will have to be redesigned.

Recommendation 1.3	*Increase and diversify the types of executing agencies (above and beyond municipalities*
Recommendation 1.4	*Integrate Kinofelis into a tripartite consultative mechanism on ALMPs in Greece*

1.6 Scale of Kinofelis

Approximately 45,000 the unemployed person benefited from the current programme as funding for Kinofelis was made available through both the European Social Fund (ESF) and the Greek National Budget.

Table 2: Contributions to total Kinofelis budget

Co-financed ESF expenditure	**€240 million**
National Budget	**€68 million**
Total	**€308 million**

The roll out of the current third phase was implemented gradually in three groups of Municipalities based on the degree of vulnerability of long-term unemployment of each municipality. For each one of the 345 Municipalities, the following criteria for selection were used:

(a) Long-term Municipality's unemployment rate in 2015 (source OAED data)
(b) % increase rate of long-term registered unemployment between 2011-2015(source OAED data)
(c) % unemployment (source: 2011 Census data)

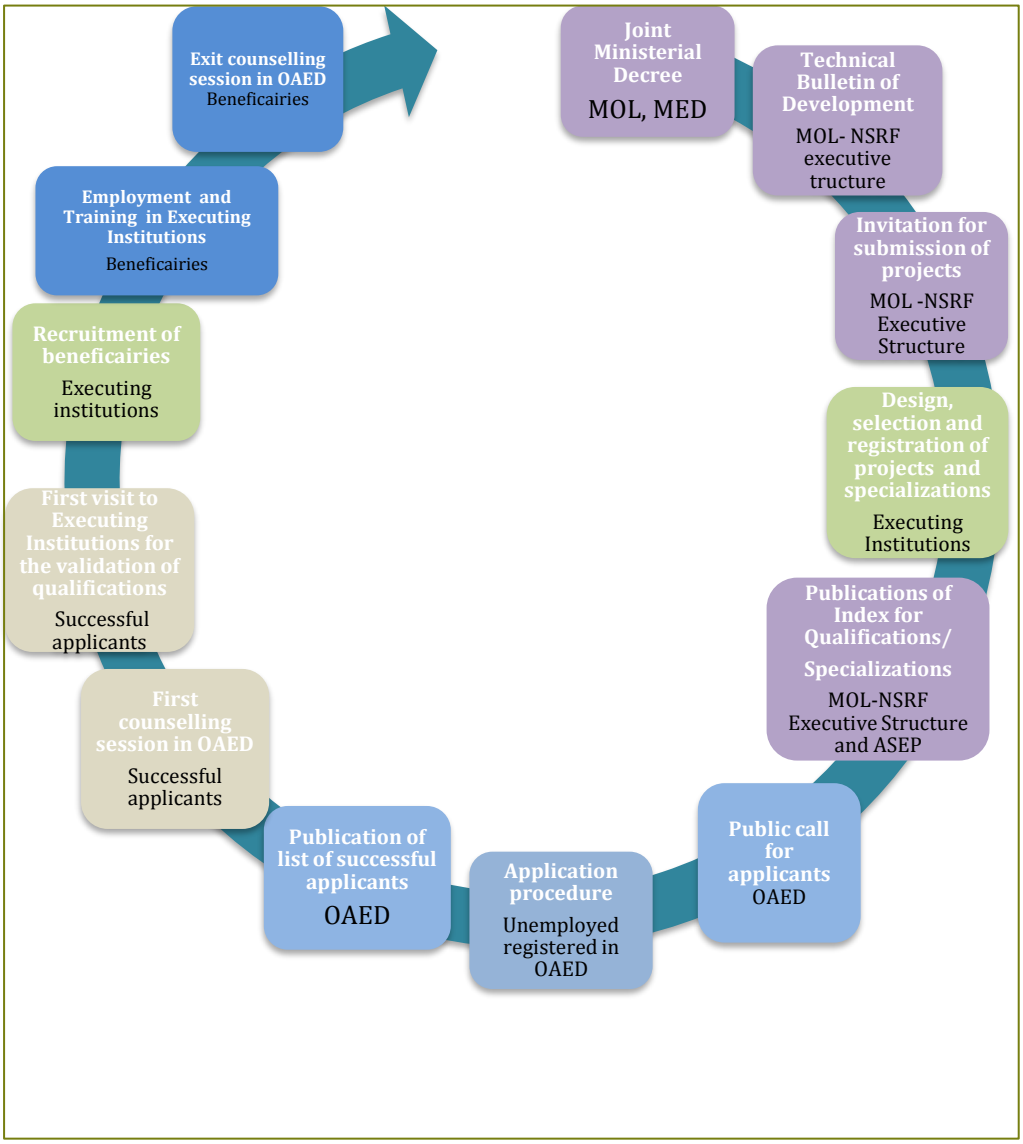
The 51-highest ranking Municipalities implemented the two initial pilot phases using funding for labour costs and training provided through Kinofelis. An additional 5% to cover the cost of materials was made available through the Consignment Deposit and Loans Fund. The remaining 274 Municipalities comprised the national rollout for which there funding for the costs of materials was provided by the Municipalities.

Recommendation 1.2	*Develop a clear and transparent procedure for the MOL/OAED to allocate the available Kinofelis openings per municipality.*

2. Programme design

2.1 The Kinofelis Programme cycle

Figure 5: Programme Implementation cycle



2.2 Joint Ministerial Decree

The legal framework of Kinofelis is based on Law 4152/2013 and the 40 other laws that complement it. The programme begins with the drafting of a **Joint Ministerial Decree (JMD) (Annex 1)** that defines the aims of the programme and fulfils the necessary legal and financial requirements as it is closely linked to the annual or multi-year cycle of programme funding.

