

FEAD/TEBA

Food and/or Basic Material Assistance Operational Program

Accompanying Measures' Evaluation Study

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ΕΛΛΗΝΙΚΗ ΔΗΜΟΚΡΑΤΙΑ  
ΥΠΟΥΡΓΕΙΟ ΕΡΓΑΣΙΑΣ ΚΑΙ ΚΟΙΝΩΝΙΚΩΝ ΥΠΟΘΕΣΕΩΝ  
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του ΤΕΒΑ



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ΕΥΡΩΠΑΪΚΗ ΕΝΩΣΗ  
Ταμείο Ευρωπαϊκής Βοήθειας  
Προς τους Απόρους



Union of Working Consumers of Greece

Athens, April 2022



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## A: Introduction

The Local Government and the Food and / or Basic Material Assistance Operational Program of the European Aid Fund for the Most Deprived (FEAD/TEBA OP) provide a wide range of social services. Citizens, as recipients of these, have multiple needs, which determine the way social services operate. Beneficiaries approach the local social services in need to cover multiple social needs in a holistic manner and therefore are beneficiaries of one or more social services

This research was conducted by the Union of working Consumers of Greece, as the Implementing Body, on behalf of Managing Authority of FEAD/TEBA OP of the National Institute of Labor and Human Resources, during the period from 14/02/2022 to 15/03/2022.

The research objective is the opinion poll and the evaluation of the benefits of Accompanying Measures of FEAD/TEBA OP in the framework of Social Integration measures from the Lead Partners of the Social Partnerships (Municipalities-Regions).

The research is aimed in two population groups:

- a) The Statutory Representatives - of the Social Partnerships of FEAD/TEBA OP, that is, to the Regional Governors and Mayors or to the Deputy Regional Mayors and Deputy Mayors authorized to set the framework of strategy for the implementation of the TEBA.
- b) The social services departments of the Lead Partners of Social Partnerships (Municipalities and Regions), which design plan and provide social services within the FEAD/TEBA OP.

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The social unit is defined as the functional unit that operates within the Municipality or the Region, is employed in the provision of social services and is involved in FEAD/TEBA OP.

The research concerns the Accompanying Measures for:

- a) the feasibility of the measures (user needs)
- b) their efficiency (degree of meeting the needs of users)
- c) the efficiency (method of delivery)

As Accompanying Measures of FEAD/TEBA OP in the context of social inclusion measures are defined by the following services:

- A. Psychosocial support, empowerment and social integration services for special groups (excluding children)
- B. Psychosocial support, empowerment and social integration services for children
- C. Nutritional advice and healthy eating tips
- D. Advice for Family budget management
- E. Children socialization services



F. Social school tutoring for children as beneficiaries

G. Implementation of cultural and creative employment activities for children

Objective of this research is to investigate the response degree of services provided versus the real needs of beneficiaries regarding the actions of social inclusion measures - Accompanying measures, implemented within FEAD/TEBA OP, for their selection, design, provision, and implementation. Ultimate goal is the improvement of organizational structures, the selection and implementation processes and consequently the improvement of social inclusion measures to meet the real needs of the beneficiaries who are the most economically vulnerable social group of the country's population.

In the context of standardization systematization of the research purpose, secondary objectives are set on the research focus areas concerning:

- a. The assessment of executives for the provision of social inclusion measures and at the same time their professional perception of the satisfaction level of the beneficiary citizens from their acceptance
- b. The shortcomings and problems identified in the service of the beneficiaries
- c. The views of the executives for the improvement of the social service, in the organizational and operational level
- d. Any unmet social needs

FEAD/TEBA OP in order to deal with the consequences of financial weakness in the social fabric with the Local Government collaboration and with funding from the European Social Fund, developed structures and services, with multiple benefits for the qualifying citizen and his individual needs.

The assumption that the municipal social structures meet the real needs of the beneficiary citizens, that the beneficiaries of FEAD/TEBA OP know about the services provided by the Accompanying Measures, seek them, and are satisfied, raises the following questions:

1. Is the capacity of the Local Government to respond in the needs of the beneficiaries of the FEAD/TEBA OP considered satisfactory?
2. Is the ability of the Local Government to deal with and manage social issues through the operation of existing structures and services considered satisfactory?
3. How could the social service of the Municipality work more efficiently?
4. What are the social needs that are not covered?

The research is carried out on the entire population of the 57 Social Partnerships (Municipalities and Regions) under study, namely:

- a. The Statutory Representatives of the Social Partnerships, ie, Regional Governor, Mayor or Deputy Regional Governor, Deputy Mayor who has been assigned the relevant responsibility
- b. Employees in the social services of the Lead Partners of Social Partnerships, ie:

- Social Policy Manager and / or
- Program Implementation Manager and / or
- Social Worker

To ensure the representativeness of the research geared toward the two population groups was carried out by:

A) A questionnaire completed via the Internet by the Statutory Representatives of the Social Partnerships of FEAD/TEBA OP

B) Personal interview using the teleconferencing method - due to the existing restrictions imposed by the Covid-19 pandemic –and addressed toward the social services workers of the Lead Partners of the Social Partnerships, such as the:

- Director of Social Policy and / or
- Program Implementation Manager and / or
- Social Worker

with a sample of 1-2 participants per Social Service department

The choice of respondents was not random.

The survey of the two population groups included:

A) 41 Statutory Representatives of the total of 57 Social Partnerships

B) In the personal interviews via teleconference, 66 employees from the social services department of the Lead Partners of the Social Partnerships of FEAD/TEBA OP participated in a total of 57 Social Partnerships. For each of the 57 Social Partnerships, one employee participated in conducting the personal interviews. Interviews were given by two employees in 9 Social Partnerships. 9 interviews were conducted by telephone only, due to technical problems faced by the participants.

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The results of the research show that a high degree of response of the services to the real needs of the beneficiaries regarding the actions of the social inclusion measures - Accompanying Measures, implemented within the FEAD/TEBA OP, for the selection, design, provision and finally implementation. Although the view expressed is that the Accompanying Measures cover a wide range of activities that contribute to the social integration and integration of the beneficiaries, both groups of respondents agree that there are needs of the beneficiaries that are not covered.

For this reason, a number of proposals are being submitted that potentially are expected to improve their effectiveness and efficiency.

Findings of this study expected to contribute both at the policy level and at the implementation level as they provide a reference framework for policy makers.

At the political level, they assist in undertaking political initiatives of a rational strategic planning for the implementation of the project and the formulation of social policy. At the implementation level, they can be used as feedback, to provide information to executives about the effectiveness of the operation of social structures and actions, thus contributing, if necessary, to the effort to redefine priorities, design, plan and provide social inclusion measures.

