

NOVEMBER 2017



International  
Labour  
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# Report on Kinofelis Training Workshops for Municipalities

“Support to a new generation  
of Public Works Schemes  
(Kinofelis) in Greece”

Development  
and Investment  
Branch

Employment  
Policy  
Department



## Contents

<b>EXECUTIVE SUMMARY .....</b>	<b>5</b>
<b>1. INTRODUCTION .....</b>	<b>10</b>
<b>2. PARTICIPANT EVALUATIONS .....</b>	<b>12</b>
<b>3. REPORTS ON EACH OF THE TRAINING AND CAPACITY BUILDING WORKSHOPS .....</b>	<b>16</b>
3.1. PROJECT SELECTION AND DESIGN WORKSHOP IN THESSALONIKI 2-3 MARCH 2017 .....	16
3.2. PROJECT SELECTION AND DESIGN WORKSHOP IN ATHENS, 8-9 MARCH 2017. ....	19
3.3. STRENGTHENING IMPLEMENTATION: WORKSHOP IN ATHENS 12-13 JUNE 2017 .....	21
3.4. STRENGTHENING IMPLEMENTATION: WORKSHOP IN ATHENS 19-20 JUNE 2017 .....	24
3.5. STRENGTHENING IMPLEMENTATION: WORKSHOP IN THESSALONIKI 26-27 JUNE 2017 .....	27
3.6. STRENGTHENING IMPLEMENTATION: WORKSHOP IN LARISA 3-4 JULY 2017 .....	29
3.7. STRENGTHENING IMPLEMENTATION: WORKSHOP IN HERAKLION, 13-14 JULY 2017 .....	30
3.8. STRENGTHENING IMPLEMENTATION: WORKSHOP IN PATRA, 14-15 SEPTEMBER 2017 .....	32
3.9. STRENGTHENING IMPLEMENTATION: WORKSHOP IN IOANNINA, 20-21 SEPTEMBER 2017 .....	35
3.10. STRENGTHENING IMPLEMENTATION: WORKSHOP IN KOZANI, 28-29 SEPTEMBER 2017 .....	40
3.11. STRENGTHENING IMPLEMENTATION: WORKSHOP IN TRIPOLIS, 4-5 OCTOBER 2017.....	42
3.12. STRENGTHENING IMPLEMENTATION: WORKSHOP IN LAMIA 2-13 OCTOBER 2017.....	46
3.13. STRENGTHENING IMPLEMENTATION: WORKSHOP IN KOMOTINI, 26-27 OCTOBER 2017 .....	50

## Acronyms

ALMPS	Active Labour Market Policies
ASEP	Supreme Council for Civil Personnel Selection
EFKA	National Social Security Body
EKDDA	National Centre for Public Administration and Local Government
ERGANI	National Contract Registration Database
ESPA	NSRF
EC	European Commission
FAQs	Frequently Asked Questions
IKA	Former Private Sector Social Security Fund
ILO	International Labour Organization
KEDE	Centralized Union of Municipalities
KEK	Centre for Professional Training
KPA (2)	Regional and local OAED Offices
MOL	Ministry of Employment, Social Security and Social Solidarity
OAED	Manpower Employment Organization
OGA	Former Social Security Fund for the Agricultural Sector
PIM	Programme Implementation Manual
PW	Public works
SRSS	Structural Reform Support Service
SSI	Social Solidarity Income

**Figures**

Figure 1: Profile of attendees ..... 12  
Figure 2: Relevance of the Workshops..... 13  
Figure 3: Evaluation of 11 Strengthening Implementation Workshops (125 respondents) 14  
Figure 4: Evaluation of 2 Project Selection and Design Workshops (50 respondents) ..... 15

## Preface

This publication was produced by the International Labour Office (ILO) in the context of the project “Support to a new generation of Public Works Schemes (Kinofelis) in Greece”. The Kinofelis programme targets the long-term unemployed and provides them with eight months of employment in projects in participating municipalities.

The ILO support project was implemented between September 2016 and November 2017 and provided support to the Ministry of Labour, Social Security and Social Solidarity (MOLSSSS) with the implementation of the Kinofelis programme. The project provided a wide range of technical support but had the following focus areas:

- Improve the design of Kinofelis, by helping to introduce the innovations as compared with previous phases
- Strengthen the capacity of stakeholders to implement the programme through training;
- Improve relevance and quality of the public works projects implemented by municipalities through improved selection processes and quality assessments; and
- Strengthen reporting, monitoring and evaluation systems and procedures of the Kinofelis programme.

This report is one of the outputs of this project.

## Acknowledgements

This project was financed through the Structural Reform Support Service (SRSS) of the European Commission (EC).

Overall ILO project co-ordination was provided by Maikel Lieuw-Kie-Song in Geneva. In Greece, the project team was co-ordinated by Nikos Avgeris, supported by team members Nelli Kambouri and Aggeliki Yfanti. International technical advice was provided by Steve Miller and Kate Philip. Soary Ratsima and Ira Skalida provided administrative assistance.

The team would like to thank all those who supported and actively participated in this project, including the municipalities throughout Greece, the National Project Team of the Ministry of Labour, the national and local Public Employment Offices (OAED) and the World Bank team that participated in the working group. Particular thanks go to the Alternate Minister Rania Antonoupoulou, Myropi Komninou, Katerina Exertzoglou, Anna Tousi (from MOLSSS); Haidi Latsi (OAED); Geraldine Mahieu, Simone Marino and Theodora Giourokou (SRSS).

## Executive Summary

During 2016/2017, an ILO Support Project has supported the Greek Ministry of Employment, Social Security and Social Solidarity (MOL) in relation to the public employment programme Kinofelis. As part of this support programme, a strategy for training and capacity building in Kinofelis was developed, and approved by the Project Steering Committee. As part of this strategy, a series of workshops for municipalities were designed and undertaken in co-operation with the MOL. The first two workshops, held in March 2017, were focused on Project Selection and Design, and were held in Thessaloniki and Athens for the 17 + 32 municipalities that were, at that stage, about to embark on the second round of project selection. The next phase of workshops, which targeted all 325 municipalities in Greece, ran from June – October 2017. This second phase of workshops also incorporated a focus on project selection and design, but with a greater focus on project management, quality assurance and enhancing the employability of participants. The purpose of the workshops was to increase design, management and implementation capacity in the municipalities.

The methodology combined the presentation of learning materials with a strong emphasis on participatory processes aimed at enabling peer-to-peer learning and open discussion that encouraged municipalities to seek advice and exchange experiences on ongoing implementation issues – and to share and develop locally-generated solutions. In addition, the MOL attended all workshops, which included a problem-solving session to address queries, concerns and challenges confronted by municipalities. In workshop evaluations, this peer review methodology, with the sharing of experiences and the opportunity to interact with the MOL received consistently strong positive feedback with requests to institutionalize such workshops on a regular annual cycle. In all, the following workshops were undertaken:

**Table 1 Workshops undertaken with municipalities**

Type of workshop	Venue	Date
Consultation workshop	Thessaloniki	7 November 2016
Project selection and design	Thessaloniki	2-3 March 2017
Project selection and design	Athens	8-9 March 2017
Strengthening Implementation	Athens	12-13 June 2017
Strengthening Implementation	Athens	19-20 June 2017
Strengthening Implementation	Thessaloniki	26-27 June 2017
Strengthening Implementation	Larisa	3-4 July 2017
Strengthening Implementation	Heraklion	13-14 July 2017
Strengthening Implementation	Patra	14-15 September 2017
Strengthening Implementation	Ioannina	20-21 September 2017
Strengthening Implementation	Kozani	28-29 September 2017
Strengthening Implementation	Tripolis	5-6 October 2017
Strengthening Implementation	Lamia	12-14 October 2017
Strengthening Implementation	Komotini	26-27 October 2017

Participants completed an on-line evaluation after the event. These reflect that municipalities found the workshop content highly relevant; the details of the evaluations are included in the main report below.

Certain key themes emerged consistently across all the workshops; as MOL was present in the workshops, many of the challenges raised by municipalities have since been addressed or remedies are under discussion and/or in process. Some of the main themes are however summarized here:

## **Planning and programme implementation**

Feedback from municipalities consistently highlighted that the innovations in the current phase of Kinofelis have strengthened the programme, both in terms of impacts on participants and in terms of the outcomes of projects for communities. They did however also note that the changes have increased the planning and administrative demands on municipalities, and there were a number of areas in which municipalities sought improvements.

- Municipalities requested longer than 8 months for better results.
- Municipalities asked for better and timelier information on administrative issues such as timelines for hiring, deadlines for replacements and number of positions allowed.
- Municipalities requested incremental program launches that would allow them to spread hiring over time, as well as multiple application periods throughout the year or even an open call for project applications. Different hiring periods and flexible project registration will allow them to better handle seasonal projects and tailor the projects' administrative needs to their capacities.
- The creation of Kinofelis Departments within municipalities was suggested.
- It is important that tools and materials are available at the start of projects, for efficient use of labour, but lengthy procurement procedures mean that that if there is a short project registration period with very limited advance warning, municipalities face procurement challenges. A period of at least two months preparation time before the call and the project registration deadline was proposed to enable effective planning.
- Municipalities highlighted that implementation of the program is challenging and there are increased costs where there are great distances between projects.
- Municipalities reported they would find a Programme Implementation Manual very useful. More support from the side of the Ministry is requested by Municipalities in the form of guides and communication.
- It was requested that binding conditions are added to the program and specific penalties defined when the rules of the program are not met. This is requested to prevent situations in which they are asked by their principal's to perform actions that are not envisaged in the programme rules; but no enforcement of such rules exists.

## Selection of applicants

- Problems have arisen with technical specialties that require permits. Many beneficiaries are replaced because they did not have a **renewed** permit at the time of application (as the program's invitation demands). Municipalities requested a change that would allow beneficiaries to renew their permits after acceptance onto the program; because many are unable to afford the cost of maintaining such certification while they are unemployed. This is an example of an issue raised during the workshops that has since been addressed.
- Municipalities proposed a clear guideline that participants with the relevant qualifications should be allowed to sign technical and scientific reports, reviews and proposals but should not be allowed to sign binding administrative documents.
- Many challenges were experienced with defining specialties based on ASEP classifications; municipalities complained that ASEP usually only provides verbal answers to queries, but municipalities need written clarification to enable them to deal with non-standard contexts.
- Municipalities emphasized that the selection of applicants with specific skills can pose difficulties and that flexibility should be allowed for changes to beneficiary placements after they have arrived at the municipalities, to allow a more accurate placement process. It was also proposed that it would assist for municipalities to have an interview with beneficiaries when they are recruited, to identify what they can do. They can then be placed in appropriate positions and full advantage of their skills and knowledge can be taken. The Municipality of Arta had done this systematically with very successful results.