Table 3: The main elements of the JMD

The JMD includes the following elements of the programme:

- Broad programme orientation, such as project-based approach and training component
- Programme objectives
- Period/duration of the programme
- Amount and sources of funding
- Executing institutions
- Role and responsibilities of different institutions involved
- Requirements and modalities for monitoring, reporting and programme evaluations
- Rights and obligations of beneficiaries

The JMD is signed by the MOL and the Ministries that oversee its funding and implementation and then published**.**

Table 4: Ministries and Policy competences in the JMD

Ministries JMD	Policy area
Ministry of the Economy and Development	Co-funding of the programme covered by EC funds
Ministry of Finance	Co-funding of the programme covered by the National Budget
Ministry of the Interior	Local government
Ministry of Education, Research and Religion	Human Resources Development and Life-Long learning
Ministry of Administrative Reform	Public-sector recruitments

2.3 Technical Bulletin of Development

Following the publication of the JMD, the Ministry (in previous and current phases the MED) that oversees the funding of the programme compiles an Invitation to the MOL. Once the invitation is issued, the NSRF drafts the **Technical Bulletin of Development (TBD) (Annex 2),** a document that describes the technical aspects of implementing the programme. Because the programme was co-funded by EU funds, the TBD was then approved by the General Secretariat for the Management Authority of the Operational Programme: "Human Resources Development and Life Long Learning" (GSMAO**P)**

This procedure, however, depends on the nature of future funding sources. If, for example, the programme is funded in the future by national funds only, approval

of the GSMAOP will not be needed as this body is set up to monitor and provide quality assurance for EC funded programmes. However, if the programme is funded by external sources other than the EC, a new institutional and legal framework should be put in place.

For the administrative personnel that implements the programme, the JMD and to a lesser extent the TBD provide the main reference documents for the operational requirements and procedures that must be legally met over the course the programme. Although these documents are valuable, they offer limited guidance on implementation processes and issues that are not legally or institutionally defined. For example, there is little information or guidance on the kinds of projects that Municipalities are expected to implement, or how to effectively communicate expectations of the programme to beneficiaries**.** This PIM is written to complement the JMD and TBD and provide more elaborate and practical operational guidance on issues that are only partially covered or not covered at all in these formal documents.

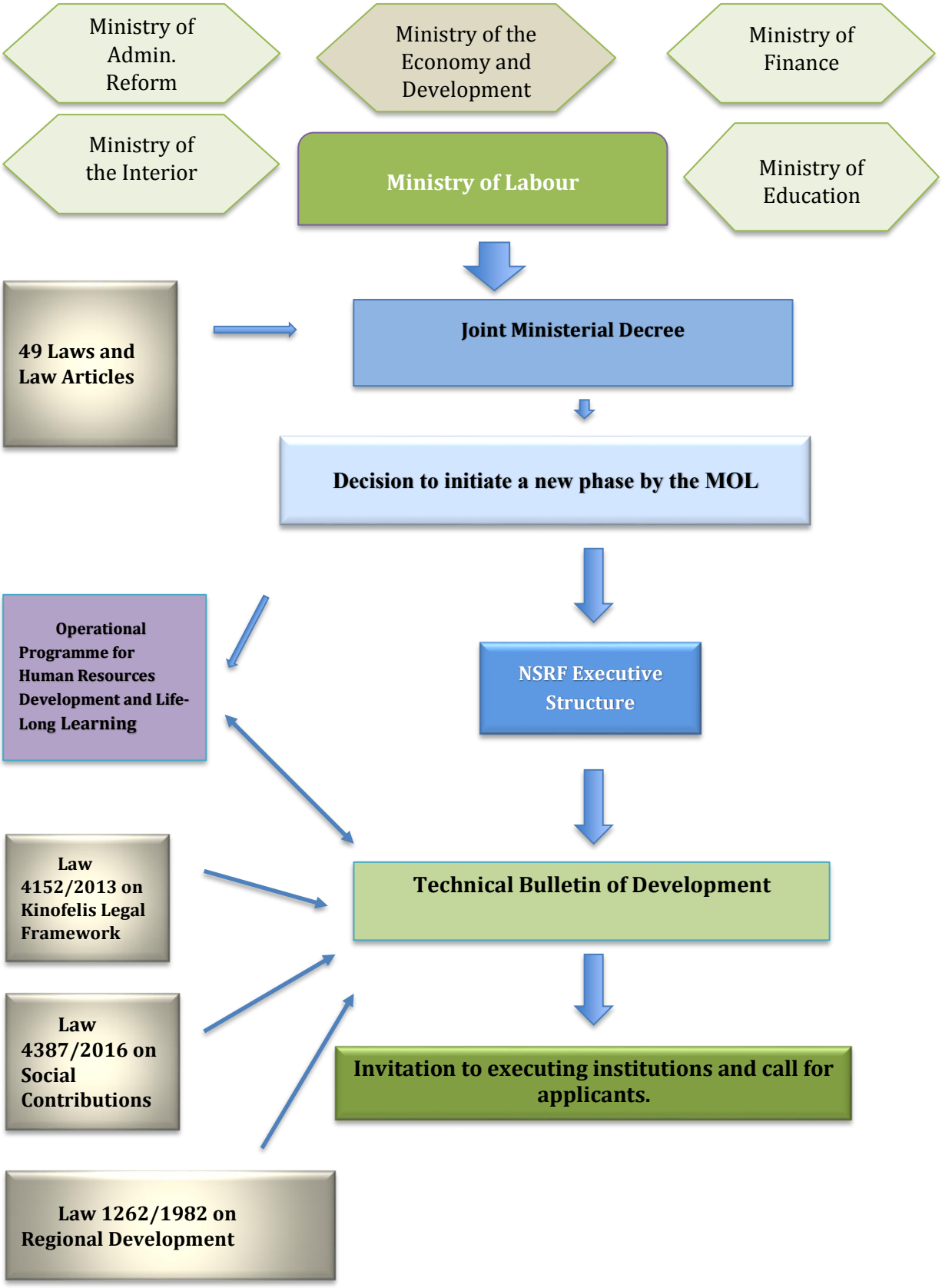
3. Project selection, design, registration and planning

3.1 Invitation to Executing Institutions to submit projects

When the Technical Bulletin for Development is published, the NSRF Executive Structure initiates the programme by inviting executing institutions to participate and notifies them on the number of beneficiaries that they will be able to recruit. It also launches the invitation to the executing institutions to submit and register projects via the online Kinofelis platform. A **template of an invitation letter to Municipalities** to submit projects is included in **Annex 3.**

This invitation provides guidelines for public officials on how to log into the MIS to register projects and match them with specializations required for completing projects. The MIS is managed by the MOL. While there is no official procedure for the approval of projects by the NSRF Executive Structure, the MIS is designed to automatically ensure that the projects registered correspond to pre-set criteria.

Figure 6 : The legal procedures of Kinofelis



3.2 Selection of projects

After municipalities have received the invitation letter from the NSRF Executive structure, their first task is to start identifying suitable projects to be implemented under Kinofelis. The types of projects selected determine the nature and quality of the work experience and the skills beneficiaries will gain, the benefits that accrue to the local community through the programme, its reception by the public, and its social impact. Each executing institution is encouraged to choose a multi-sectoral portfolio of projects, allowing for flexibility in responding to diverse local needs, including a mix of sectors and targeting different constituencies within the unemployed.