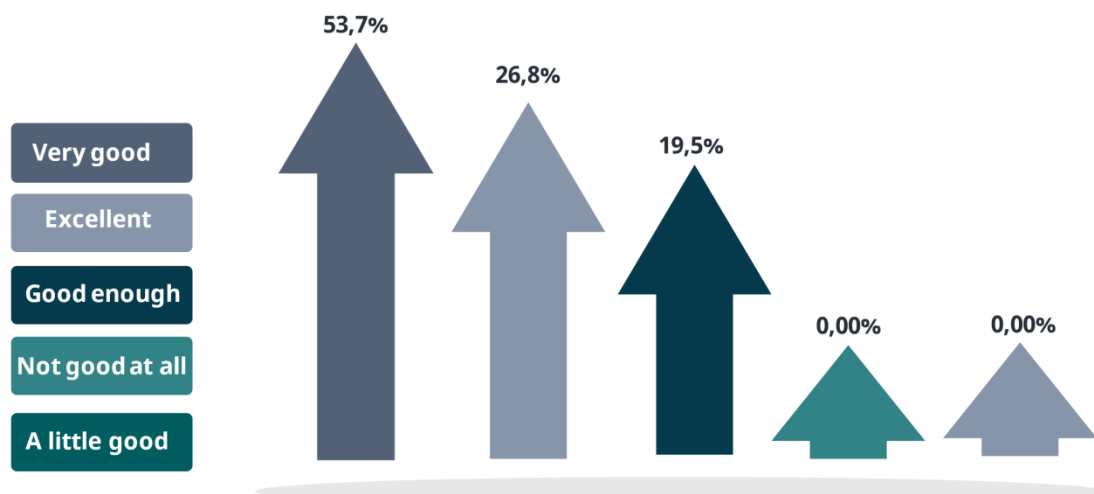


**B. Evaluation of the Accompanying Measures of FEAD/TEBA OP by  
Statutory Representatives of the Lead Partners of the Social  
Partnerships**



## B.1: Level of Social Services

### B.1.1 How do you evaluate the level of social services of your Region / Municipality?



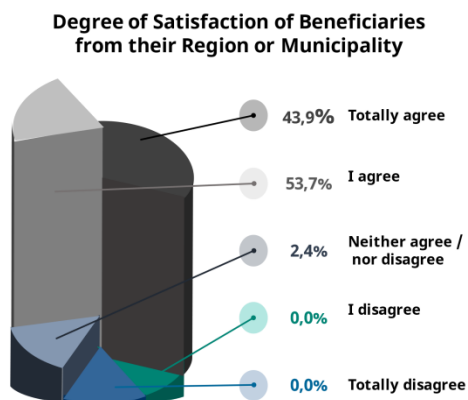
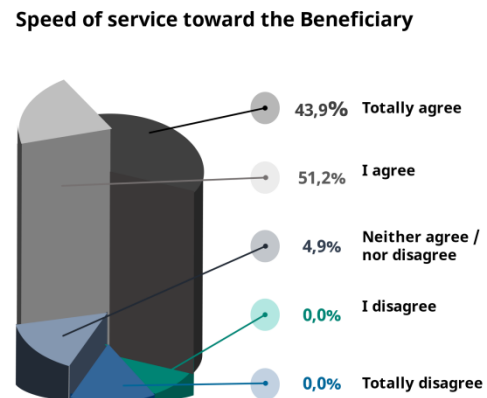
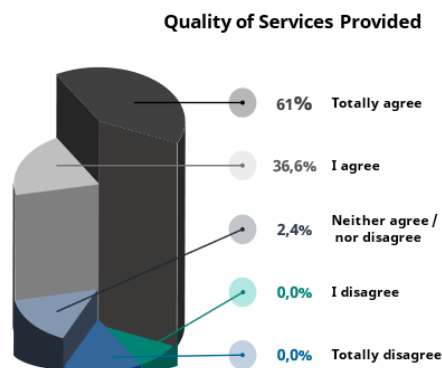
The largest percentage 53.7% of the Statutory Representatives of the Leading Partners of the Social Partnerships consider that the level of social services is very good. Combined with the 26.8% who rate the level as excellent, it shows that 8 out of 10 have a strong positive outlook.

It is followed by 19.5% who believe that the level of social services is quite good. Finally, no one describes the level at all or at all as good.

### B.1.2. Which of the following is important for your evaluation of the previous question about the Level of Social Services?

In order to assess the level of social services of the Regions and Municipalities, we have listed three factors for which we asked the respondents to establish their answer:

- The Quality of Services Provided
- The speed of service toward the Beneficiary
- The Degree of Satisfaction of Beneficiaries from their Region or Municipality



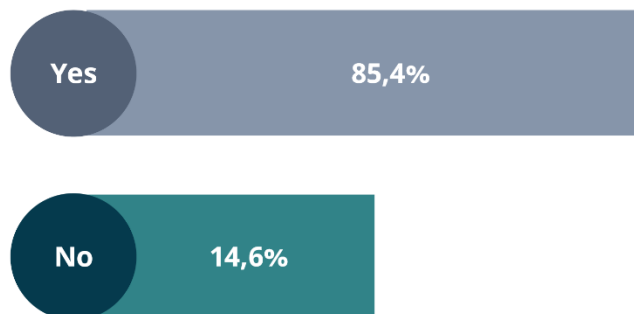
It is obvious that Statutory Representatives of the Social Partnerships take into account all three factors - in complete agreement - and in order of priority the quality of services provided 61%, the speed of service of the beneficiaries 43.9% and the degree of satisfaction of the beneficiaries 43.9%.

Respectively, they agree that all three factors are important for their evaluation in a smaller but not negligible percentage (quality of services provided 36.6%, speed

of service of beneficiaries 51.2%, degree of satisfaction of beneficiaries of their organization 53.7%)

## B.2: Regarding Accompanying Measures

### B.2.1. Has the Social Partnership implemented or is it currently implementing Accompanying Measures?

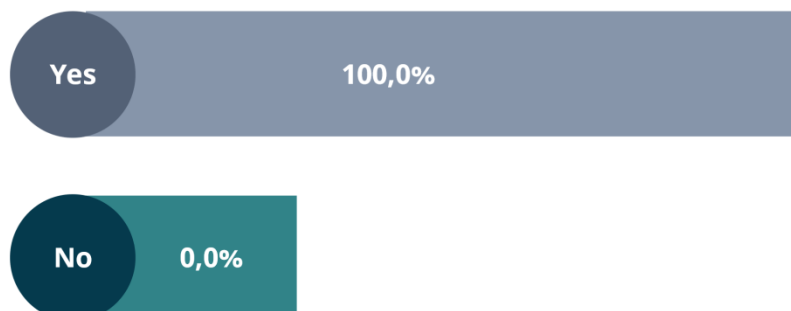


Most Social Partnerships 85.4% have implemented or are implementing Accompanying Measures at the time of the survey. In contrast to the majority, 14.6% of them have not yet implemented any Accompanying Measure.