## Role of OAED

Municipalities asked for a more formalized communication protocol with OAED, with the following information provided as a standard procedure:

- Information in advance on the number of beneficiaries that have acquired the letter of reference from OAED
- Information on who replacements that arrive are replacing
- Information on which beneficiaries have opted for training at the time of hiring
- For successful applicants to be clearly informed during their first visit to OAED that they are not yet hired and that their contract is subject to presentation of proof of their qualifications. While OAED provides this information in some municipalities, it is not standard procedure.
- It was proposed that OAED officials dealing with Kinofelis need to be well briefed on the programme, so that they can respond to questions from applicants.
- Since municipalities are responsible for the payment of social contributions, cash flow issues arise because they have to pay these contributions in advance of being re-

imbursements by OAED; if they do not, this can mean fines for late payment which raises the costs of the programme for municipalities. As such they are facing some costs before reimbursement which in few cases can't be covered so fines are imposed.

- At the workshops, OAED data was used to provide municipalities with the profile of the unemployed in their areas. Municipalities have asked for this to be provided on an ongoing basis by OAED, to assist in matching projects to local needs. This has since been approved by OAED at a central level.

## Conditions of work

- The leave allowance framework is overly complex and generated many queries.
- At present, beneficiaries get two days of leave per month and cannot aggregate or accumulate this leave in the way municipal personnel are allowed to do; some municipalities allow this while others don't. Consideration should be given to allowing beneficiaries to accrue leave days.
- At least one level of payment differential is requested by municipalities since beneficiaries have very different sets of skills, from unskilled to highly skilled.
- Health certificates are required for some specialties, for example schools and kindergartens. The process of attaining one through the public health care system currently takes more than 1 month and is a cost for the municipality.
- Concerns were raised about disabled, old or sick beneficiaries who cannot perform the duties for which they were hired. Municipalities asked for clear procedures enabling them to reassign them or lay them off if necessary.
- There is no clear process for dismissal, where this may be warranted.
- Clarity was requested on the rights of beneficiaries in the context of a workplace accident.

## Training

- Municipalities proposed that training should be conducted at the beginning or end of the program rather than during the program, with a view that if it takes place at the beginning, it assists in getting beneficiaries back into the habits of having their time structured and contributes to the activation process. Undergoing training once a week is however disruptive of projects and not optimal for learning either.
- Training on issues of health and safety should be conducted when they enter the program.
- Participants reported that the KEKs compete for the custom of beneficiaries in ways that can be intrusive and that there seem to be consistent leaks of the personal information of beneficiaries, some of whom are approached by the KEKs before they have even been informed that their application has been successful.
- At present, beneficiaries have to decide whether to attend training during their initial consultation with OAED and before they have been formally appointed by the municipality. Often, they do not have all the information then need at this stage and



decisions are made in haste; however, there is no mechanism to change this choice. Municipalities recommended that there should be a window period in which participants can change their mind in this regard.

- More specialized training options were requested.
- It was suggested that the same Seminar be presented to Mayors by KEDE after every election so that the political leadership is aware of the program's implications.

### **Promoting Employability:**

- Municipal officials requested that they be trained on the social economy so that they could be more informed and able to help direct beneficiaries to such options.
- As part of promoting employability of participants when they leave the programme, the provision of reference letters is recognized as important. If these are a standardized form, they have less value, but if they are individualized, it is a huge administrative burden, especially for municipalities that may have 1,000 beneficiaries.
- Some municipalities provide their own counseling and employment support services to assist the local community. Kinofelis could be used to strengthen these services – with the services also strengthening the exit strategies for participants.

## 1. Introduction

During 2016/2017, an ILO Support Project has supported the Greek Ministry of Employment, Social Security and Social Solidarity (MOL) in relation to the public employment programme Kinofelis. As part of this support programme, a strategy for training and capacity building in Kinofelis was developed, and approved by the Project Steering Committee. As part of this strategy, a series of workshops for municipalities were designed and undertaken in co-operation with the MOL. The first two workshops, held in March 2017, were focused on Project Selection and Design, and were held in Thessaloniki and Athens for the 17 + 32 municipalities that were, at that stage, about to embark on the second round of project selection. The next phase of workshops, which targeted all 325 municipalities in Greece, ran from June – October 2017. This second phase of workshops also incorporated a focus on project selection and design, but with a greater focus on project management, quality assurance and enhancing the employability of participants. The purpose of the workshops was to increase design, management and implementation capacity in the municipalities.

The methodology utilized combined the presentation of learning materials with a strong emphasis on participatory processes aimed at enabling peer-to-peer learning and open discussion that encouraged municipalities to seek advice and exchange experiences on ongoing implementation issues – and to share and develop locally-generated solutions. In workshop evaluations, this peer review methodology, with sharing of experiences and the opportunity to interact with the MOL received consistently strong positive feedback with requests to institutionalize such workshops on a regular annual cycle.

In consultation with the MOL, the ILO team developed the training materials and session plans for the Workshops. Detailed session plans for each workshop are included in the Kinofelis Training Dossier, which brings together all the learning materials in a format that enables the MOL to replicate and/or adapt the materials as required in future. Session facilitation was shared between the ILO team and the Ministry officials present. After each workshop, the facilitation team reviewed strengths and weaknesses of the workshop, making minor modifications to the session plans in response to feedback received. After the workshop, each participant received an on-line survey form for monitoring and evaluation purposes.

The main topics covered in the Project Selection and Design workshop were as follows:

- Review of programme performance to date
- Considerations in project selection and design
  - The profile of the unemployed
  - The profile of Labour demand
  - Stakeholder involvement
  - Sectoral options and opportunities

- Implementation issues
- Project design for social impact: examples of innovation
- Demonstration of the project registration platform
- A problem-solving session with MOL.

The main topics covered in the workshops on Strengthening Implementation were as follows:

- Review of programme performance to date
- Provision of data on the profile of the unemployed in participating municipalities, extracted from OAED data
- Considerations in project selection and design
- Project planning, management and quality assurance
- A focus on enhancing employability through Kinofelis
- A problem-solving session with MOL.

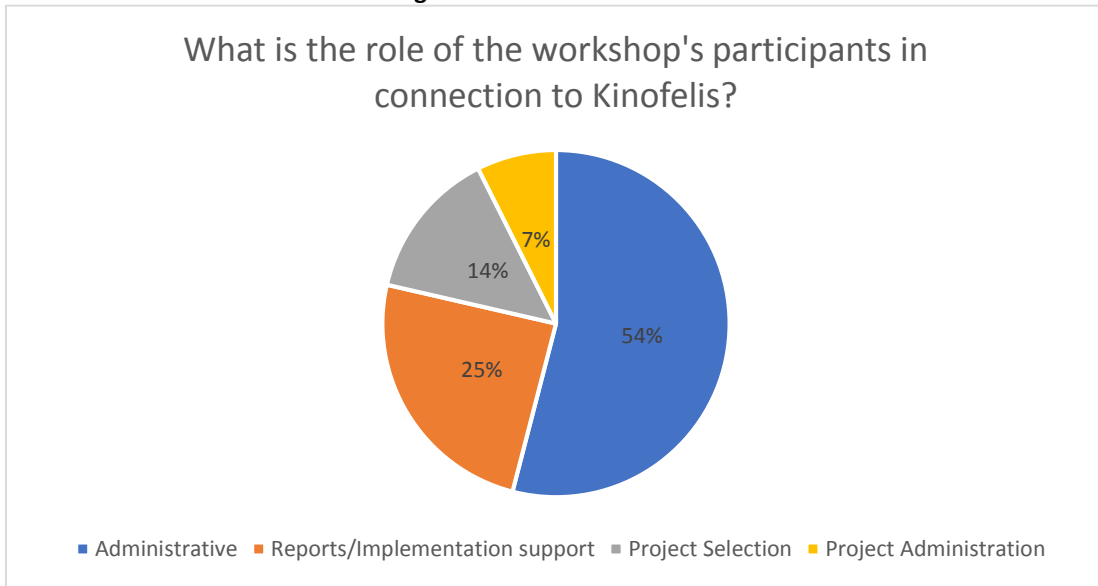
In all, fourteen capacity building workshops were undertaken, using regional nodes as venues, to try to maximize accessibility, with all municipalities invited. For 43 island municipalities, materials had to be made available remotely because a planned workshop was cancelled when it became clear that the complexity and cost of logistics was too great.

**Table 2 Workshops undertaken with municipalities**

Type of workshop	Venue	Date
Consultation workshop	Thessaloniki	7 November 2016
Project selection and design	Thessaloniki	2-3 March 2017
Project selection and design	Athens	8-9 March 2017
Strengthening Implementation	Athens	12-13 June 2017
Strengthening Implementation	Athens	19-20 June 2017
Strengthening Implementation	Thessaloniki	26-27 June 2017
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Strengthening Implementation	Komotini	26-27 October 2017

The profile of municipal officials who attended is captured in Figure 1.

**Figure 1: Profile of attendees**



Municipalities were expected to cover their own costs of transport and accommodation and this was a factor that limited the participation of some municipalities. Nevertheless, the workshops represented a significant form of outreach, with strongly positive feedback from the 151 municipalities that attended.