Before proceeding with the selection, design and registration of projects, executing institutions are encouraged to consider the following factors:

- How the public goods and services created improve the quality of life of the community and strengthen the local economy.
- How well the mix of projects selected corresponds to the profile of the unemployed as well as to trends in labour demand in the wider economy.
- The costs that are not covered by Kinofelis.

Table 5: Contributing to local economic development: the example of the tourism sector

Kinofelis can contribute to local economic development through the public goods and services it provides, enhancing its wider job creation effects. If, for example, tourism matters for employment growth in a local economy, how can Kinofelis support this outcome? There is a wide range of ways, to use different local skills:

- Upgrading public spaces.
- Maintenance of walking paths and off-road cycle paths
- Signage.
  Improved tourism website and Apps, with photography, content on local history, culture, art, music, food – using design skills, geographic information system (GIS) mapping and IT skills.
- Rehabilitation and/or guarding of heritage sites.
- Posters and brochures.
- Addressing knowledge gaps: for example, using unemployed social scientists to do research on trends in global tourism and using this information to strengthen the local tourist sector.

What other sectors might be supported through the public goods and services delivered? What consultation processes assist in their identification?

Table 6: Addressing the profile of the unemployed in project selection and wider labour demand

In deciding which projects to prioritize, the profile of the unemployed in the area is key – because project choices have implications for the gender, age and skills profile of participants.

For example, if all the projects are in construction, it is likely that most beneficiaries will be men – not because women can't participate in construction but because men are more likely to have qualifications in this area. Achieving a gender balance requires a mix of projects that also avoids offering women only work of low status and with few career prospects.

Similarly, different types of work will attract different age profiles. While the need to ensure older workers can participate is emphasized, a spread of age profiles is also desirable – with certain forms of work more likely to attract and add value to the CVs of younger workers. In addition, in Greece, workers with all skills and experience levels have been affected by the economic crisis: from unskilled workers with no work experience to experienced artisans and professionals – and people who have run their own companies. This skills mix creates unique opportunities in the range of public goods and services that can be delivered.

With proper planning, the contribution of experienced or skilled participants can also enhance the quality of on-the-job training for unskilled workers, with this built into the roles and specializations defined for a given project. Experienced workers can also take on supervisory responsibilities in projects, which can relieve some of the capacity pressures related to project management of Kinofelis within executing authorities.

The current profile of the unemployed should be provided by OAED. Guidelines on the Analysis of OAED data for Municipalities to better plan their projects can be found in Annex 4. In addition, Annex 5 has Guidelines on the Presentation of OAED data. While the current profile and experience of the unemployed matters, consideration also needs to be given to trends in labour demand, and how the employment experience in Kinofelis can enhance their access to opportunities in the wider economy. The Diagnostic Mechanism of the Labour Market that the MOL has developed can identify emerging trends, on the basis of which successful projects can be designed to benefit local communities and open up new avenues of employment for the unemployed.

Recommendation 2.1	*Improve consultation in the project selection process: Executing authorities should be encouraged to adopt open and transparent procedures for project selection involving consultations with local communities and stakeholders.*

Recommendation 2.2	*Address inequalities in the recruitment process: mainstream gender considerations into project selection*
Recommendation 2.3	Institutionalize the practice introduced by the ILO project of OAED providing executing authorities with data on local unemployment.
Recommendation 2.6	*Continue training and capacity building sessions for executing authorities by MOL officials on a regular basis.*

3.3 Registration of projects in the Management Information system (MIS)

In order to assist executing institutions to successfully register projects on the MIS, a **Guide on the Submission of Projects on the MIS** is available in **Annex 8.** During the registration of projects, executing institutions register projects as well as corresponding employment positions that are not defined only in terms of tasks that applicants will perform if hired, but also in terms of "specializations".

When the MIS opens for the registration of projects, a set of **Guidelines for the Selection and Registration of Projects on the MIS (Annex 9)** is sent to the executing institutions. This includes the following:

1. A guide introducing the project registration process to public officials at executing institutions.
2. A guide explaining in detail the online process of project registration.
3. A template document facilitating the project design process by executing institutions
4. A list of examples of types of projects executing institutions may select.
5. The number of maximum possible beneficiaries that each executing institution can ask for.
6. A template document in which executing institutions may register types of services that will be offered to citizens by each project.
7. The menu of "specializations" and corresponding qualifications that ASEP has established.

The electronic registration of projects by executing institutions consists of the submission of **primary and secondary information** on projects. The purpose of primary information is to help executing institutions to define the general context of the project. The purpose of the secondary information is to assist executing institutions to improve the planning and evaluation of their projects. Executing institutions should submit the projects by the end of the deadline for each call.

The Table below provides a detailed breakdown of the primary and secondary information needed for the electronic submission of projects.

Table 7: Primary and Secondary Information for the electronic submission of projects

Primary information	Options
1. Project Category	1. Regular Kinofelis project 2. Project supporting the Kinofelis Programme[1]
3. **Project Sub-category[1]**	1. Culture, sports 2. Environment, public sanitation 3. Administrative services 4. Actions of economic development 5. Constructions, repairs, renovations 6. Health, Welfare and social services
7. Project Title	Users are presented with a list of indicative project titles. If none of the titles in the menu suffice, users can register their own titles.
6. Brief description of the project	(400 characters long)
Secondary Information	
3. Services upgraded /expanded/supported by the project	(Number of services upgraded)
4. Geographical location and photos	Users can register up to 10 pairs of geographical positions indicated by coordinates of address and photos. At least one position is necessary. If the project cannot be geo-located, then the position of the executing institution should be used. Photos are optional.
5. Tasks of beneficiaries	Up to 20 short descriptions of precise tasks to be carried out by beneficiaries for each project. At least one task per project.[2]
6. Costs of Materials	Up to 20 combinations of type, quantity and cost of materials to be used for the completion of the project.
7. Specializations	The specializations along with the requested number of beneficiaries for each project
8. Output Indicators	All projects should have clearly defined outputs in terms of services delivered or outputs achieved. The completion of output indicators from users is done based on a series of standardized tables with indicators. Users are asked to fill in only the numbers of each project's relevant indicators. The same tables can be used for reporti.
9. Outputs	At least one output indicator per project.