## B.3: Inability to Implement Accompanying Measures

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### B.3.1. Do you know that the provision of Accompanying Measures is mandatory in the implementation context of FEAD/TEBA OP?

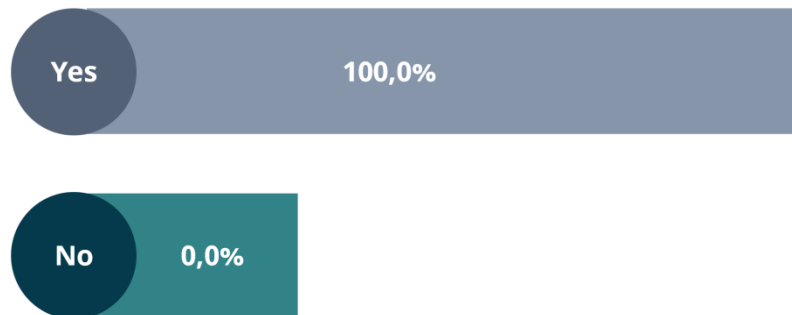


Unanimously 100%, the Statutory Representatives of the Social Partnerships that have not implemented Accompanying Measures declared that they are aware of the obligation to implement the Accompanying Measures in the implementation context of the FEAD/TEBA OP.



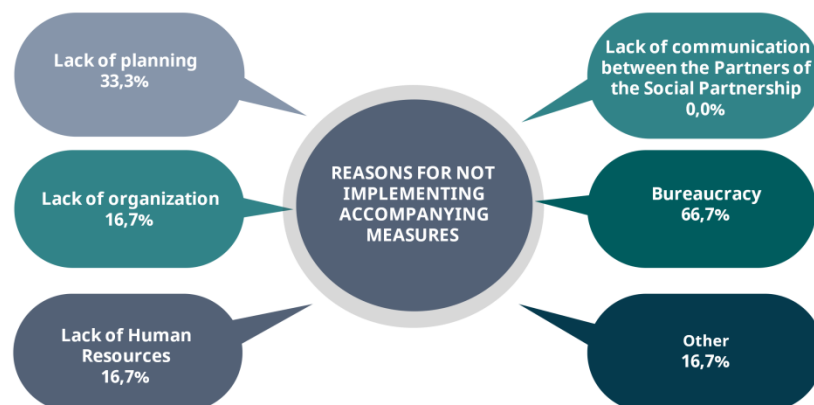


### B.3.2. Are you aware of the consequences of not providing Accompanying Measures in the implementation context of the FEAD/TEBA OP, for your Social Partnership?



Likewise, everyone without exception 100% is aware of the consequences of not providing Accompanying Measures in the context of the implementation of the FEAD/TEBA OP for their Social Partnership.

### B.3.3. Why has your Social Partnership not implemented Accompanying Measures?



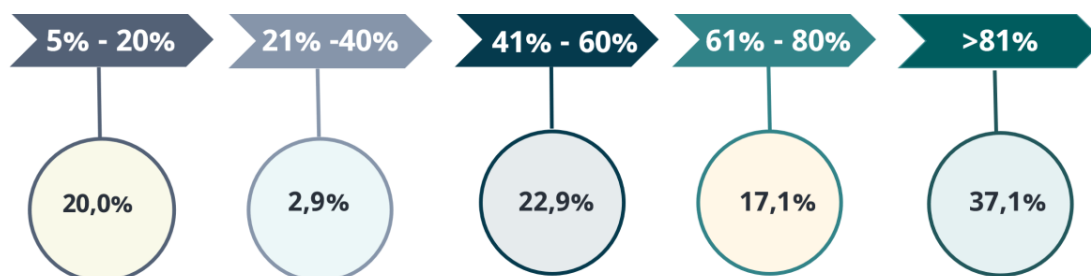
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In most cases 66.7%, declared that the reasons that led them to the non-implementation of Accompanying Measures are bureaucratic. An important parameter in their opinion is the lack of planning 33.3%. The lack of organization and human resources seems to be equally significant at 16.7% each.

In the choice of answer "other", the Statutory Representatives of the Social Partnerships 16.7% stated that the conclusion of contracts for the implementation of Accompanying Measures of previous program periods is in progress.

## B.4: Implementation of Accompanying Measures

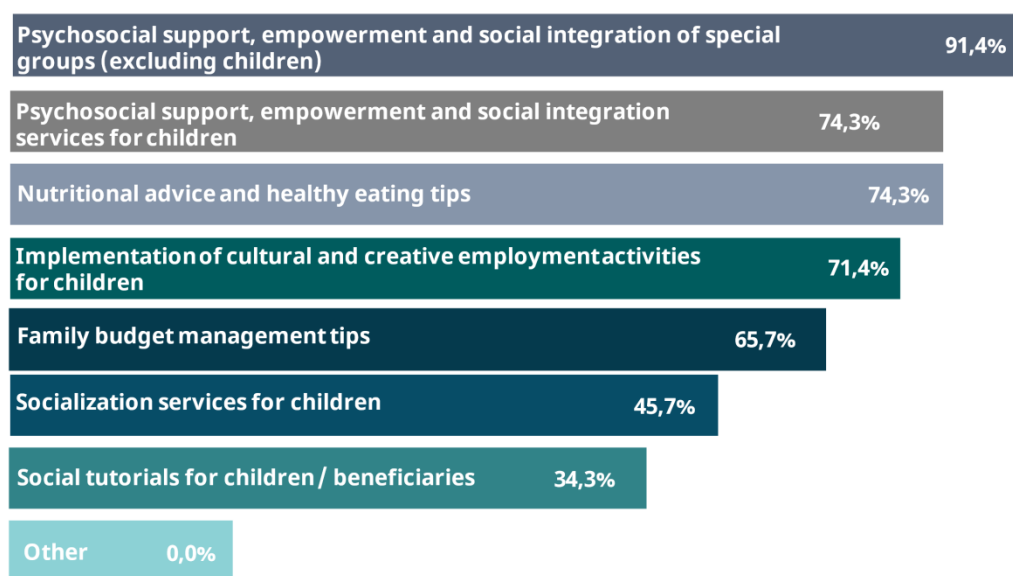
### B.4.1. The degree of your participation in the design of the Accompanying Measures is:



The Statutory Representatives state that they are actively involved in the design of the Accompanying Measures.

More specifically, an overwhelming majority of 81%, participated by 37.1%, in the 61% -80% range, 17.1%, while in the range of 41% -60%, 22.9%. On the other hand, only 2.9% of the Statutory Representatives participated in the range of 5% -40%.