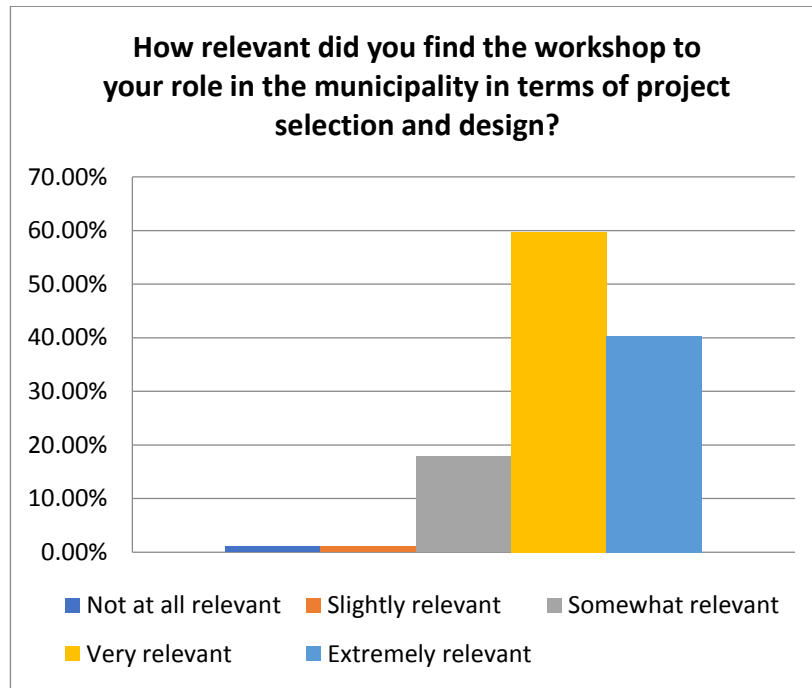
## 2. Participant Evaluations

After each workshop, an on-line evaluation survey of participants was undertaken. While these are available per workshop, they are aggregated here in relation to the two sets of workshops undertaken. In total 175 responses from workshop participants were received. Participants rated the workshops highly in terms of their relevance to their work as shown in Figure 2.

The evaluations for the workshops covered methodological issues as well as evaluations per session. The peer learning methodology received the strongest positive feedback of any aspect of the evaluation, with the largest cohort of participants in both workshops identifying this as 'extremely useful'. In the workshop on Project Selection and Design, this was followed by the category 'Discussion with other municipalities'. In both workshops, the interactive training methodology also scored highly (see figures 3 and 4 below).

This was confirmed in the discussions, with many participants highlighting the value of learning from each other and requesting that follow-up workshops be held on a regular basis to enable this.

Figure 2: Relevance of the Workshops



**Figure 3: Evaluation of 11 Strengthening Implementation Workshops (125 respondents)**

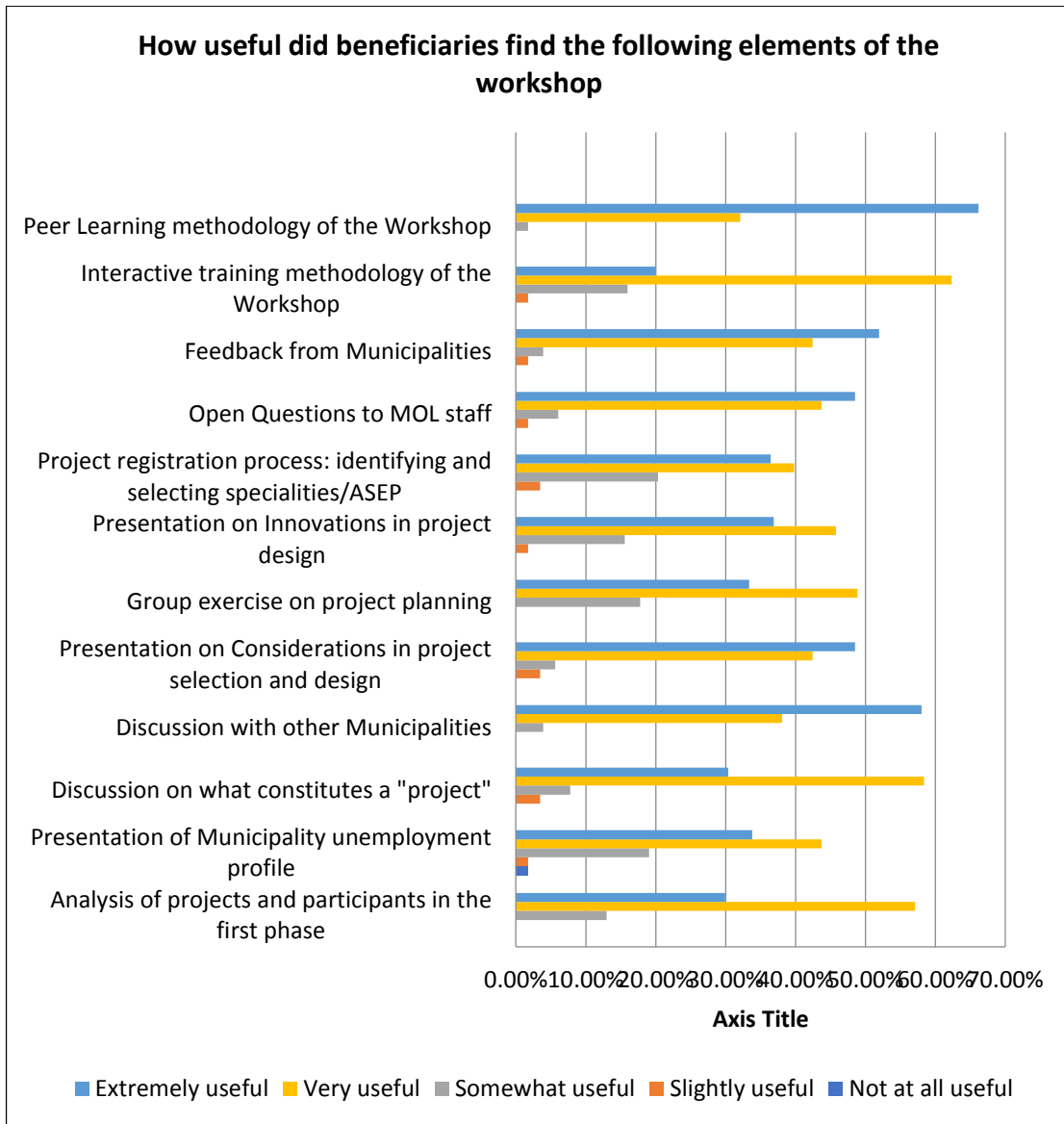
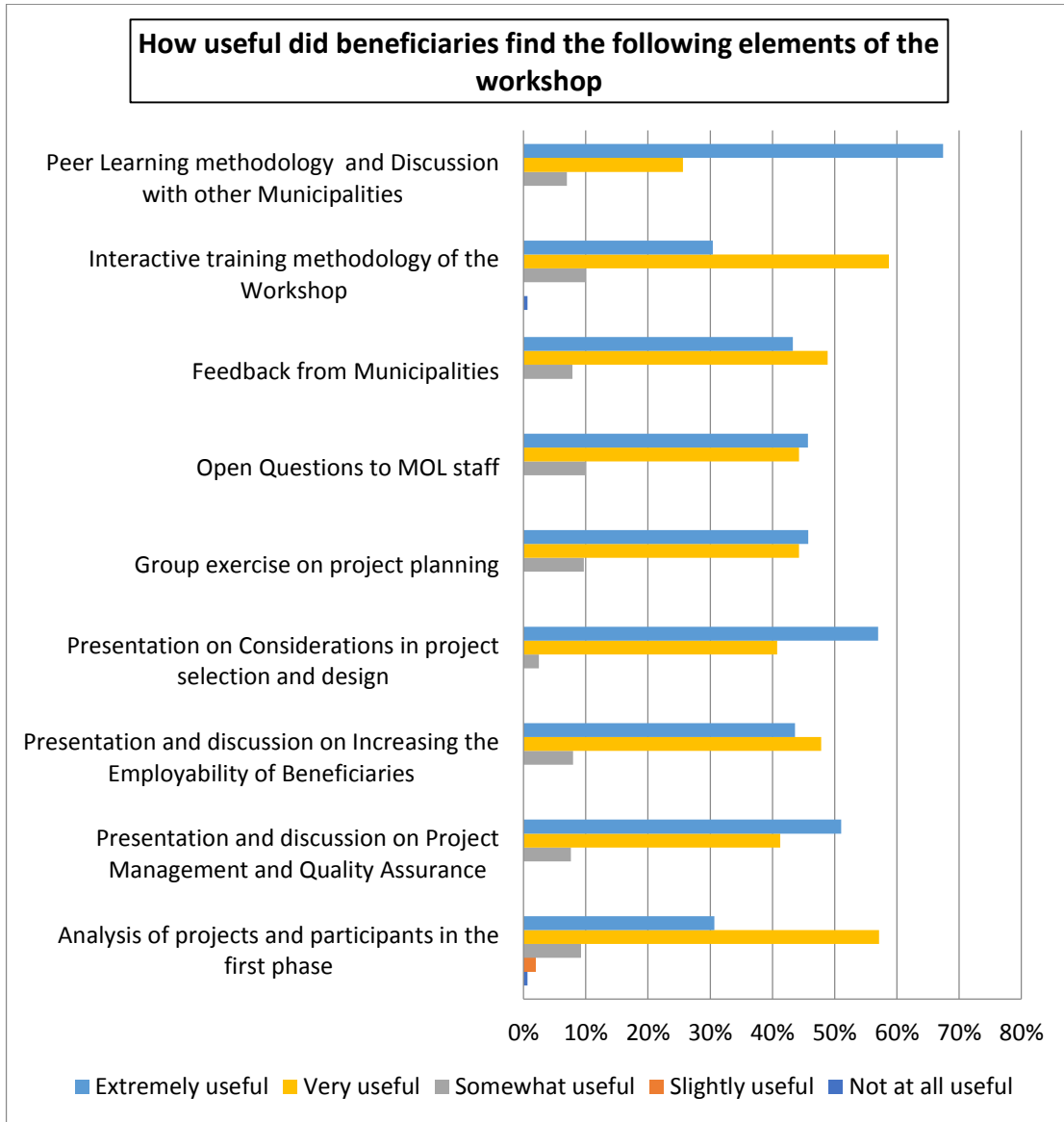


Figure 4: Evaluation of 2 Project Selection and Design Workshops (50 respondents)



### 3. Reports on each of the Training and Capacity Building Workshops

These workshop reports focus on the contributions from participants rather than describing the inputs made, which are consistent across workshops and reflected in the session plans.