To reduce the administrative burden and overhead costs, executing institutions are encouraged to avoid submitting multiple small projects as this may significantly increase the administrative burden and limit their impact. In

submitting their projects, users need to plan their projects well in advance in order to ensure that the total number of beneficiaries corresponds to the total allocation of beneficiaries accorded by the MOL. To facilitate this process, a **Kinofelis Project Planning Tool (Annex 10)** has been developed.

Recommendation 3.1	*In an open framework, introduce a continuous process for registration of projects under Kinofelis*

3.4 Compilation of index of specializations and qualifications

Executing institutions are asked to select "specializations" from an existing menu of options (index of professional specializations) already compiled by the MOL on the basis of the specializations selected by executing institutions during the previous phases of Kinofelis. If none of these options is suitable, executing institutions have the option to request new specializations. ASEP defines the necessary documentation that applicants should submit as a proof of specific "specializations". Documentation ranges from certificates of educational level and professional licenses to social security stamps collected in the past by beneficiaries. Such documents will be then used as "proofs" –checked by the executing institutions- that successful applicants have the professional experience to perform certain tasks.

The MIS includes an **Index of Professional Specializations (Annex 11)**, which lays down the corresponding educational criteria for recruitment of beneficiaries, based on the registered specializations approved by the MOL and ASEP. This index helps executing institutions to better organize and speed up the selection of project beneficiaries. Executing institutions are entitled to ask, if necessary, for additional specializations that are not on the index. Once the registration is complete, these specializations are sent to ASEP for the specification of educational and professional qualifications for recruitment and can be added to the platform for beneficiary institutions to request.

Recommendation 2.4	*Harmonize the different specializations and occupational specialties used in the programme.*
Recommendation 2.5	*Abolish the specialty which is called "general duties" to prevent beneficiaries being allocated tasks which are unsuitable to the project-based approach and which municipalities may incorrectly allocate towards their regular ongoing functions.*

4. Application process for beneficiaries

4.1 Application process and selection criteria

When this deadline is reached, OAED begins the process of preparing the platform for the roll-out of the application process. First, OAED officials will advertise the Kinofelis employment openings per Municipality through its website and its regional OAED offices (KPA2). A **Guide for Applicants (Annex 12)** is available online to assist applicants in completing the form more effectively. The MOL also issues press bulletins and announcements in newspapers and the Alternate Minister and the Director of OAED also give interviews to promote the call.

All unemployed persons have the right to apply to Kinofelis[2] provided that they meet the following criteria:

- Active registration profile in OAED registers.
- Greek citizenship, or citizenship of a member state of the EU, or Greek nationality with formally recognized ethnic origin or third country nationality with valid residence permit.
- Age over 18 years old.

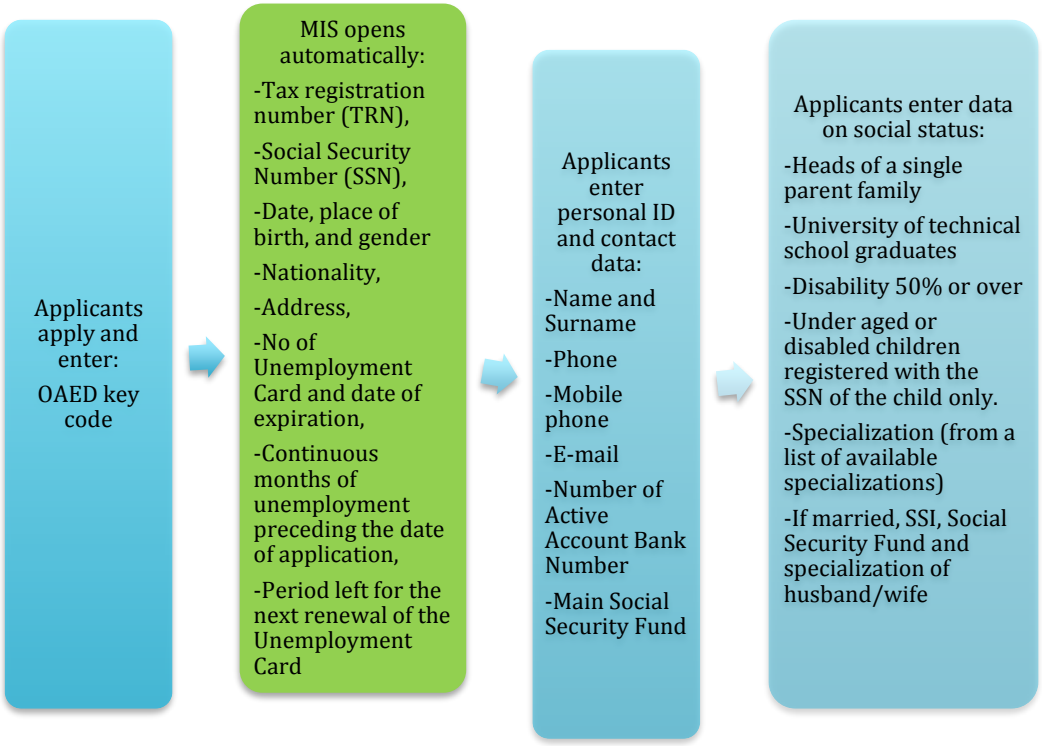
In addition, those who belong to at least one of the following categories have priority access to the programme and get extra points:

- Households with both husbands/wives registered with OAED.
- Members of single parent families, where the head is unemployed.
- Long-term unemployed: 12 months and more registration in the OAED registers.
- Unemployed university and technical school graduates.
- Unemployed people with disabilities.
- SSI beneficiaries.

Applicants apply online individually. When applying for Kinofelis, the actively registered unemployed are asked to provide a code. By providing the code, applicants consent to the usage of their data by OAED for the purposes of the application procedure. The code connects the application form to all available OAED data on the applicant's profile in different registers. The database of OAED receives automatically data on the applicant from the databases of different government bodies, including the General Secretariat of Information Systems TAX records (TAXIS), and the Government Centre for Social Security (IDIKA). It is important to note that interconnections between government databases are used to simplify the procedure since applicants do not register themselves information that can be fed into the system automatically.

[2] OAED counsellors cannot disallow candidates from applying to Kinofelis and this should be considered a "right to apply." However, in the context of the Government of Greece's "Strategy for Active Labour Market Policies" and its broader Employment Policy (to be developed), applicants should have received counselling from OAED and learned about their rights (and the limitations to these rights, e.g., such as the impossibility of extending their employment beyond the eight-month duration of a "work opportunity"), obligations under the program and alternative possibilities to which they can apply.