### B.4.2. What kind of Accompanying Measures have you implemented?



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The leading role is played by the services of psychosocial support, empowerment, and social integration of special groups (excluding children) since they have been implemented in the largest percentage of Accompanying Measures 91.4% of all the Social Partnerships that participated in the research.

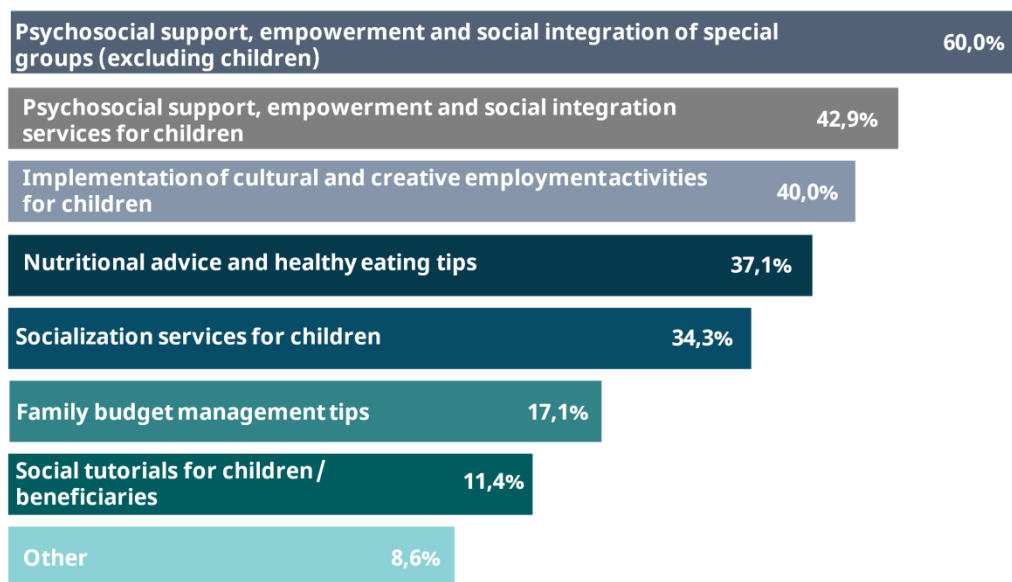
It is followed by a preference for psychosocial support, empowerment, and social integration services for children 74.3% and nutritional advice and healthy eating tips 74.3%.



At the third level, cultural and creative employment activities for children have been implemented 71.4%.

Family budget management advice and tips have been selected by the Social Partnerships at of 65.7% while children socialization services at of 45.7%. The smallest scale service is the social tutorials for children / beneficiaries at of 34.3%.

#### B.4.3. What do you consider the most successful of the Accompanying Measures you have implemented?



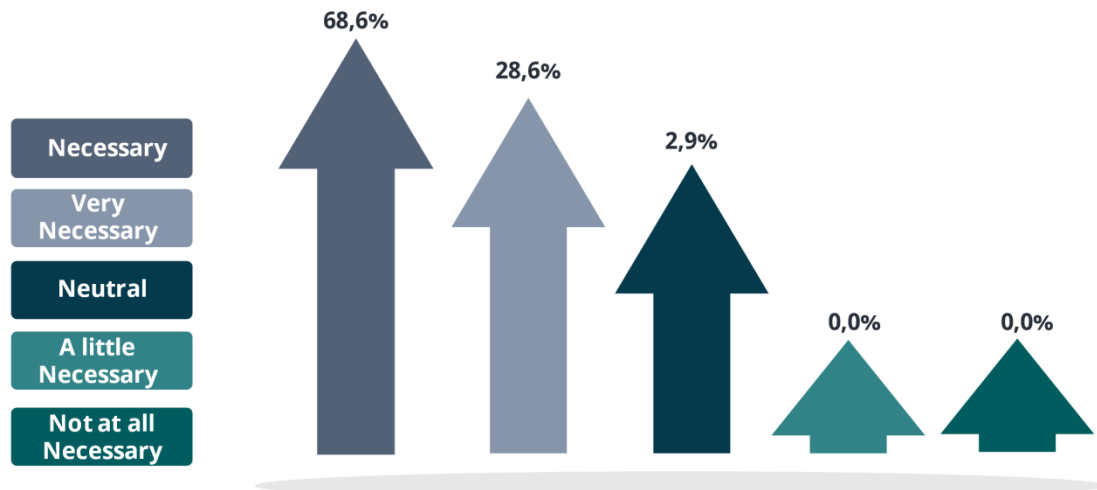
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Regarding their opinion on the most successful measure they have implemented, the services of psychosocial support, empowerment and social integration of special groups (excluding children) had the greatest impact 60.0%. In this answer, they also highlight the effectiveness of psychosocial support, empowerment and social inclusion services for children 42.9% and the implementation of cultural and creative employment activities for children 40.0%.

Fourth place, according to the views of the Statutory Representatives occupies the measure of nutritional advice and healthy eating advice with 37.1% and fifth is the socialization services for children with 34.3%. For family budget management tips and social tutorials for children / beneficiaries state that compared to the other measures, they were less successful (17.1% and 11.4% respectively).



#### B.4.4. The investigation of the needs of the beneficiaries before the selection of the Accompanying Measure is:

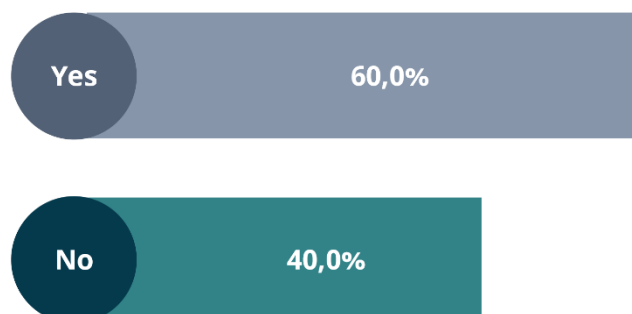


Most Statutory Representatives 68.6% consider that the investigation of the needs of the beneficiaries before the selection of the Accompanying Measure is necessary. Then, the needs investigation is very necessary for 28.6% of them, while finally, only 2.9% of the needs investigation is considered neutral.

Neither of the respondents considers the needs investigation necessary at all.