#### 3.1. Project Selection and Design Workshop in Thessaloniki 2-3 March 2017

Municipalities present		Municipalities absent	
1	Ampelokipi-Menemeni	1	Florina
2	Aleksandria	2	Karditsa
3	Aspropirgos	3	Kastoria
4	Delta	4	Orestiada
5	Drama	5	Trikala
6	Grevena		
7	Kalamaria		
8	Kilkis		
9	Kozani		
10	Ksanthi		
11	Lagadas		
12	Megara		
13	Naousa		
14	Neapoli-Sikies		
15	Peonia		
16	Pavlos Melas		
17	Preveza		
18	Sintiki		
19	Thermaikos		
20	Thessaloniki		
21	Veroia		
22	Chalkidona		



Trainers/Facilitators:	Institution
Katerina Eksertzoglou	Ministry of Labor, General Secretariat for Management of Community and Other Resources
Nikos Avgeris	International Labor Organisation, National Coordinator
Nelli Kambouri	International Labor Organisation, National Consultant

## Main points from discussions, report-backs and feedback

### *Specialties*

- An issue that has been problematic is with technical specialties that require permits. Many of the beneficiaries are replaced because they did not have a **renewed** permit at the time of application (as the program's invitation demands) and this created issues for both the municipalities, the replaced beneficiaries and the program's image. Municipalities requested a change to the future program's invitations that would deem eligible the renewals after the acceptance of the beneficiary to the program.
- Participants with relevant specialties should be allowed to sign official technical and scientific documents, reports, reviews and proposals but should not be allowed to sign binding administrative documents.
- ASEP usually only provides answers verbally which does not help municipalities effectively address specialty issues or take the risk of doing something non-standard.

### *OAED*

The representatives of the Municipalities asked for a more formalized information dissemination procedure with OAED. Specifically they requested:

1. To be informed in advance by OAED on the number of beneficiaries that have acquired the letter of reference from OAED
2. To be informed on who the replacements that arrive are replacing
3. To be informed on which beneficiaries have opted for training at the time of hiring
4. That successful applicants are clearly informed during their first visit in OAED that they are not yet hired and that their contract is subject to presentation of proof of their qualifications.

### *Days- off and social security of beneficiaries*

- Confusion over the days off of beneficiaries in special cases (e.g. disabled parents). The flow of information from official sources is sometimes conflicting.
- Problems with payment of social security costs, with Municipalities receiving fines if they are late in paying them. At the same time they do not receive the payments from OAED on time.

### ***Administrative staff***

- Municipalities have no information about the consequences of project incompleteness or failure and consider this to be an omission that disturbs the proper organization, planning and management of the program.
- Municipalities ask for better and timelier information on several administrative issues such as timelines for hiring, deadlines for replacements and number of positions allowed.

### ***Planning***

- They would like to have longer than 8 months for better results in the Municipalities.
- A more flexible implementation of the program, where municipalities would be able to apply in more periods throughout the year or even on an open call for project applications that does not expire is demanded. Different hiring periods and flexible project registration will allow them to better handle seasonal projects and tailor-make the projects' administrative needs to their capacities.

### ***Training***

- It is proposed that training should be conducted at the beginning or end of the program rather than during the program.
- Training on issues of health and safety should be conducted when they enter the program.
- Participants reported that the KEKs often disturb and provide false offers to beneficiaries in their efforts to attract them and there seems to be a consistent leak of personal information of beneficiaries to the KEKs.

### ***Health and safety***

- Health certificates are required for some specialties, for example schools and kindergartens. The process of attaining one through the public health care system currently takes more than 1 month. Since beneficiaries cannot usually afford private healthcare, municipalities often allow beneficiaries to work before they attain them.
- Issues with disabled, old or sick beneficiaries who cannot perform the duties they were hired for were reported. Municipalities asked for clear procedures for dealing with such cases.

### ***Funding***

- Municipalities are still experiencing issues with the 5% funding from the Fund of Loans and Deposits. The fund does not cover VAT for the expenses of municipalities since the funds have European origin that is VAT exempt. However Municipalities don't know how to issue orders that are VAT exempt and are thus burdened with the VAT cost. Additionally the Fund refuses to process payments (even without VAT costs) on a receipt that includes VAT thus leaving municipalities unable to draw any funds.
- Since Municipalities are responsible for the payment of social contributions, liquidity issues arise because they have to pay these contributions in advance of being re-imbursed by

OAED; if they do not, this can mean fines for late payment which raises the costs of the programme for municipalities.

### 3.2 Project Selection and Design Workshop in Athens, 8-9 March 2017.

Municipalities present		Municipalities absent	
1	Acharnes	1	Agrinio
2	Agia Varvara	2	Argos Mikines
3	Agioi-Anargiroi-Kamatero	3	Arta
4	Aigaleo	4	Ilida
5	Aspropirgos	5	Keratsini-Drapetsona
6	Delta	6	Naypaktia
7	Fili	7	Patra
8	Ilion	8	Perama
9	Kimi-Aliveri	9	Pirgos
10	Kordelio		
11	Korinthos		
12	Lamia		
13	Lavreotiki		
14	Livadeon		
15	Megara		
16	Nikaia-Agios Ioannis Rentis		
17	Petroupoli		
18	Salamina		
19	Chalkidona		

<b>Trainers/Facilitators</b>	<b>Institution</b>
Katerina Eksertzoglou	Ministry of Labor, General Secretariat for Management of Community and Other Resources
Nikos Avgeris	International Labor Organisation, National Coordinator
Nelli Kambouri	International Labor Organisation, National Consultant
Grigoris Malamis	Ministry of Labor, Head of Alternate Minister's Office
Paraskevi Tserga	Ministry of Labor, Unit of Implementation of Kinofelis Programs

## Main points from discussions, report-backs and feedback

### *Specialties*

- There was negative reaction to the suggested removal of certain specialty levels such as Technical Education Construction workers. Municipal representatives suggested that there are a series of problems with construction specialties since it is hard for them to find specialized construction workers that cover both the needs of the project and the requirements of ASEP.
- The question of the professional permits was raised again. Some beneficiaries cannot pay the fees, which are very high. Some municipalities accepted beneficiaries and asked them to re-activate their permits after being hired which was not allowed by the program's official guidelines.
- Some Municipalities have printed and given the Beneficiary Guide produced by the MOL to beneficiaries but requested a better information dissemination mechanism from the MOL.
- Municipalities emphasized that their selection of applicants with specific skills is very difficult and thus flexibility should be allowed for beneficiary placement after they have arrived at the municipalities and a more practical specialty profile is established.

### *OAED*

- Not all OAED branches include whether or not the beneficiaries have signed up for training in the reference letter to the municipality. Some Municipalities do not have a list of those who have signed up for training and cannot plan.

### *ROMA Minorities*

- Municipalities with a high percentage of Roma populations indicated that most positions are filled by Roma women who have very long unemployment profiles and are hard to activate in the labour market. It was also asserted that this coupled with a high rate of pregnancy impacted negatively on project progress.

### *Training*

- Participants reported that the KEKs often disturb and provide false offers to beneficiaries in their effort to attract them and there seems to be a consistent leak of personal information of beneficiaries.

### **3.3. Strengthening Implementation: Workshop in Athens 12-13 June 2017**

<b>Municipalities present</b>		<b>Municipalities absent</b>	
1	Agia Paraskevi	1	Vari-Voula-Vouliagmeni
2	Saronikos	2	Marathonas
3	Irakleion Attikis	3	Markopoulo-Mesogea
4	Nea Ionia Attikis	4	Rafina-Pikermos
5	Kropia Attikis	5	Oropos
6	Papagos-Xolargos	6	Vrilisia
7	Nikaia Ag. I. Rentis	7	Kifisia
8	Dionisos	8	Metamorfosi
9	Spata-Artemida	9	Filothei-Psihiko
10	Lavreotiki	10	Chalandri
11	Koridalos	11	Eleysina
12	Axarnon	12	Mandra-Idilia
13	Penteli	13	Filis
14	Palini	14	Keratsini Drapetsona
15	Marousi	15	Peiraias
16	Likovrisi- Peyki	16	Perama
17	Megara		
18	Aspropirgos		

<b>Trainers/Facilitators</b>	<b>Institution</b>
Katerina Eksertzoglou	Ministry of Labor, General Secretariat for Management of Community and Other Resources
Nikos Avgeris	International Labor Organisation, National Coordinator
Nelli Kambouri	International Labor Organisation, National Consultant
Paraskevi Tserga	Ministry of Labor, Unit of Implementation of Kinofelis Programs
Aggeliki Yfanti	International Labor Organisation, National Consultant

## **Main points from discussions, report-backs and feedback**

### ***Training***

- Various Municipal representatives reported that beneficiaries were poorly informed about their training options, the registration process with OAED was done in a haste and they were not allowed to change their initial choice of whether to receive training or not after they were properly informed at the municipalities. However cases where the local OAED KPA have properly managed the process have also been reported. What is evident is that the quality of information provided to beneficiaries varies a lot depending on capacity.
- Municipalities seem not to have a common understanding of the training available; there were requests to further widen the training subjects.
- Municipal representatives requested that they receive training on the social economy so that they could be more informed and able to help direct beneficiaries to such options.

### ***Program Implementation***

- Municipalities report that they have welcomed the changes introduced at this phase of the program in comparison to previous ones. However they emphasize that in practice a lot more work has to be done to change the mindset of Municipal personnel to a more project and report oriented program. In this effort they request tightly planned programs with guidelines and processes that dictate more specifically how the program should be managed.
- The municipal representatives suggest that municipalities have to organize Kinofelis departments since the load of work is significant and that it is important for non-permanent personnel to better understand the magnitude of implications such a program has for municipal administrative personnel.
- All participants reported that they would prefer incremental program launches that would allow hiring to be spread over time.

### ***Specialties***

- Various problems are reported with the specialties that ASEP uses. They are too general and have no connection with the ISCO 2008 list commonly used (by OAED as well).

### ***Projects***

- Municipalities would like more examples of successful projects and projects that can be easily implemented.

### ***Higher Education Beneficiaries***

- Municipal representatives have requested more support on how they could help enrich the working experience of more highly educated and experienced beneficiaries.

### ***Roll-out of more seminars***

- There was a request to conduct these seminars more often and earlier in the implementation process. It was proposed that the Ministry of Interior should arrange such seminars annually to bring municipalities together with public agencies in a contextual environment.

### 3.4. Strengthening Implementation: Workshop in Athens 19-20 June 2017

Municipalities present		Municipalities absent	
1	Agia Varvara	1	Peristeri
2	Agioi Anargiroi-Kamatero	2	Galatsi
3	Algaleo	3	Dafni-Imitos
4	Ilion	4	Agkistri
5	Petroupoli	5	Kithira
6	Chaidari	6	Poros
7	Athina	7	Salamina
8	Vironas	8	Spetses
9	Zografou	9	Trizina
10	Ilioupoli	10	Idra
11	Kaisariani	11	Alimos
12	Filadelfia-Xalkidona	12	Glifada
13	Aigina	13	Elliniko Argiroupoli
14	Agios Dimitrios	14	Kalithea
15	Nea Smirni	15	Moschato-Tavros
16	Paleo Faliro		



## Main points from discussions, report-backs and feedback

### Training

- Municipalities have requested better information on which beneficiaries have opted for training
- Municipal representatives emphasized that many training centers (KEKs) contact beneficiaries and provide wrong information in their effort to secure their registration.