Figure 7: Process of on-line application for Kinofelis



Applicants are allowed to apply to Kinofelis within a specific deadline. As soon as OAED launches the call, they are entitled to apply for a single specialty in at least three Municipalities. Once they have submitted their application, it cannot be modified. However, they are entitled to remove their application if they no longer wish to apply for Kinofelis.

After checking the list of available employment positions and corresponding specializations, applicants are required to check if they fulfil the criteria (verifiable skills, professional experience and educational level) to be entitled to specific posts advertised.

The OAED electronic platform verifies the criteria for selection that determines the outcomes of the application process.

Table 8: Point system for the selection of Kinofelis applicants

Criteria	Points
Duration of applicants' continuous unemployment	1 point per full month up to 60 consecutive months
Duration of applicants' husband or wife continuous unemployment	1 point per full month up to 60 consecutive months
Disability of applicant (50% and over)	15 points
Annual income	30 points for €0-3,500 personal and €0-7,000 family income

	15 points €3,501-5,000 personal and 7001-10.000€ family income 20 points €5,001-8,000 personal and 10.001-16.000€ family income 10 points €8,001-12,000 personal and €16,001-26,000 family income 0 points €12.001 and over personal and €26,001 and over family income
Age	15 points 18-29 30 points 30-44 40 points 45 and over
Number of under-aged children	10 points each
Number of dependent adult and underage disable children (over 76%)	10 points
Municipality of residency	15 points
SSI	15 points

Most of the information on social criteria submitted by applicants is checked automatically through the interconnected electronic systems of OAED, IDIKA and the General Secretariat of Information Systems (GSIS). During this stage applicants are not required to submit proof of specialization (for example educational certificates or professional experience). These have to be produced at the time of recruitment by the executing institutions. Nonetheless, by submitting the application, all applicants automatically assume legal responsibility that the data on formal qualifications that they have submitted are valid.

By completing the electronic application, applicants are automatically authorizing OAED to use their personal data for the evaluation of applications under the public call and for the requirements of the NSRF micro-data collection. OAED stores all the personal data entered in the electronic database by applicants during the application process. Extra care should be taken to avoid mistakes made in the personal data registered in the system, as these may influence the application procedure as the process of selection will be done automatically and on an ongoing basis through the OAED system.

Recommendation 2.7	*Specify project titles, not only the specializations, for the available positions which are published in the Call for applicants.*
Recommendation 2.9	*Change the wording of the relevant sections of the "Call for applicants from OAED" to ensure that the Call and guides for applicants reflect basic principles of gender and ethnic equality.*
Recommendation 2.10	*Make available to IT illiterate applicants a list of IT centres to assist them in applying to the Program.*

Recommendation 2.11	*Clearly separate eligibility criteria from selection criteria based on preferential points.*
Recommendation 3.2	*In an open framework, introduce continuous process for beneficiary applications to Kinofelis.*
Recommendation 3.3	*In an open framework, strengthen the diversity of the criteria for the selection of Kinofelis beneficiaries, with a variety of age and skill profiles, open to all the unemployed.*
Recommendation 3.4	*In an open framework, ensure that Kinofelis remains accessible to all unemployed.*

4.2 Publication of list of successful applicants

OAED publishes a **list of successful applicants (Annex 13)** per executing institution online. Applicants are not informed individually about the results during this phase. Applicants are given a three-day period to object to the final scoring and provide a valid justification for their objection. OAED then proceeds to examine all the objections individually and readjusts accordingly. Each case is examined separately before OAED produces the final list of successful applicants public. The final results are announced and the local OAED offices (KPA2) issue public invitations to successful applicants.

4.3 Reporting to the local OAED Offices

Reporting to the local OAED office is the first step to successful enrolment into the programme. This first session with OAED does not guarantee acceptance into the programme. During this session, successful applicants update the data on their OAED profile and receive a document that entitles them to proceed and report to the Municipalities.

Table 9: Objectives of first OAED session

Objectives of First OAED Session
▪ Update the applicants' employment profile in the OAED database.
▪ Inform participants about public employment programmes that may (a) bring them in contact with the world of employment, (b) give them the opportunity to acquire new skills through the training programme and (c) assist them to activate their capabilities which are not being used, especially because of long-term unemployment.
▪ Explain clearly that the programme is fixed to eight months and that they are not entitled to re-apply for Kinofelis.
▪ Inform beneficiaries about their rights and obligations and the relevant sections on the Kinofelis website of the MOL, especially the guide for applicants and the shorter information note of frequently asked questions.

- Inform them about training and explain that they have to choose to register – if they wish – by the end of the first session otherwise they will be disqualified from the process.
- Provide beneficiaries with a document that enables them to present themselves to the Municipalities for the final examination and verification of the skills and qualifications.

For a more detailed **Guide to the Entry and Exit OAED Sessions, see Annex 14.**

4.4 Reporting to the Executing Institutions

Following the first session with OAED, applicants have three to five days to present themselves to the executing institutions, which are currently the personnel departments of Municipal Offices, where they register and finalize their recruitment. Municipal authorities should welcome successful applicants and cx inform them about process of finalizing their recruitment. The information should be clear and precise so that beneficiaries understand what they are expected to provide under ASEP requirements.

Table 10: Documents succesful applicants submit to Muncipalities

Documents successful applicants should submit to Municipalities
1. All documents for the authentication of the application required for each post. These are different for each individual position and consist mainly of documents proving proof of educational level, specialization, professional experience, and skills specified on the ASEP list of qualifications.
2. Self-declaration of responsibility for a clean criminal record (provided by the Citizens Centres (KEPs)
3. Proof that they have children under the age of two or disabled children, children with diabetes, or disabled partners in order to be entitled to reduced employment schedule (when relevant).

The documents need to conform to the specifications of ASEP, i.e. to be recognized by the Greek authorities, as valid. For example, for all educational titles obtained outside Greece, it is necessary to have authentication by the Hellenic National Academic Recognition Information Centre (DOATAP) or for professional experience, an adequate number of security stamps from a National Security Fund. Also, professional licences are required for some employment positions of responsibility, for example for civil engineers. Municipalities are formally expected to verify each document with the issuing authorities as is also done in recruitment in the public sector.