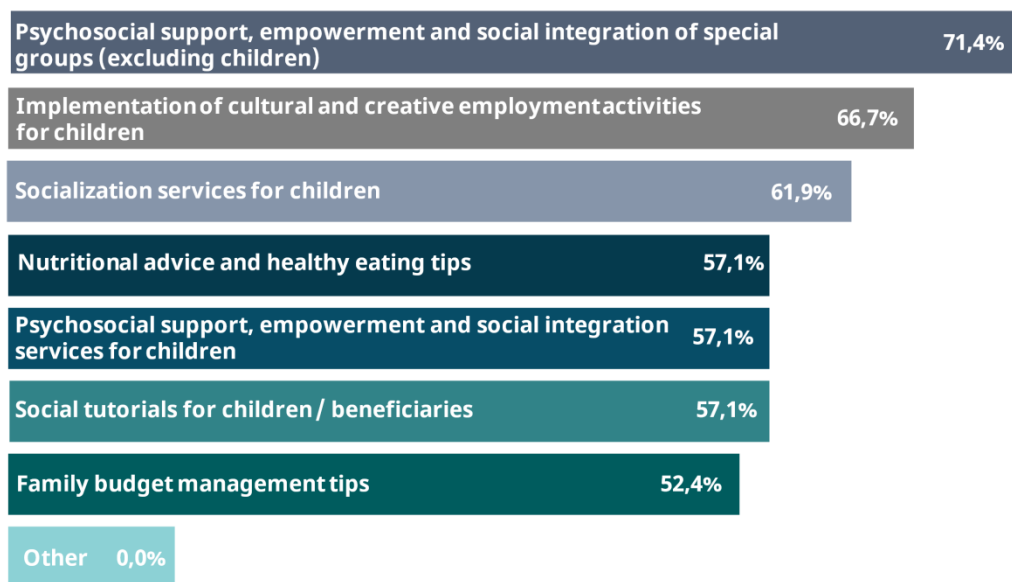
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#### B.4.5. Do you receive requests for the implementation of specific Accompanying Measures from the beneficiaries?



Based on their answers, 6 out of 10 Statutory Representatives who completed the survey, receive requests for implementation of specific Accompanying Measures from the beneficiaries, in contrast to the remaining 4 who do not receive.

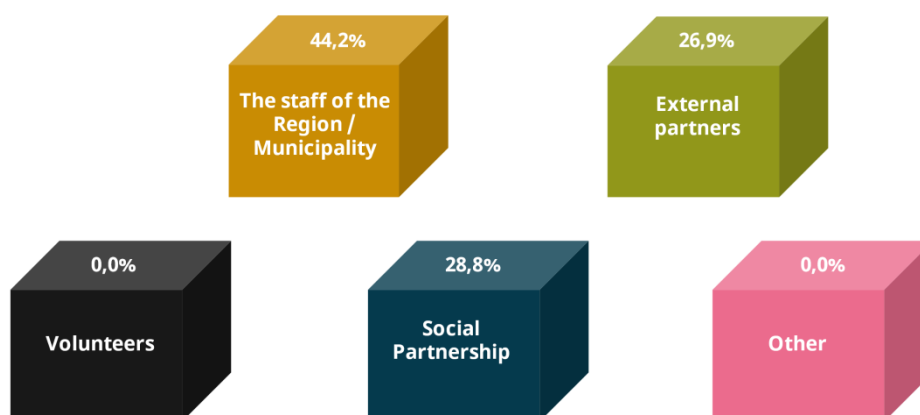
#### B.4.6. If so, what kind of Accompanying Measures are the beneficiaries requesting?



The primary desire of the beneficiaries is to participate in psychosocial support services, empowerment and social integration of special groups other than children 71.4% and in the implementation of cultural and creative employment activities for children 66.7%. The necessary measure for the beneficiaries is the measure concerning the socialization services of children 61.9%.

The next preferred measures are nutritional and healthy eating tips, psychosocial support, empowerment and social integration services for children and social tutoring for children / beneficiaries at a rate of 57.1% respectively. Family budget management advice is the last measure in their preference (52.4%).

#### B.4.7. The study for the implementation of the actions is carried out by:



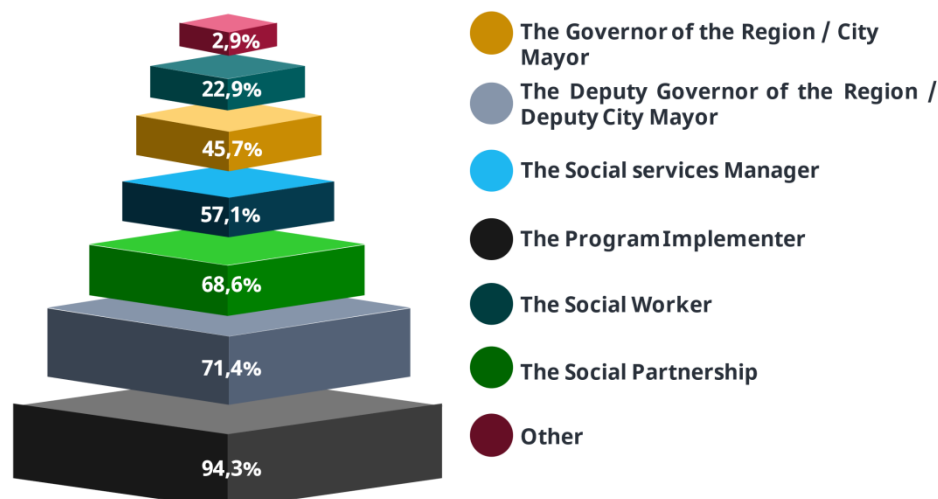
From the above question, it is concluded that the study of the implementation of the actions is carried out mainly by the staff of the Region or the Municipality 44.2% and then almost to

the same extent by the Social Partnership 28.8% and in collaboration with external partners 26.9%.

## B.5: About the design, approval and implementation process

*Note: The following questions refer to the internal selection process of the implementation of an Accompanying Measure, i.e., within their body, their Region or their Municipality*

### B.5.1. Within your organization, who is involved in the design and planning of the Accompanying Measures?

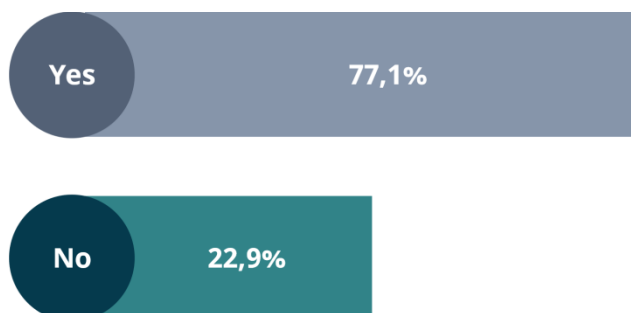


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The participation of the Program Implementers 94.3% in the design and planning of the Accompanying Measures is extremely important. With a smaller but not small percentage of participation follows the participation of the respective Deputy Governor of the Region / Deputy City Mayor of Social Services 71.4% and then the participation of the Partners of the Social Partnership 68.6%.