### Beneficiaries

Trainers/Facilitators	Institution
Katerina Eksertzoglou	Ministry of Labor, General Secretariat for Management of Community and Other Resources
Nikos Avgeris	International Labor Organisation, National Coordinator
Nelli Kambouri	International Labor Organisation, National Consultant
Paraskevi Tserga	Ministry of Labor, Unit of Implementation of Kinofelis Programs
Aggeliki Yfanti	International Labor Organisation, National Consultant

- Beneficiaries don't get properly informed about the hiring process which is completed by the check on their credentials in municipalities. This means an increased administrative burden from the municipalities who have to deal with misinformed beneficiaries. The suggestion from the side of the municipalities is that better, clearer and easier to apprehend information needs to be presented to the beneficiaries before they reach the Municipalities.
- Since the program gives, by design, priority to applicants with disabilities, municipalities are concerned with the implications this has for the successful completion of their projects.
- A lot of questions were posted about the days off to which the beneficiaries are entitled. Municipal representatives seem to confuse the employment status of municipal personnel with that of program beneficiaries. This leads to cases of beneficiaries transferring days off between months to secure longer vacation times which is not predicted by the legislative provisions of the program.

### OAED

- Municipal representatives requested more and better cooperation with the local OAED offices even though they recognize that the lack of it is due to capacity constraints. They would find the extraction of data for unemployed of their Municipality very useful.

### ***Project Registration***

- Municipal representatives have expressed their agreement in identifying specific projects but have raised questions on the way indicators should be quantified or measured.

### ***Reference Letters***

- Some municipalities have expressed their skepticism towards individualized reference letters since this is a big administrative challenge for them. These municipalities are big ones with more than 1000 beneficiaries and proportionally smaller Human Resources Departments. A standardized form would be more preferable for them.

### ***Program Goals***

- A significant point that was made is that some officials consider that the program's goals are too high and that in its current state it mainly covers permanent municipal needs.

### 3.5. Strengthening Implementation: Workshop in Thessaloniki 26-27 June 2017

Municipalities present		Municipalities absent	
1	Ampelokipoi	1	Aleksandria
2	Thermaikos	2	Veroia
3	Thermi	3	Naousa
4	Thessalonikia	4	Volvi
5	Kalamaria	5	Delta
6	Kordelio-Euosmos	6	Oraiokastros
7	Lagkadas	7	Kilkis
8	Neapoli-Sikies	8	Almoria
9	Pavlou Mela	9	Edessa
10	Pilaias-Xortiati	10	Skidras
11	Chalkodona	11	Diou-Olympiou
12	Paionias	12	Pidna-Kolindros
13	Pellas	13	Amfipoli
14	Katerini	14	Visaltia
15	Emanouil Papa	15	Nea Zixni
16	Iraklia	16	Serres
17	Sintiki	17	Aristoteli
18	Nea Propontida	18	Kassandra
19	Poligiros	19	Sithonia

Trainers/Facilitators	Institution
Katerina Eksertzoglou	Ministry of Labor, General Secretariat for Management of Community and Other Resources
Aggeliki Yfanti	International Labor Organisation, National Consultant
Nelli Kambouri	International Labor Organisation, National Consultant
Andriana Theodorou	Ministry of Labor, Unit of Implementation of Kinofelis Programs

## **Main points from discussions, report-backs and feedback**

### ***OAED***

- Municipalities have expressed their concerns about the capacity of OAED to provide the required services for the program. Additionally they point to issues such as the conflicting answers to questions between OAED and the MOU as an example of misinformation.

### ***Training***

- It was proposed almost unanimously that training should not take place during the work period and should rather precede it as it will help put beneficiaries in a “working mood”.
- More specialized training options were requested.

### ***Program Timeline***

- Due to the nature of many projects and seasonality, municipalities propose a more flexible approach to the dates of the program.

### ***Beneficiaries***

- Many beneficiaries are in practice transferred between projects and don't stick to one due to the nature of the works required on the projects.
- Certain professional specialties are impossible for the programme to employ (e.g. Civil Engineers) due to the fact that they are required to have a work permit and also be registered as unemployed which by law cannot both be satisfied.
- A more flexible leave framework for beneficiaries was requested

### ***Material Costs***

- The purchase of materials is a challenge because of the lengthy procurement procedures that municipalities experience. In addition, short project registration periods with very narrow advance warning times makes this an even more challenging issue. A period of at least 2 months preparation time before the project registration deadline is proposed.

### ***Projects***

- Due to the issue of capacity in the municipalities a precise guide in project design and implementation was requested
- Some municipalities reported the creation of work groups that oversaw multitude projects inside the municipalities and with significant results in the overall management of the program.

### ***Communication***

- Municipalities acknowledged that the seminars are important for their information and some requested the creation of an online forum for Kinofelis.

### 3.6. Strengthening Implementation: Workshop in Larisa 3-4 July 2017

Municipalities present		Municipalities absent	
1	Karditsa	1	Argithea
2	Mouzaki	2	Limni Plastira
3	Elassona	3	Palamas
4	Larisa	4	Sofades
5	Tembi	5	Agia
6	Tirnavos	6	Kileler
7	Farsala	7	Almiros
8	Volos	8	Zagora-Mouresi
9	Riga Fereou	9	Southern Pelion
10	Kalabaka	10	Alonisos
11	Trikaion	11	Skiathos
12	Farkadona	12	Skopelos
		13	Pilis

Trainers/Facilitators	Institution
Eleny Koutroumanou	Ministry of Labor, Unit of Implementation of Kinofelis Programs
Aggeliki Yfanti	International Labor Organisation, National Consultant
Nikos Avgeris	International Labor Organisation, National Consultant
Rania Oikonomou	Ministry of Labor, Head of Unit of Implementation of Kinofelis Programs

#### Main points from discussions, report-backs and feedback

##### **Employability:**

- Municipalities have requested that specific training is provided to the municipal personnel in the subject of the social economy. This request is viewed as something that will allow municipalities help increase the future prospects of beneficiaries.

##### **OAED:**

- The Local OAED offices have little information about the program and beneficiaries often reach the municipalities with incorrect information on their employment status, days of leave and the purpose of the program.

### **Beneficiaries:**

- Beneficiaries are better employed under the current program which has increased planning demands from the Municipalities as compared to the previous cycle of Kinofelis. This has reportedly lead to better results in projects as well.
- The Municipalities have noted the problem with work permits for Engineers which makes it impossible for them to hire them without going against the rules of the program laid out in the official documentation.
- A lot of questions regarded the days of leave for beneficiaries. Municipal representatives indicated that in order to accommodate fairness of days of leave between the Beneficiaries and the rest of the Municipal staff the rules of the program are not kept. One example is the transfer of days to the summer months which is not allowed under the program rules.
- Payment differentials are requested by the Municipalities since different beneficiaries have very different sets of skills.

### **3.7. Strengthening Implementation: Workshop in Heraklion, 13-14 July 2017**

<b>Municipalities present</b>		<b>Municipalities absent</b>	
1	Gortynas	1	Arcanon-Asterousion
2	Herakleiou	2	Viannou
3	Minoas Pediadas	3	Malevizou
4	Faistou	4	Agiou Nikolaou
5	Hersonisou	5	Agiou Vasileiou
6	Ierapetras	6	Amariou
7	Oropediou Lasithiou	7	Anogeion
8	Siteias	8	Mulopotamou
9	Rethimnis	9	Apokoronou
10	Platanias	10	Gaudou
		11	Kantanou-Selinou
		12	Kissamou
		13	Sfakion
		14	Chanion

<b>Trainers/facilitators</b>	<b>Institution</b>
Eleny Koutroumanou	Ministry of Labor, Unit of Implementation of Kinofelis Programs
Aggeliki Yfanti	International Labor Organisation, National Consultant
Nikos Avgeris	International Labor Organisation, National Consultant
Myropi Komninou	Ministry of Labor, Head of Unit of Implementation of Kinofelis Programs

## **Main points from discussions, report-backs and feedback**

### ***OAED***

- Local OAED offices had very limited information about the program and couldn't answer questions from beneficiaries. This created an atmosphere of confusion for municipalities.

### ***Programme Implementation Manual***

- A complete guide for the whole program is something the Municipalities would find very useful in their implementation efforts.

### ***Workshop for Elected Officials***

- It was suggested that the same Seminar to be presented to Mayors by KEDE after every election so that the political leadership is aware of the programme.

### ***Implementation***

- Implementation of the program is challenging for Cretan municipalities because of the great distances over which projects might be spread. This makes it difficult for them to cover deadlines which require communication with project managers.
- It became clear that some Municipalities treat the program as something to help them cover their permanent needs rather than something that primarily targets the employability of the beneficiaries.
- More support from the side of the ministry is requested by Municipalities in the form of guides and communication. Furthermore it is requested that binding conditions are added to the program and specific penalties defined when the rules of the program are not met. This is requested since many times they are asked by their supervisor's to perform actions that are opposite to the programs rules but no enforcement exists.

### ***Beneficiaries***

- The problem with engineering licenses as a prerequisite for their hiring was pointed to by the municipal representatives. They indicate this is a serious issue since many of the projects they conduct would benefit greatly from Engineers.

### 3.8. Strengthening Implementation: Workshop in Patra, 14-15 September 2017

Municipalities present		Municipalities absent	
1	Ksiromerou	1	Agriniou
2	Erumanthou	2	Aktiou-Vonitsas
3	Kalavriton	3	Ampfilohias
4	Patreon	4	Thermou
5	Andravidas-Kullinis	5	Ieras Polis Mesologgiou
6	Andritsainas-Krestenon	6	Naupaktias
7	Kefalonia	7	Aigialeias
8	Ilidas	8	Ditikis Achaias
		9	Archaias Olumpias
		10	Zacharos
		11	Pineiou
		12	Purgou
		13	Lefkada
		14	Ithaki

Trainers/facilitators	Institution
Athanasia Pipergia	Ministry of Labor, Unit of Implementation of Kinofelis Programs
Aggeliki Yfanti	International Labor Organisation, National Consultant
Nelli Kambouri	International Labor Organisation, National Consultant
Dimitra Galantomou	Ministry of Labor, Unit of Implementation of Kinofelis Programs



## **Main points from discussions, report-backs and feedback**

The municipalities said that from 2009, there are not many unskilled workers in construction in the Municipalities as most new recruits were in administrative services.