After successful applicants' qualifications are approved, the Municipalities will send them the following documents, either in an electronic and/or paper form:

(a) Introductory Letter to Beneficiaries (Annex 15)
(b) Frequently Asked Questions addressed to Beneficiaries (Annex 16)
(c) Guide for Beneficiaries (Annex 17)

4.5 Replacement of successful applicants

Many selected applicants have had difficulties submitting the necessary documents. This has also placed a burden on the executing authorities. First, some of the selected applicants do not possess, or were confused about, the documents they had to submit to finalize the recruitment process. As a result, they were disqualified and replaced. Second, some successful applicants have been disqualified because they did not have formal proof of prior professional experience in sectors in which professional experience is not easy to obtain because undeclared work is widespread. For example, it is common in the construction sector for successful applicants to be disqualified because they do not possess social security stamps.

Selected applicants who do not have the required documents, or the documents they submit are not valid, are disqualified. However, if there are gaps or inconsistencies between the application and the documents they submit to the Municipalities, applicants are asked to provide the missing documentation for the authentication of their application within a reasonable time. If they fail to provide these documents within 30 days, they are then disqualified.

Executing institutions must inform OAED about the need to find replacements. OAED should then invite the next successful applicants on the list of successful applicants. The successful replacement applicants follow the same process as other applicants.

Recommendation 2.8	*Reduce the high numbers of successful applicants who are disqualified due to the lack of formal qualifications and skills*

5. Recruitment and dismissal of beneficiaries by executing institutions

5.1 Recruiting beneficiaries

Executing institutions are required to issue an Administrative Act of Placement to selected beneficiaries, signed by the legal representative, which plays the role of an employment contract. This must be followed by an announcement of recruitment n the ERGANI electronic system

During this process, it is important that the officials of executing institutions inform beneficiaries about the period of employment and their rights and obligations using the Guide to Beneficiaries (Annex 17). This should be given to them in a printed form or sent to them in an electronic form during this meeting with the executing institutions. While the employment status of beneficiaries is approximating that of full-time employees, the JMD specifies that Kinofelis beneficiaries have a specific employment status that does not fully conform with labour rights in the public sector, i.e. they are not entitled to differentiated wages based on hard and hazardous labour or educational qualifications and prior experience, and most importantly their participation in the programme cannot exceed eight months. Thus, it is important that the officials of executing institutions explain clearly to beneficiaries what their obligations and entitlements are under the Administrative Act they sign.

After the Administrative Act is issued, beneficiaries are ready to begin their employment. Executing institutions must send the Administrative Act to OAED one month after the start of employment in order for OAED to begin the procedures for the first payment. Executing institutions should complete the placement of beneficiaries within 30 days of issuing the Administrative Act. If executing institutions attempt to place beneficiaries after this deadline, the costs for their recruitment are no longer eligible.

Once the Administrative Act is issued and the beneficiaries report for work and the executing institution has 30 days to register them in the electronic system ERGANI of the MOL.

5.2 Registration of beneficiaries by executing institutions

Executing institutions must submit the following documents to OAED in print or in electronic form.

Table 11: Documents for the registration of beneficiaries by executing institutions

Documents	Information
Affirmation of accurate implementation by legal representative of executing institution	The executing institution affirms that the programme will be implemented according to the JMD
Summary monthly statement by legal representative of executing institution	-Name and surname -VAT No

	-SSRN (Structural Reform Support Service) -No of IKA -Date of birth -Date of announcement of placement -Bank account number in the name of the beneficiary -Period(s) of social security -Net daily payments -Net monthly payments -Monthly contributions of beneficiaries -Monthly contributions of employers -Total contributions beneficiaries and employers -Affirmation that the beneficiary has no criminal convictions.

These documents should be submitted to the local OAED offices during the first month after the start of employment. Executing institutions are entitled and encouraged to recruit beneficiaries to assist the permanent staff with these administrative duties linked exclusively to Kinofelis.

Table 12: Dismissal of beneficiaries

There is no formal procedure for the dismissal of beneficiaries, but it is possible to dismiss them. Municipal authorities must write a report and submit it to the MOL to justify the dismissal. The MOL then needs to annul the announcement of the hiring to enable the beneficiaries to go back to OAED and claim the rights they had as unemployed. In the few cases of dismissals that have been carried out, no penalties were imposed. There is no procedure for monitoring and checking whether claims for dismissal of beneficiaries by the executing institutions are valid and lawful. These include:

-Founded claims that beneficiaries are unable or unwilling to perform the tasks that they have been recruited for and cannot be used to perform other similar tasks in the same or other projects that the Municipalities are implementing.

-Founded claims that beneficiaries have failed to be present during working times with no valid reason.

Executing institutions should use all possible means to resolve disputes and avoid dismissals based on discrimination because of race, ethnicity, gender, or sexual orientation. They should also provide evidence that the beneficiaries in question cannot be used to perform similar tasks to the ones they were recruited for to assist the completion of the project or other projects that the Municipality is implementing.

Recommendation 2.12	*Introduce a clear procedure for the dismissal of beneficiaries.*

6. Rights and obligations of beneficiaries

Beneficiaries in the programme have specific rights and obligations linked to the programme for leave, working hours and salaries.

6.1 Different kinds of leave

Table 13: Different kinds of leave Kinofelis beneficiaries are entitled to

Leave of absence	Beneficiaries are entitled to two days of leave each month, but these are not transferred to the next months if they do not use them. The only exception to this rule is when beneficiaries ask for leave under "exceptional circumstances". Only in that case, days of leave are moved to the next month. Beneficiaries are expected to ask for leave in writing by filling a relevant absence form in advance that needs to be approved by their supervisor who along with the beneficiary signs the form. Kinofelis beneficiaries do not have their salaries reduced because of these two days of absence per month.
Health leave	A medical certificate is required for health leave, but it is only for 13 days in total. If beneficiaries exceed the 13 days of health leave, then their employment period is extended until they have completed 200 person days and no more than nine calendar months and 15 days.
Pregnancy leave	Pregnant beneficiaries are entitled to 15 days of absence plus absences for medical tests that are conducted during working hours after medical certificate that confirms the necessity for these tests.
Birth leave	In the case of threat to the pregnancy, birth and after-birth, beneficiaries are entitled to remain in the programme and postpone their participation for a maximum of 16 months. To do so, they have to submit a certificate by the doctor.
Parental leave	Parents of children between the ages of four and 16 years old are entitled to ask for absence to visit their children's school up to two days throughout the duration of the programme. Salaries of the beneficiaries are not reduced because of this.