In addition, in the planning and programming of the Accompanying Measures the Manager of Social Services participate with a percentage of 57.1% and the Governor of the Region /City Mayor with a percentage of 45.7%.

### B.5.2. Is there a division of roles and tasks regarding the organizational planning of the measures by all the Partners of the Social Partnership?



The answers regarding the division of roles and tasks regarding the organizational planning of the measures by all the Partners of the Social Partnership do not show unanimity. 77.1% state that there is, however 22.9% claim that there is no division of labor.

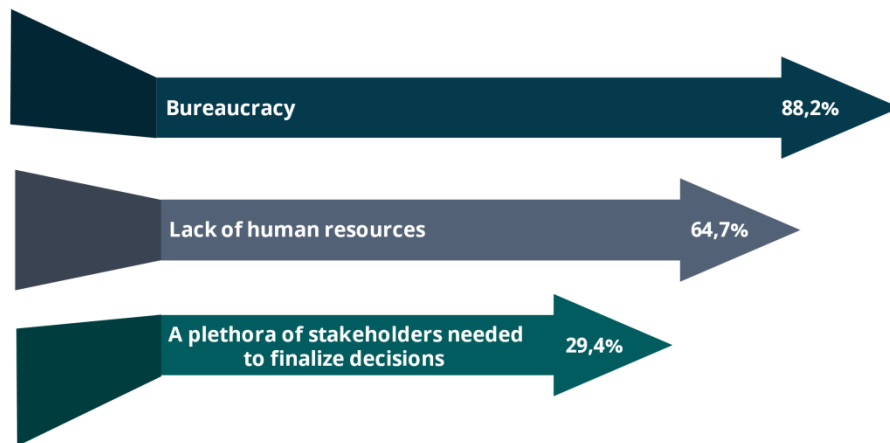
### B.5.3. The process of approving the implementation of the Accompanying Measures within your organization is:

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The next question raises the issue of the duration of the approval of the implementation of the Accompanying Measures. The answers at this point seem to be almost evenly distributed, as half of the respondents consider the process to be time consuming 48.6% and the rest 51.4% to be short.

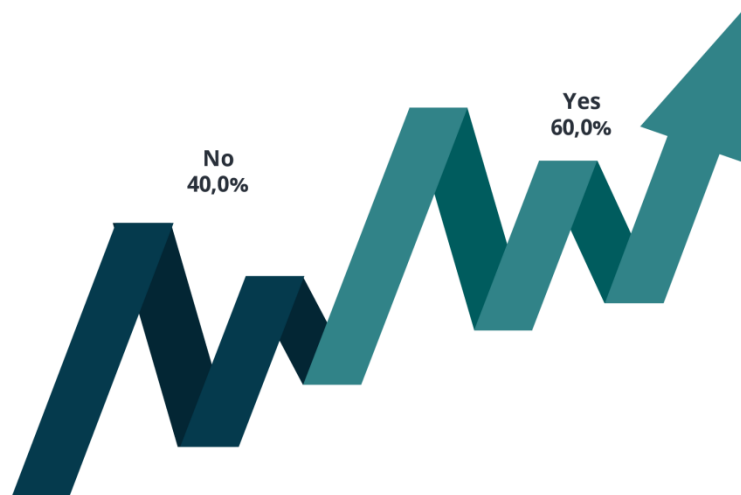
#### B.5.4. If so, what factors contribute in it?



Examining the answers to the previous question and for those who stated that the process of approving the implementation of the Accompanying Measures within their body is time consuming, in order of evaluation, the reasons that contribute are bureaucratic 88.2%. This is followed by the lack of human resources 64.7% and finally the plethora of stakeholders for the final decision 29.4%.

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#### B.5.5. Is there, within your body, a process of evaluating the project proposals of the Accompanying Measures?

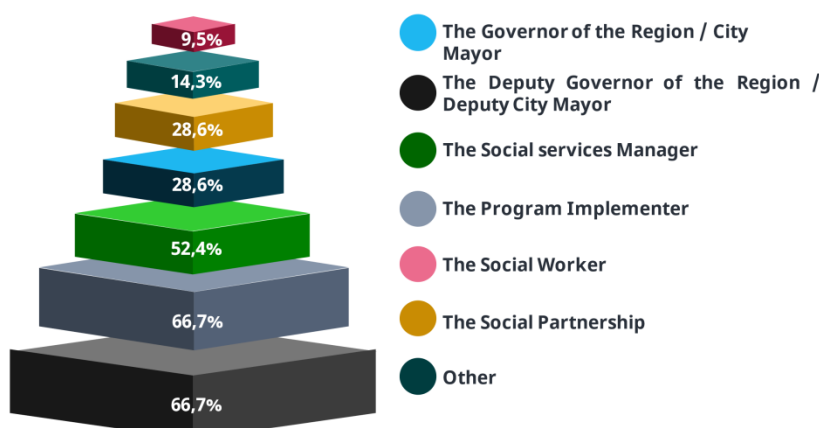


6 out of 10 Social Partnerships evaluate the project proposals of the Accompanying Measures.





B.5.6. If, within your organization, there is a process for evaluating the proposals of the Accompanying Services, who approves them?



For those who responded positively to the existence of a system for evaluating the project proposals of the Accompanying Measures, these are approved by priority by the Program Implementer 66.7% and the competent Deputy Regional Governor / Deputy Mayor 66.7%.

However, the Director of Social Services also participates in the approval of project proposals at a rate of 52.4%, and to a lesser extent but at an equal percentage by the Governor of the Region /City Mayor and the Social Partnership. The Social Worker participates in the approval process with the lowest percentage 9.5%.

25

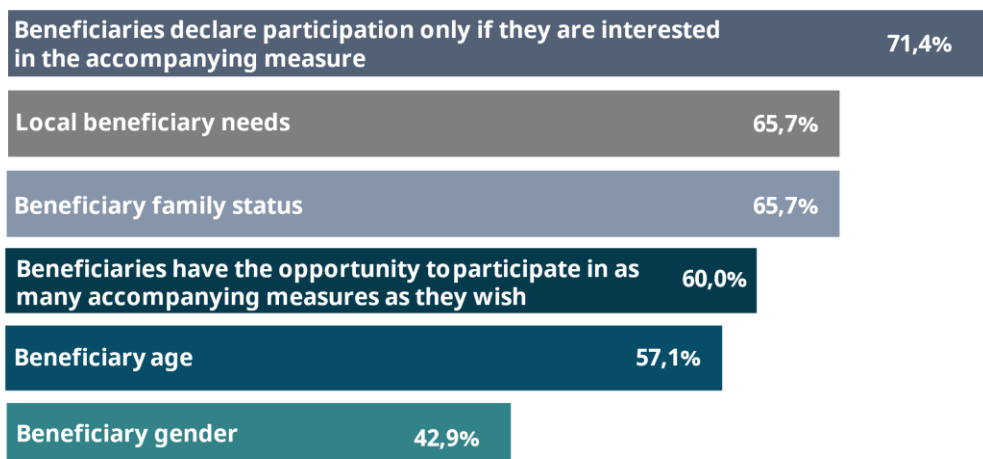
B.5.7. Are project proposal evaluation criteria defined within your organization?