The Municipality of Kalavrita had projects that required highly educated beneficiaries, but they did not get them because highly educated unemployed do not want to participate in the program because of such low salaries and because in rural areas such as Kalavrita there are not many highly skilled unemployed.

All participants agreed that having the data on local unemployment from OAED will be very useful in drafting projects. Some argued that the Mayors do not care about projects. Also some argued that a proper design of projects will require them to have at least two months of notice as opposed to the 20 days they get now.

Problems were raised with the programme that places beneficiaries in schools, using Kinofelis as a mechanism. Often, school directors and parents' councils complained that they did not need them.

They mentioned problems with the recruitment of beneficiaries during the summer months. They had to make changes to their contracts and postpone the start of employment until the schools opened again.

One representative of a municipality mentioned that in some municipalities projects are double funded. For example, the same project is funded by ESPA, subcontracted to private companies that do not do anything, and then they fund the same project by Kinofelis.

There were demands to do the same training with the elected representatives of Municipalities because they make the decisions. For example, the elected representatives often dislike appointing women in male dominated sectors. Women in construction are not accepted by the elected Municipal officials, for example.

There are challenges with transport of beneficiaries in rural areas. Many beneficiaries cannot move from one area to the other and the cost is very high. Also there are no municipal vehicles to transport them.

Connecting the projects with the implementation, the community, the profile of the unemployed and the needs of local businesses is very important.

### ***Successful/ unsuccessful projects***

The following examples were given:

- Painting of schools during the summer. It was successfully completed. It was accepted as a useful project for parents and children. They went to a new, clean school.
- Social councilor and psychologist in the social services, supported the program of KEA, social research on benefits, social impact because it offered services to citizens.
- IT upgrading: 8 IT specialists registered the needs of the Municipality in IT equipment and provided repair of those who were damaged or faulty. The program was useful for the Municipality, it didn't have social impact. It was not successfully completed because there was no equipment. Some of the beneficiaries had to bring their own lap-tops. PATRAS
- Green spots: recycling. Spots scattered around the Municipality, where recycling bins were placed. Social impact and good results. It was successfully completed.
- Cleaning: In some areas within the same Municipality, there were cleaners that did their job very well and cleaned the Municipal area. In other areas, they couldn't move them to remote areas and they ended up doing nothing or working in other municipalities.
- Soil works: users of machinery were not found.
- Day care centers and help at home were more successful and had social impact. But they did not correspond to local unemployment rates.
- Social services: day care centers, including cooks, assistants

### *Questions to the Ministry*

Municipalities asked about the micro-data that has to be collected for the EC. The platform for submission is not yet open. All beneficiaries should fill the questionnaire.

They also asked questions about the beneficiaries in schools who were hired during the summer and their contracts had to stop and be reactivated when the schools started again.

Some beneficiaries ask for days off regularly during the year because they have other jobs.

KPA2 Aigiou asked for documentation from beneficiaries that they are unemployed and are not registered in OGA-The fund for agricultural workers. Some beneficiaries were registered in OGA at the time of recruitment and then they were fired. It was a mistake of OAED and OGA. The Municipalities were entrusted with the responsibility to search for this. It was a responsibility of OGA. Is it the responsibility of OAED or the Municipalities?

Training centres (KEKs) are remote from areas such as Agrinio and Messologi, so beneficiaries do not want to go to the training because they have to pay for the travel costs.

The ministry responded that distance training (tele-training) is possible by some KEKs. The KEKs should contact the beneficiaries and offer this option.

There were many questions about days off and prolonging the period of employment. There was a new guide and new Joint Ministerial Declaration that changed and reduced the period of prolonging the contract from 16 to 10 months. Different municipalities have different obligations about this.

### 3.9. Strengthening Implementation: Workshop in Ioannina, 20-21 September 2017

Municipalities present		Municipalities absent	
1	Artaion	1	Kentrika Tzoumerka
2	Georgiou Karaiskaki	2	Nikolaou Skoufa
3	Igoumenitsa	3	Zagoriou
4	Souliou	4	Zirou
5	Filiaton	5	Pargas
6	Voreion Tzoumerkou	6	Prevezas
7	Dodonis	7	Ithaki
8	Zitsas	8	Pakson
9	Ioanniton		
10	Metsovou		
11	Pogoniou		
12	Kerkira		
13	Zakinthou		

Trainers/Facilitators:	Institution
Eleni Koutromanou	Ministry of Labor, Unit of Implementation of Kinofelis Programs
Aggeliki Yfanti	International Labor Organisation, National Consultant
Nelli Kambouri	International Labor Organisation, National Consultant
Katerina Exertzoglou	Ministry of Labor, General Secretariat for Management of Community and Other Resources
Grigoris Malamis	Ministry of Labor, Head of Alternate Minister's Office

## Main points from discussions, report-backs and feedback

### *Project selection and design:*

The view was expressed that the seminars should have taken place before the submission of projects. Some municipalities had not understood the new procedure and instead of submitting submit projects they selected specialties and then later adapted them to projects. The result was that they had too many projects that are difficult to handle.

It was argued that the administrative burden is too much for some municipalities.

### *Successful/ unsuccessful projects*

- Municipality of Pogoniou: Maintenance of green areas was their best project because the Municipality already had the know-how. It had also a positive impact on the local community.
- A project that was proposed was to create a centre for the psychosocial support of beneficiaries.
- Municipality of Zitsa: The organization of the archive had good results because the citizens can benefit for faster and more effective administrative services.
- Municipality of North Tzoumerka: cleaning of water, improved quality of water.
- Municipality of Kerkyra: rehabilitation of green spaces in the Old Town of Kerkyra using the existing infrastructures. Upgrading the environment during the Easter.
- Municipality of Arta: upgrading a specific area; also digitalization of the archives of buildings in the Municipality.
- Municipality of Patra: IT upgrading: 8 IT specialists registered the needs of the Municipality in IT equipment and provided repair of those who were damaged or faulty. The program was useful for the Municipality, it didn't have social impact. It was not successfully completed because there was no equipment. Some of the beneficiaries had to bring their own lap-tops. PATRAS
- Cleaning of aqueducts: drinking water.
- Municipality of Souli: tourist promotion, translations in German of local guides.
- Municipality of Dodonis: cleaning of public spaces helped local tourism.
- Museum exhibits were cartographic information was collected.

### *General examples provided:*

- Painting of schools during the summer was accepted as a useful project by parents and children. They went to a new, clean school.
- The appointment of social counselors and psychologists in the social services, to support the programme of KEA, and to undertake social research on benefits and social impact.

- Green spots: Recycling bins were placed around the municipality,
- Cleaning: In some areas within the Municipality, there were cleaners that did their job very well and cleaned the Municipal area. In other areas, they couldn't move them to remote areas and they ended up doing nothing or working in other municipalities.
- Day care centers and help at home were more successful and had social impact, but they did not correspond to local unemployment rates as psychologists and social workers are not a big subgroup of the unemployed.
- Kinofelis beneficiaries who are employed as administrative staff are very helpful.

### *Issues raised*

The municipalities said that from 2009, there are not many unskilled workers in construction in the Municipalities as most new recruits were in administrative services.

The Municipality of Kalavrita had projects that required highly educated beneficiaries, but they did not get them because highly educated unemployed do not want to participate in the program because of such low salaries and because in rural areas such as Kalavrita there are not many highly skilled unemployed.

All participants agreed that having the data on local unemployment from OAED will be very useful in drafting projects. Some argued that the Mayors do not care about projects. Also some argued that If we want to connect the unemployed with the labour market the two month deadline is not enough, also they want to know earlier the new deadlines.

It was discussed that it would assist to have an interview with beneficiaries when they are recruited, to identify what they can do. Then they can be placed in the right positions and full advantage of their skills and knowledge can be taken. The Municipality of Arta had done this systematically with very successful results.

Problems were highlighted with placing Kinofelis beneficiaries in schools. On the whole, these positions were channeled through the Kinofelis program but were part of a different call only targeting schools; the projects were not chosen by the municipalities. It was reported that school directors and parents' councils complained that they did not need the beneficiaries who were placed there. The program that was set up to provide supporting staff for schools had many problems in rural areas because the beneficiaries had to travel to remote areas and could not do so. Also, the Heads of Schools did not want to employ them as they had not requested them.

There were complaints that some beneficiaries are not ready to work and do not adjust to the Municipalities' needs, creating tensions with the permanent staff.

There were problems with beneficiaries who have special needs, disabilities, or mental illnesses. They need special treatment. However options for that also exist as in the Municipality of Zakynthos a beneficiary with a disability who was unable to be posted at the required placement was transferred to another project supported disabled children where the results was very positive. Such flexibility in the program is desired for at least people with disabilities, special needs or mental illnesses.

Problems with the recruitment of beneficiaries during the summer months were highlighted. Changes had to be made to contracts to postpone the start of employment until the schools opened again.

One representative of a municipality mentioned that in some municipalities projects are double funded. For example, the same project is funded by NSRF, subcontracted to private companies that do not do anything, and then they fund the same project by Kinofelis.

There were requests to repeat the same training with the elected representatives of Municipalities because they make the decisions. For example, the elected representatives often dislike appointing women in male dominated sectors. Women in construction are not accepted by the elected Municipal officials, for example.

There are problems with the transport of beneficiaries in rural areas. Many beneficiaries cannot move from one area to the other and the cost is very high. Also there are no vehicles.

Connecting the projects with implementation capacity, the community, the profile of the unemployed and the needs of local businesses is very important.

A proposal was made that the Municipalities rotate between municipal units for each Kinofelis phase in order to reduce transport costs. However, the participants explained that this is not possible because the vice mayors each want a share of Kinofelis beneficiaries to be distributed between the Municipal Units. They said that the political pressures are too strong to concentrate beneficiaries in one Municipal Units. (There was a recent unification of municipalities. Municipal units are the sections of Municipalities that were integrated into a larger Municipality).

A member of the municipality of Kerkira highlighted a problem of the specialties, they wanted beneficiaries for projects in tourism and they wanted them to be fluent in English, but beneficiaries came without knowing English at all, or they knew another language.

He also raised problems with the specialties in OAED, proposing that OAED should have a better profiling of the unemployed.

It was suggested that the next phase of Kinofelis should have a specific focus on youth unemployment as they will get the new skills they want in order to access the labour market.