Leave for those employed in educational or care structures	Beneficiaries employed in schools, kindergartens or day-care centres are entitled to two days of absence a month and have a right to be on leave during school holidays (Christmas, Easter, summer). In this case, their employment period is extended up to 200 person days, maximum for nine months and 15 days.
Wedding leave	Beneficiaries are entitled to five days of leave after their wedding after permission from the Municipalities.
Leave in case of death of a close person	Beneficiaries are entitled to two days of leave after the death of family members after permission from the Municipality.
Leave in case of seminars or training	Some professions, such as social workers and psychologists, are entitled to leave if they receive permission from the Municipality.

Recommendation 2.13	*Allow Kinofelis participants to aggregate leave days to enable them to take leave in one period.*

6.2 Working hours

Table 14: Beneficiaries' working hours and days

	Working Hours	Working Days
Beneficiaries with training	8 hours a day	5 days a week
Beneficiaries with training	8 hours a day	4 days a week+1 training day
Beneficiaries mothers or fathers with children from 9 months to 30 months	7 hours a day (prior or after the start of the working day	5-4 days a week depending on training option.
Beneficiaries who are disabled or have disabled children (67%) or diabetes or partners with disabilities (over 80%)	7 hours a day	5-4 days a week depending on training option

Recommendation 2.24	*Introduce the voluntary option of part-time work to provide flexibility for participants.*

6.3 Salaries

Table 15: Salaries of Kinofelis beneficiaries

Age groups	Fixed wages per day	Fixed wages per month	Leave allowances
25 years old and over	€19.81	€495.25	No
Below 25 years old	€17.27	€431.75	No

The salaries of the beneficiaries are subject only to age differentiations, with those below the age of 25 years old receiving lower salary than the minimum wage. Moreover, beneficiaries are not entitled to leave allowances, such as holiday allowances. These deviations are legitimized by the active labour market character of the programme.

Recommendation 2.26	*Introduce different pay-scales within the program to better attract higher skills required*

7. Training

Training is elective and voluntary. This is an added benefit and is not necessarily related to the work undertaken in the programme. This training takes place off-site and begins during the second month of the public employment programme. The MOL issues a **Call to Training Centres (Annex 18),** which lays down the terms of reference for the vocational training centres in order to compile a list of available centres for beneficiaries to select.

Beneficiaries are given a voucher and then they can select a Centre for Vocational Training (KEK) from the list of accredited KEKs to use for training. The current option is limited to Training in Information Technology (IT), which also has an additional component of seminars on Entrepreneurship and Social Economy. The IT training program is for 120 hours and has three levels of knowledge: beginners, basic, advanced. The content of the program is limited to the following: Word, Excel, Social Media, Power Point with some specialization on public portals such as those of OAED, TAXIS or ERGANI.

Beneficiaries who have already obtained a certificate of advanced level in IT training are not allowed to take part in the training. At the end, a certificate is granted to participants after examination. The training takes place once a week after the first month on the last day of the week. Trainees work four days and train one day a week. To get a certificate, beneficiaries have to complete 90% of the total training hours (120) or 80% if they have disabilities, are hospitalized, pregnant or in post-natal phase. They must also pass an exam.

The KEKs are obliged to provide the educational material, to give beneficiaries light refreshments and drinks if the training lasts for more than three hours, to pay the salaries of the instructors, to keep the accounting books, to publish a daily confirmation of attendance for beneficiaries, and to send a monthly attendance report to the Municipalities. An agreement between the beneficiaries and the KEKs must be signed, which outlines all the obligations and rights of each party. The KEKs are obliged to post the attendance list 20 minutes after the start of the training.

In addition, after completing the training, the KEKs are obliged to follow the beneficiaries for six months and monitor their integration into the labour market.

The NSRF Executive Structure is responsible for signing the agreements and monitoring the KEKs. At the end of six months, the KEKs must submit a "report on the progress" of each beneficiary to the electronic platform of the MOL. The beneficiaries are obliged to inform the KEKs of their progress including any changes in their employment status, which is then transmitted to OAED. The beneficiaries accept the right of the MOL to use their personal data according to the Data Protection Authority principles. According to the Kinofelis call for training, the institution responsible for overseeing the processes and conducting quality assurance and inspections is the NSRF Executive Structure.

Beneficiaries who do not select the training option, work five days a week.

This option is aimed at reducing the obstacles beneficiaries will probably face in the labour market after the programme ends. Coupled with the OAED sessions, they constitute the backbone of the activation aspect of the programme.

Recommendation 2.14	*Investigate allegations of abuse by KEKs and explore alternative training delivery mechanisms and/or possible measures to improve the quality of training which they provide.*
Recommendation 2.15	*Expand the menu of transversal training offered to beneficiaries*
Recommendation 2.16	*Introduce greater flexibility in the scheduling of training*
Recommendation 2.18	*Conduct workshops on the social economy in the Municipalities*

Table 16: On-the job training

On-the-job training is very important for activation as it assists beneficiaries:

- To become more productive in performing her/his duties assigned under the programme;
- To avoid workplace accidents and maintain health and safety standards at work; and
- To make better use of the job opportunities to increase the beneficiary's chances of transitioning to sustainable employment after exiting the programme.

The executing institutions and the Municipalities have directorates, which should be able to provide training for Kinofelis beneficiaries, especially on technical, health and safety issues. If Kinofelis expands to include smaller executing institutions, their capacity to provide this basic training should be enhanced. Moreover, on-the-job training takes place through informal avenues and grows out of the collaboration and mutual exchanges between more experienced, more qualified personnel and beneficiaries with less experienced, and less qualified beneficiaries. This informal aspect of Kinofelis should be strengthened and encouraged.

On-the-job training may provide access to new employment sectors and enhance prospects of future employment in the labour market. For example, an unemployed teacher, whose professional experience is mainly conducting academic research on primarily school education, may enhance his/her CV by acquiring new skills, knowledge and experience if, during his eight months in Kinofelis, he is employed as a seminar instructor teaching art and literature to primary school children in the context of a project for the support of the Municipal Library. After exiting Kinofelis he/she can search for a job in a new

sector, in which demand is rising, that of educational seminars for children in Museums and Galleries.

Currently there is no certification for on-the-job training.

Recommendation 2.17	*Capitalize on the opportunities for on-the-job training created under Kinofelis*

8. Reporting, Monitoring and Quality Assurance

Executing institutions are responsible for monitoring beneficiaries and projects. The MOL has the primary responsibility for the overall monitoring and evaluation of the programme. However, to do this effectively the MOL requires close collaboration with the executing agencies, in particular in collecting relevant data.