More than half of the Social Partnerships (57.1%) state that they set criteria for evaluating project proposals within their body, with less than half stating the opposite (42.9%)



### B.5.8. Do you agree that the selection criteria of the beneficiaries for their participation in actions under the Accompanying Measures, to be determined by



In order of importance, the Statutory Representatives state that the criteria that should be determined for the participation of the beneficiaries in Accompanying Measures actions are to declare participation only if they themselves are interested in the Accompanying Measure 71.4% and based on their marital status and local needs at a rate of 65.7% respectively.

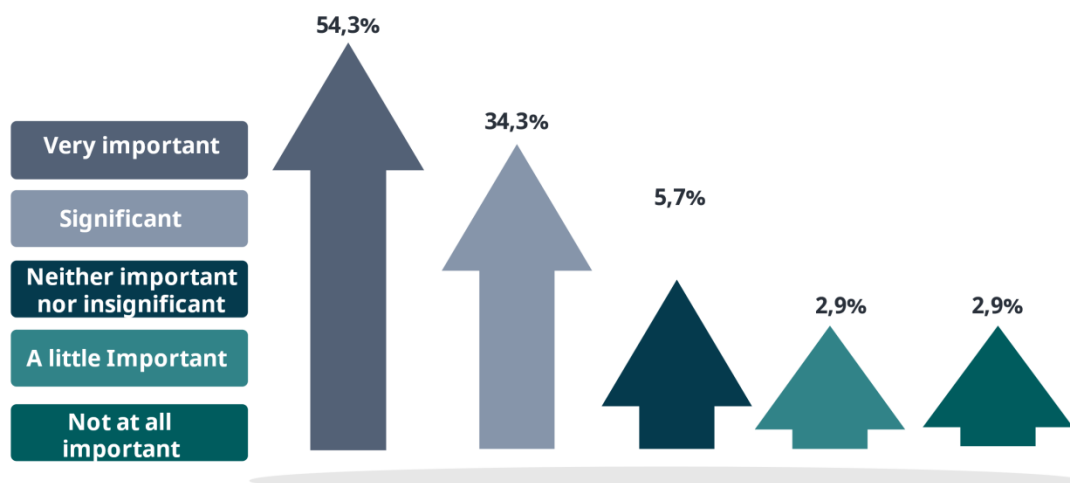
They also believe that the beneficiaries should have the opportunity to participate in as many Accompanying Measures as they wish 60% and finally the Accompanying Measures to be defined based on the age and gender of the beneficiaries at a rate of 57.1% and 42.9% respectively.



### B.5.9. Which Accompanying Measures would you choose and what is the degree of importance, according to the needs of your Region or Municipality?

The Statutory Representatives select the Accompanying Measure and the degree of importance of the action at local level. The answers show that:

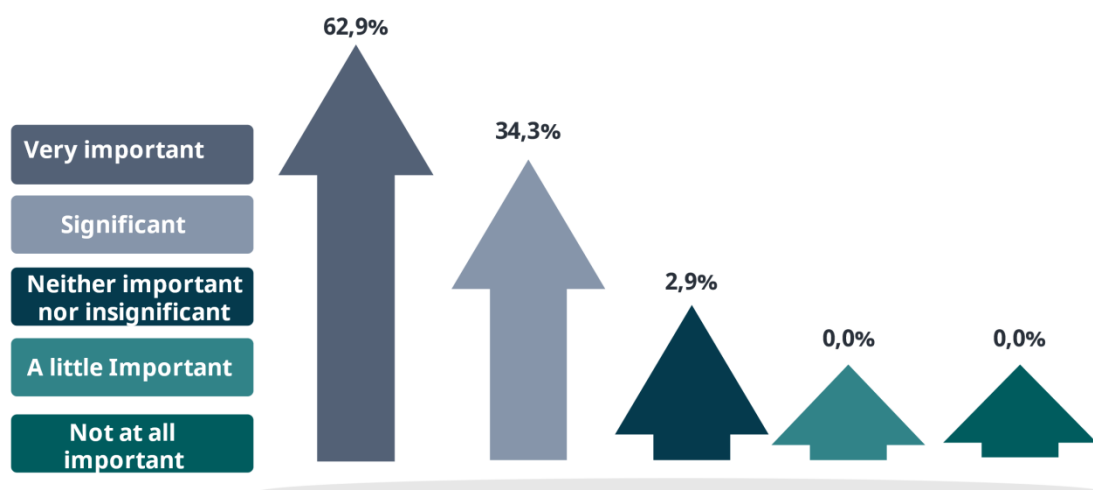
A. Psychosocial Support, Empowerment and Social Integration of special groups (excluding children)



The services of psychosocial support, empowerment and social integration of special groups (excluding children) are considered very important by more than half 54.3%, important in 34.3% of them and in the same percentage 2.9% consider them little and not at all important.