The Municipality of Souli reported that they had asked for the statistics on local unemployment of civil engineers; despite delays in the response of the KPA2, they were then given very detailed data by their KPA2 but it was for a very large area.

The Municipality of Kerkira asked for monthly data from OAED KPA2. They would like to have more detailed data on age and skills. They highlighted that older age groups have many problems because they are not as productive and they cannot finish the projects.

Delays in the process cause many problems especially in tourist areas. The Ministry needs to have a specific timetable and inform them on time in order to plan their projects.

Municipalities suggested that ALMP's supporting the private sector by hiring young unemployed are not fair on the basis that this only provides a direct cost reduction for companies, and does not help young beneficiaries as much as Kinofelis or other support programs help them.

In the winter when hotels in islands are not open, they can use them to train beneficiaries.

It is not clear to Municipalities and beneficiaries what kind of health support they will have in case of a work related accident.

The Municipalities would like to know the exact dates when the calls will be out and the deadlines of different procedures. The procedure is more complicated. They would like information in advance and give the time to organize and propose projects. The fact that they do not know when the next call will be out complicates the procedure.

They asked if they can apply for a project of more than 8 months distributed in different phases of Kinofelis.

### 3.10. Strengthening Implementation: Workshop in Kozani, 28-29 September 2017

Municipalities present		Municipalities absent	
1	Nestoriou	1	Grevenon
2	Eordaias	2	Deskatis
3	Kozanis	3	Kastorias
4	Servion-Velventou	4	Orestidos
5	Florinas	5	Voiou
6		6	Amintaiou
7		7	Prespon

Trainers/Facilitators:	Institution
Eleni Koutromanou	Ministry of Labor, Unit of Implementation of Kinofelis Programs
Aggeliki Yfanti	International Labor Organisation, National Consultant
Nikos Avgeris	International Labor Organisation, National Consultant

#### Main points from discussions, report-backs and feedback

##### *Successful projects:*

- Projects for nurses and social workers with the ΚΑΠΗ (Open centers for the protection of the elderly) were highlighted as having strong social impact.
- Digitization of the notes of the municipal councils was highlighted as an example of good implementation (they already had the equipment)
- A municipality gave the example of how they used the profile of the unemployed provided by OAED to identify that they had a high percentage of day nurses, so they decided to strengthen support to nurseries.
- In another municipality, tennis training was provided in schools and when the schools closed, the participant initiated continued training at the school over the holiday.

##### *Unsuccessful projects:*

- As an example of poor implementation: the municipality asked for beneficiaries to work in construction, building pavements but Kinofelis started in the winter, and they had so much snow, they could not work so the project could not implement.



- Another municipality said that they asked for trainers but they did not have a project for them so instead they placed them in the Citizens Service Centers as administrative staff.
- A member of a municipality said that they asked for a photographer but they did not know where they should place them so they decided to place them in the museum of the municipality.

### *Issues raised in MOL session*

#### *Microdata*

The municipality of Kozani highlighted issues with the exit microdata, as they could not get hold of beneficiaries to complete the data. Also, the beneficiaries changed with the consequence that the lists in Ergani and in OAED differ, but if OAED does not receive the right list they are not able to pay. The entry of the microdata had to be done the first day, otherwise they could not get the beneficiaries to complete it.

#### *Training for mayors*

All the municipalities asked to have the same training for the mayors also, as they face problems, especially in relation to the lists of participants and the daily work of the beneficiaries.

#### *Feedback to OAED on rejected applicants*

If an applicant is turned away by the municipality because they don't have the right papers, OAED should be informed.

#### *Leave:*

The Beneficiary's Guide says that in exceptional cases the right of absence (2 days per month) can be moved to the next month but this is used abusively and not in exceptional cases. This needs to be clarified.

#### *Challenges with more educated beneficiaries*

The municipalities said that they face problems with some of the more educated beneficiaries, because sometimes they refuse to fulfil the task they were given.

#### *Health checks*

Municipalities ask what happens if they have to undertake health checks for certain specialties, where beneficiaries are employed in structures that require these. Does the municipality have to do that for beneficiaries? Since this includes costs, the municipalities proposed that a different budget is included for health checks before beneficiaries reach the Municipality. The MOL clarified however that there is no additional budget.

### *Issues of specialties*

Municipalities request simplification of the process of selecting specialties. First of all these should be uniform between EFKA, OAED and the invitation as they face a lot of difficulties when they have to register their workers and the categories of specialties don't match.

### *Political capture*

Municipalities complained about the political capture of the program. More specifically they indicated that while the training material presented is very interesting and useful and they agree with the direction the programme should take, in practice (and especially in small municipalities) all the decisions are being made by a single or very few elected individuals. The municipalities indicated that more focus should be given to these problems.

## **3.11. Strengthening Implementation: Workshop in Tripolis, 4-5 October 2017**

<b>Municipalities present</b>		<b>Municipalities absent</b>	
1	Argous/Mikinon	1	Velou-Vochas
2	East Manis	2	Loutakiou-Agion Theodoron
3	Epidavrou	3	Ksulokastrou-Eurostinis
4	Erminonidas	4	West Manis
5	Evrota	5	Elafonisou
6	Korinthion	6	Monemvasias
7	Nafpliou	7	Spartis
8	Nemeas	8	Kalamatas
9	North Kinouria	9	Messinis
10	Sikionon	10	Oichalias
11	Trifilias	11	Pulou-Nestoros
12	Tripolis		

<b>Trainers/Facilitators:</b>	<b>Institution</b>
Dimitra Kalantoni	Ministry of Labor, Unit of Implementation of Kinofelis Programs
Nelli Kambouri	International Labor Organisation, National Consultant
Nikos Avgeris	International Labor Organisation, National Consultant
Kiriaki Valavani	KPA2 Tripolis-OAED

## Main points from discussions, report-backs and feedback

### *Project selection and design*

Some beneficiaries had the formal qualifications for cutting trees, but they did not have the required professional experience so they could not be employed in the posts for which they were hired.

In relation projects that last less than 8 months: municipalities asked for a mechanism through which they can move participants to other projects or add new projects.

A suggestion was made that the Ministry imposes specific percentages in different sectors. This will help them overcome the problem of Mayors who push them just to take particular specialties without planning a project. For example, there could be a rule that there are specific percentages of beneficiaries in different sectors, such as in social services, construction and the environment. It was also suggested that perhaps Mayors do not understand the potential of selecting larger projects. Maybe they haven't thought of these projects and if they are informed about them, they might select them.

Depending on the size of municipalities, it is useful to have longer or shorter periods between different phases of Kinofelis.

They would like to have more time to design projects and to know have the deadlines well in advance.

### *Successful and unsuccessful projects:*

#### *Successful examples:*

- Argous/Mikinon: Psychologists were used for counselling parents and children, focused on children-parents' issues. The service was free and it had a positive response, with citizens asking for its continuation. It also had a positive impact on the employability of psychologists.
- Municipality of Corinthos: they had digital media infrastructure and a library, which was used to create an interactive program on local history. They employed unemployed people with high qualifications, archaeologists, historians, computer scientists. They had an impact on a larger and multifaceted group: they more visitors than expected. The infrastructure hadn't been used before then.
- Municipality of Nafplio: Employed personnel for the tourist kiosk. They spoke three languages and had a history background. The participation had a very positive impact, for example on an unemployed mother that could use it in the future to find employment in the tourist sector. They are thinking of expanding this project during the next phase to promote local historical sites.

- Also, Nafplio hired beneficiaries to support local sports events including a marathon and triathlon. It was a positive experience for the beneficiaries who were able to contribute to the local community.
- A project on environmental education was also undertaken: two environmental scientists started a series of lectures on environmental issues and it is now expanded to seminars in schools.

### *Examples of good potential projects*

- Psychological support and counselling for parents and vulnerable groups, with an emphasis on parents from poor families, from marginalized ethnic groups, drug addicts etc.; collaboration with NGOs and hospitals already working with these families.
- Educational projects
- Collection of statistical data
- Support to employment agencies
- Development of public interest Web-sites
- Collaboration with the private sector
- Upgrading of parks and collaboration with environmental NGOs.

### *Examples of unsuccessful projects*

- Some posts with specific specialties could not be filled and then the project could not be completed.
- Municipality of Trifilia: arts workshops, guitar and ceramics. The teacher of guitar resigned and the program was not completed.
- Municipality of Epidavros: a technical study by an engineer on the size of properties for tax purposes was undertaken. It increased the revenue of the municipality but it was not visible, it was only one person in the technical department. It didn't have a social impact.
- Beneficiaries who work in cleaning are feeling bad. It is not an easy task. There is a stigma doing these types of jobs especially for those who have higher skills.

### *Enhancing Employability*

It was argued that the reputation of Kinofelis could be improved if there is more emphasis on employability. Training has already helped, but it needs to be more focused on the areas where beneficiaries specialize. However it was highlighted that it is already a very expensive project and it is difficult to add more specialized training.

Municipality of Monemvasia: Beneficiaries have had a very positive impact on the local economy. They had an amazing experience with beneficiaries who came to the Municipality to work. Beneficiaries appreciated the hard work that is required by public servants.

Beneficiaries thought that public servants were lazy. By appreciating and participating in the hard work in the ministry they felt that they contributed to the local society.

They all agreed that the reference letters are really useful especially in small communities. One beneficiary who worked as an administrative assistant asked for a reference letter and the Municipality issued it and send it to the employer. The beneficiary found employment immediately.

Several municipalities mentioned that the beneficiaries who become pregnant take leave but they do not receive a pregnancy benefit. They are insured as long-term unemployed and receive medical and health insurance but as unemployed they are not entitled to benefits.

### *Issues raised in MOL session:*

Some municipalities had difficulties completing the forms.

A Municipality gave an example that they had requested a specific specialty (nurses) but this was replaced by the Ministry with social supervisors. It was explained that there had been problems with ASEP and they had to change these specific posts.

There was a discussion about the checks on qualifications. The Municipalities are under a lot of pressure because of this procedure not only by beneficiaries but also by the elected officials who push them to recruit people who don't have the necessary qualifications.

It was proposed that the documents are first sent electronically but they said that it will increase their work load because the beneficiaries will visit the office with their documents anyway.

There is no clear procedure for dismissal or clarity on what the repercussions are if beneficiaries submit documents that are not complete or falsified. The Ministry has cases of beneficiaries that were found to lack the necessary qualifications, for example they have falsified documents or don't have a clear penal record, months after their recruitment. Although they have been dismissed, the first payments were made and OAED is asking for this money back. Also, there are no repercussions on Municipalities that accept incomplete or falsified documents.