8.1 Method for reporting beneficiaries' attendance schedules and payments

Beneficiaries are assigned to specific departments in the executing institutions. In the Municipalities, these are the different directorates that supervise the execution of projects. They are responsible for verifying that beneficiaries show up for work and perform their duties and record this on the **Attendance Sheets (Annex 19).** They are also responsible for the training, the transportation to and from projects, and the oversight and coordination of beneficiaries. Their personnel departments take over the monitoring and reporting of their activities and output.

For example, if a beneficiary is employed for eight months as a psychologist in the social support centre of a Municipality, the department of social support and health of the Municipality will have to provide training to verify that the beneficiary is present and works to complete the tasks assigned to her for the given hours and days of the week. In collaboration with the Mayor's office, the same department should arrange for municipal transport from and to the site of the social support centre and the oversight and coordination of the activities of the beneficiary with the rest of the project team and the permeant staff of the centre.

After the departments complete the attendance sheets, the personnel department must send a monthly list to OAED of working days per beneficiary. Based on these, OAED processes payments for those who do not violate the terms of the agreement. The process is handled by a physical exchange of documentation between executing institutions, and OAED's central offices.

8.2 Reporting on project implementation

Municipalities are the primary institution responsible for the successful execution of projects. They are expected to ensure that projects are well designed; that beneficiaries have all the materials, tools and safety equipment to perform their duties; that they have access to places of work; and the quality standards are met and that safety regulations are adhered to and the existing reporting and monitoring mechanisms and institutional arrangements are used. From this perspective, Kinofelis projects should be held to the same standards as any other project being implemented by the Municipalities or in the future other executing agencies. The Monthly Attendance Sheets provide the only source of information about daily use of workers per project. This component is essential for both Reporting and Monitoring of Kinofelis.

8.3 Administrative checks and inspections

Two institutions are responsible for conducting controls and quality assurance on the implementation of the programme: the NSRF Executive Structure and OAED. Both these institutions are entitled to perform administrative inspections and site visits to monitor and control the implementation of the project to ensure that they conform with the terms and conditions of the funding of the programme.

According to its mandate, the NSRF Executive Structure is responsible for checking the eligibility of different costs. During inspections and site visits, the NSRF Executive Structure is responsible for checking administrative files on the implementation of the project, including the files of the beneficiaries, which are on paper rather than in an electronic form. The administrative verification of these documents is based only on NSRF criteria and concerns only the part of the project funded by NSRF. The NSRF executive structure does not have the technical capacity nor the resources to monitor or assure the quality of projects. Thus, the executing institutions are responsible for the quality assurance of their own projects following the guidelines of the MIS.

OAED is also entitled to check if executing institutions conform with the rules on the payments and social security contributions of the beneficiaries. These are, however, largely administrative checks.

Recommendation 2.19	*Institutionalize site visits as an oversight mechanism using Reporting Templates for Site Visits (Annex 20)*

8.4 Questionnaires

As this programme is co-funded by the ESF, the ESF micro data questionnaires are obligatory for all beneficiaries as part of the funding agreement. Municipalities are required to ensure that all beneficiaries complete this questionnaire and that the completed questionnaires are send back to MOL.

See **Microdata questionnaire in Annex 21.**

According to the JMD, the institutions involved in the programme may also conduct research for the programme, but the beneficiaries need to consent to the use of their personal data. During the previous phases of the program, OAED on applicants and beneficiaries was used by the MOL to evaluate and make changes to the program. Moreover, applicants and beneficiaries were requested to complete a baseline survey and some of them to also participate in focus group discussions. The survey was conducted online, and beneficiaries were provided with the website link when they applied, when they entered and when they exited the programme. See **Baseline questionnaire in Annex 22.**

8.5 Health and Safety Standards

The question of the responsibility for health and safety issues is pending. The Labour Inspection Corps (SEPE) refused to do labour inspections during the previous Kinofelis phases because they were outside the framework of existing labour rights. In the current Kinofelis, labour rights are in conformity with existing labour standards but again there are questions about where the responsibility lies because it is the product of a JMD rather than a law, and legitimized and funded as an active labour market measure. At the same time, if asked, SEPE can perform health and safety inspections because it is a horizontal issue that falls under its responsibility. This issue is crucial if Kinofelis is to expand and include executing institutions in the private sector, including NGOs and social enterprises.

Recommendation 2.20	*Institutionalize regular health and safety checks as a standard feature of Kinofelis*

9. Supporting workers to exit

9.1 Providing proof of employment

After the end of the eight months programme, beneficiaries are released without compensation. They are entitled to proof of employment, which is issued by the executing institutions – the Municipalities. A **standardized certificate of employment (Annex 23)** may be signed by their legal representative at the end of the eight months, which will be printed or sent electronically to all beneficiaries. The certificate should specify the exact tasks that beneficiaries performed during the eight months.

9.2 Exit sessions with OAED

The unemployed who apply and are selected for Kinofelis should have a total of two sessions with OAED counsellors. (For the first session, see Section 6)

The second session is scheduled for the end of the programme and focuses on the activation of beneficiaries after the end of the programme. This final session takes place after they have exited their period of employment in Kinofelis and they have registered again as unemployed in OAED and obtained their unemployment card.

Processes are underway to strengthen counselling capacities in OAED as part of the development of an Open Framework approach to ALMPs, which will also benefit Kinofelis participants.

Table 17: Objectives of the OAED exit session

1. Inform beneficiaries about prospects of finding employment after the end of the programme, including available positions and sectors where demand has risen.
2. Inform them of whether they are eligible to receive unemployment benefit after the end of the programme.
3. Give them guidance on how they can best use the skills and professional experience they have acquired during Kinofelis to re-enter the labour market.
4. Inform them about available opportunities for participation in other ALMPs.

For more detailed information, see **Guide to the Entry and Exit Sessions with OAED** in Annex 14.

Recommendation 2.21	*Introduce exit counselling session with OAED prior to exit*
Recommendation 2.22	*Improve the visual "branding" and increase the visibility of Kinofelis projects through the use of logos, banners, signs, flags.*
Recommendation 2.23	*Introduce personalized letters of recommendation as a regular feature of Kinofelis.*
Recommendation 2.25	*Partner with employers' organizations, with trade unions and with other stakeholders to enhance employability effects of the programme.*

Recommendation 3.5	*In an open framework, develop clear guidelines on how scarce resources are to be allocated to different ALMPs.*

A detailed analysis of the Recommendations can be found in the document "Kinofelis: ILO Recommendations".

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