### 3.12. Strengthening Implementation: Workshop in Lamia 2-13 October 2017

Municipalities present		Municipalities absent	
1	Thivaion	1	Aliartou
2	Levadeon	2	Distomou-Arachovas-Antikyras
3	Orchomenou	3	Dirgyon-Messapion
4	Tanagras	4	Eretrias
5	Karystou	5	Istiaias-Aidipsou
6	Chalkideon	6	Kymis-Aliveriou
7	Agrafon	7	Mantoudiou-Limnis-Agias Annas
8	Domokou	8	Skyrou
9	Lamieon	9	Karpenisiou
10	Lokron	10	Amfikleias-Elateias
11	Makrakomis	11	Stylidos
12	Molou-Agiou Konstantinou	12	Delfon
		13	Doridos

Trainers/Facilitators:	Institution
Katerina Exertzoglou	Ministry of Labor, General Secretariat for Management of Community and Other Resources
Nelli Kambouri	International Labor Organisation, National Consultant
Aggeliki Yfanti	International Labor Organisation, National Consultant
Asimina Tsakalou	KPA2 Lamias-OAED

#### Main points from discussions, report-backs and feedback

##### *Successful and unsuccessful projects*

Municipality of Lamia: The most successful projects were those that were related to painting of schools. People 45-60 years of age needed security stamps and this helped them to get pensions. Also it had a very positive social impact, a very good reception from parents, pupils and teaching staff. However, they had problems with the purchase of required materials because there were administrative details and their goals were too ambitious. There were also reactions because some unemployed couldn't perform as much as it was expected. The goals were not realistic.

Guards placed in 15 play grounds had a successful professional experience which moved them away from the mentality of the long-term unemployed. However, it was not a successful project because there was little to do during the 8 hours. They did not work full-time and they were idle for a few hours.

A project was undertaken to integrate the Roma in the education system, coupled with an information campaign on health issues. Roma families were provided with health visits and assisted to document the problems that they are facing in the community, hence addressing the needs of a vulnerable group. There were however problems with the implementation because of transport problems.

Despite problems in implementation, they decided to repeat the same projects, but also introduced new ones because they got additional ideas from participating in the previous ILO training and capacity building sessions.

Municipality of Domokos: In some KEKs, there was a delay in issuing the invitation for training and they had to do all the training in a week. There were problems because some KEKs did not have enough participants to form groups. This was identified as an issue the MOL needed to address.

Smaller and larger municipalities have different needs in projects design and in some, the labour market is more limited. Sustainability of projects is an issue that needs to be reconsidered.

*It would assist to further try to limit the number of beneficiaries in projects that cover permanent needs, such as cleaning, in order to push the elected officials of municipalities to change their mentality towards a project approach.*

Municipality of Levadeon:

The following programmes were successful:

- A program to address domestic violence
  - A project addressing the problem of stray dogs
  - Construction and repair of summer camps; this had a social impact
- However, none of them was really designed in order to promote the reintegration of the unemployed in the labour market.

A very successful project was the promotion of an important site of cultural and environmental value. The project employed beneficiaries to do research and update information on the site and promoted its value in the media.

### ***Questions and discussion with OAED***

In this workshop, a representative from OAED was present and the following issues arose:

- A member of a municipality asked whether they can receive data from OAED for gender, age and specialty on a monthly basis. OAED answered that they are already doing it but they could not do it until recently because they needed to get permission for the headquarters of OAED. They also highlighted that monthly data wouldn't be hard to do.
- The need to align the systems of specialties between Ergani, IKA, EFKA and ASEP was highlighted.
- Questions arose concerning the maximum days the municipality has before they have to register appointments with ERGANI. Also, it was not clear to municipalities how to handle registration on ERGANI where the employment of beneficiaries is suspended for a short period such as during summer breaks.
- Municipalities proposed that the current deadlines for beneficiary registration at the relevant municipality after they receive the letter of reference from OAED should be changed from "within the next 30 days" to "in the first 10 calendar days of a certain month".
- More benefits for beneficiaries were requested; specifically tourism stamps for the summer months as are provided to other public sector employees.
- Issues of clarity were raised over the contribution of Kinofelis to unemployment insurance coverage.
- It was proposed that General Duties should be excluded from Kinofelis as a specialty, because it allows for abuse and for the utilization of beneficiaries within the municipality.
- A question was raised about how to treat exams: do the exams count as a working day? They have problems because the first examination day is on Friday and the next one is on a Saturday.
- There are specific problem with the beneficiaries in schools: the municipality has to stop their registration when schools close and then renew it when the schools open, but in the meantime they have to participate in the training and have their exams. How do they get paid for the training days?
- It was proposed that beneficiaries should work for 7 months and have 1 month for training, because the one day absence per week cause problems in their daily work.
- In relation to problems with KEKs the municipalities asked to have formal guidance from the ministry, because the KEKs informed them that the beneficiaries will have to go for training for a whole week and they are unclear on whether this is approved.
- Pregnancy: the municipalities need clearer guidelines.
- Health problems: when they take more than the stipulated 13 days for sick leave they continue to write health permissions in the participation sheets. How should this be handled?

### *Issues raised in MOL session*

A participant highlighted that they are a small municipality, with few beneficiaries, and if some of the same beneficiaries cannot participate in the next phase of the programme, they will be unable to find some specialties they need.



### *Micro data and baseline*

Municipalities face great problems collecting the exit microdata questionnaires. They proposed that beneficiaries should complete them online on their own. They also proposed that if the beneficiaries did not complete the microdata OAED should not accept them to re-register. But the Municipality of Lamia noted that another option is to ask them to fill the questionnaire as a condition of getting their certificate of employment.

The Municipality also noted that they had problems with the baseline questionnaires, they said that some beneficiaries did not want to answer it because it contained too many personal questions and some of them were outraged when they were asked to fill them. It was clarified that the questionnaire was not obligatory and beneficiaries had the option to decline to fill it.

- Issues on microdata:
  - Do they have to keep the microdata on paper also? If yes, for how long?
  - Whoever participated in an ESPA programme 2014-2010 needs to fill in the microdata, or they might have to return back the payments.
  - Entry and exit microdata should be sent to the municipalities in the beginning of the programme, even if they have a beneficiary for even just one day.
- How municipalities are allocated a number of beneficiaries? What is the system? MOL clarified that the first municipalities had an algorithm for measuring the beneficiaries for the 51 and for the rest of them are the same of the previous phase of Kinofelis.
- If someone is a beneficiary now, they should not be able to participate in Kinofelis again for the next year. They should be identified with the AMKA and VAT numbers and if they had at least one day in Kinofelis, they won't be able to participate in the next phase.
- Where replacements are required, this has to be done within 4 months, but this causes problems for training, because some beneficiaries taken in later could not find a KEK to participate in the training.

### 3.13 Strengthening Implementation: Workshop in Komotini, 26-27 October 2017

Municipalities present		Municipalities absent	
1	Alexandroupolis	1	Didimotichou
2	Soufliou	2	Orestiadas
3	Paggaiou	3	Samothrakis
4	Avdiron	4	Kavalas
5	Mikis	5	Nestou
6	Xanthis	6	Thasou
7	Komotinis	7	Topirou
8	Maroneias-Sapon	8	Arrianon
9	Dramas	9	Iasmou
10	Paranestiou	10	Doksatou
11	Prosotsanis	11	Kato Neurokopiou

Trainers/Facilitators:	Institution
Eleny Koutroumanou	Ministry of Labor, Unit of Implementation of Kinofelis Programs
Aggeliki Yfanti	International Labor Organisation, National Consultant
Nikos Avgeris	International Labor Organisation, National Consultant
Myropi Komninou	Ministry of Labor, Head of Unit of Implementation of Kinofelis Programs

#### Main points from discussions, report-backs and feedback

Great problems are experienced with collecting the exit microdata questionnaires. They proposed that as long as OAED has the data, OAED should be responsible for the microdata.

A member of municipality of Drama (34) asked whether the beneficiaries could participate in the next phase of Kinofelis, as the municipalities would be unable to find the same specialties again in order to continue their projects. It was noted that at this stage, there is no option for the same participants to be selected again in the next phase.

After the ILO presented the profiles of the unemployed, a member from the municipality of Drama said that they have asked OAED to provide the profile of the unemployed but the local KPA replied that they cannot send it to the municipality because they have no written instruction to do so, they are not obliged to do so and so they declined to do so.

There was a query about the coding system they must use in ERGANI and concerns that they would require a proper guide of administrative procedures.

A member of a municipality said that Kinofelis involves a great burden in terms of management and e administrative tasks.

The members of the municipalities said that they want Kinofelis as a steady programme, they want the programme and they want to continue to provide work to beneficiaries.

Municipalities proposed a different way of uploading projects as the start day of the projects is months later than project registration, and this causes problems because some projects are seasonal or have time requirements.

Municipalities reported that the greatest problem they face is budgets: they have financial constraints and limits to the extent to which they can fund such programs.

Municipality of Mikis noted that OAED had not been invited; they said that they had communicated with the KPA of Xanthi and that they were not aware of the training. They emphasized that they have good communication with OAED.

### ***Successful and unsuccessful projects***

#### ***Successful examples:***

- Green projects;
- Projects for stray dogs and cats
- cleaning services
- services for protection of the elderly
- The projects with electricians.
- Positive impacts for the beneficiaries for projects with psychologists, archaeologist, social workers, IT.
- Positive social impact from maintenance of building and infrastructure.
- Positive social impacts from the maintenance of pavements and signposts,
- Support for social services – social workers and psychologists especially for vulnerable groups.
- Digitisation
- Musicians in a children's center

#### ***Negative experiences:***

- Poor implementation was associated with projects that did not have the right beneficiaries, so the project could not even start. (E.g. a project that needed a photographer).

- The example was given of a request for guards for schools, but according to ASEP's criteria, in order to be a guard you must have 2 years of service or you need to have a degree from a technical lyceum for guarding, so they had to change the specialty and classify it under general duties.
  - Another municipality had wanted nurses and because of the criteria and after communication with the ministry, the ministry changed this specialty to secondary education for social curators, because recently they said there had recently been a call for permanent staff for nursing sector so they decide to help another specialty.
  - Another project that did not work was for management of forest areas. They did get the beneficiaries required but had difficulties implementing the project.
  - Administrative work: although they get work experience in municipality they cannot find work anywhere else in private sector.
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