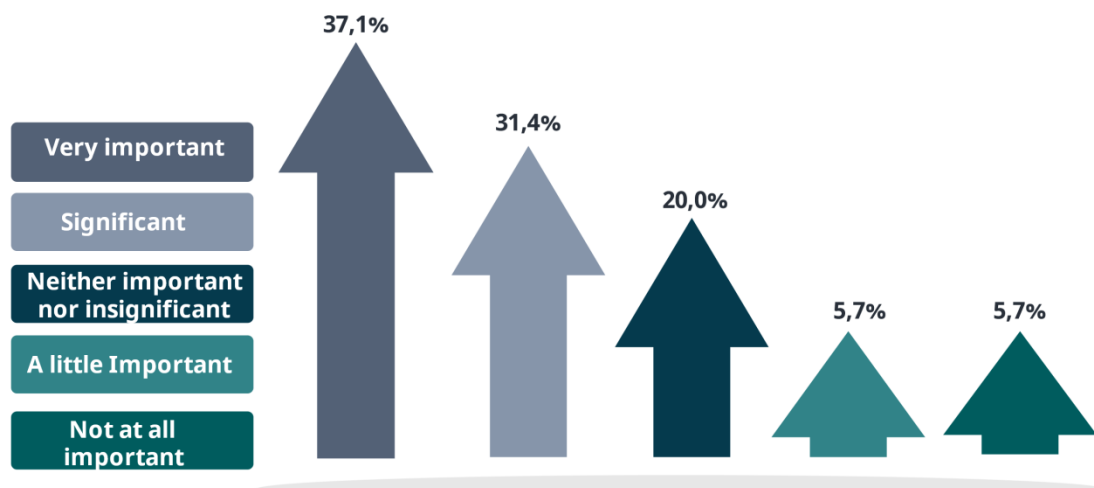
27

B. Psychosocial Support, Empowerment and Social integration services for children



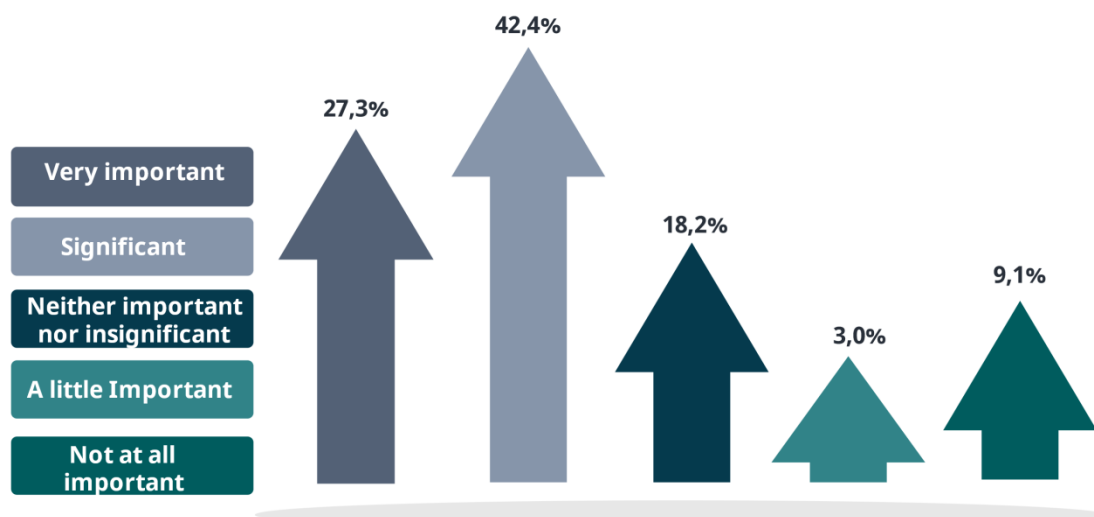
The Statutory Representatives attach the greatest degree of importance 62.9% to the services of psychosocial support, empowerment and social integration of children, while 34.3% of them characterize them as important and 2.9% seem neutral. However, no one characterizes the measure as little or not at all important.

### C. Nutritional advice and healthy eating tips



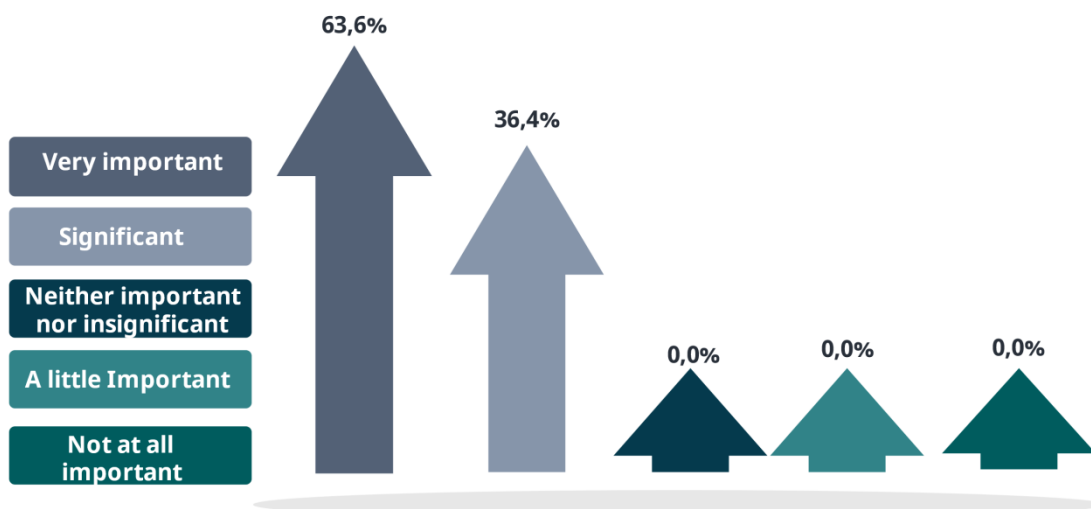
Nutritional advice ranks third in importance by a 37.1% are considered very important measure, 31.4% important and 20% neutral. In an equal percentage, the measure is considered little and not at all important 2.9%.

### D. Family budget management tips



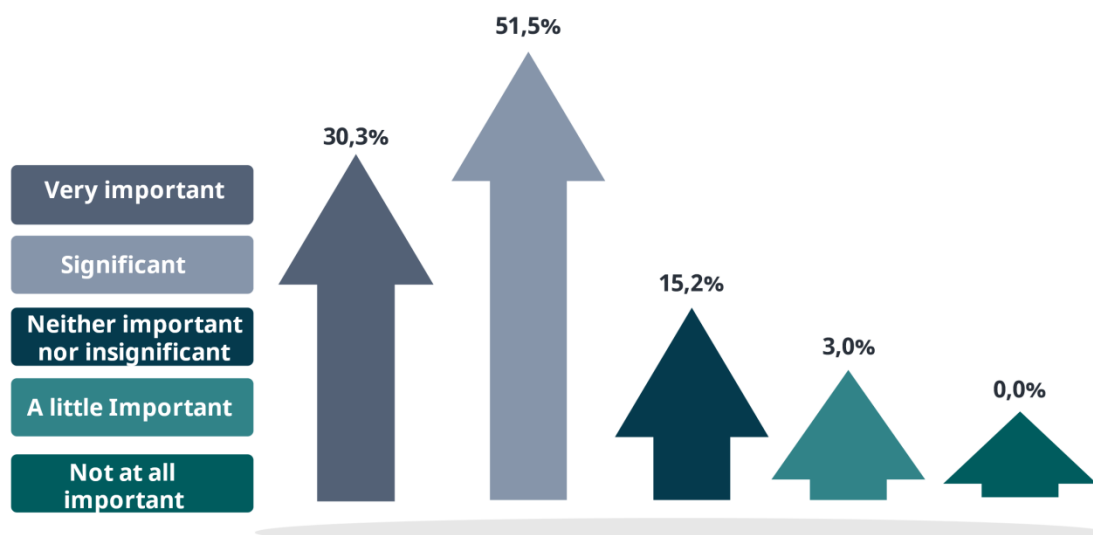
The degree of importance of family budget management advice is characterized as important at 42.4%, very important at 27.3% while at 9.1% it is characterized as not at all important.

#### E. Children socialization services



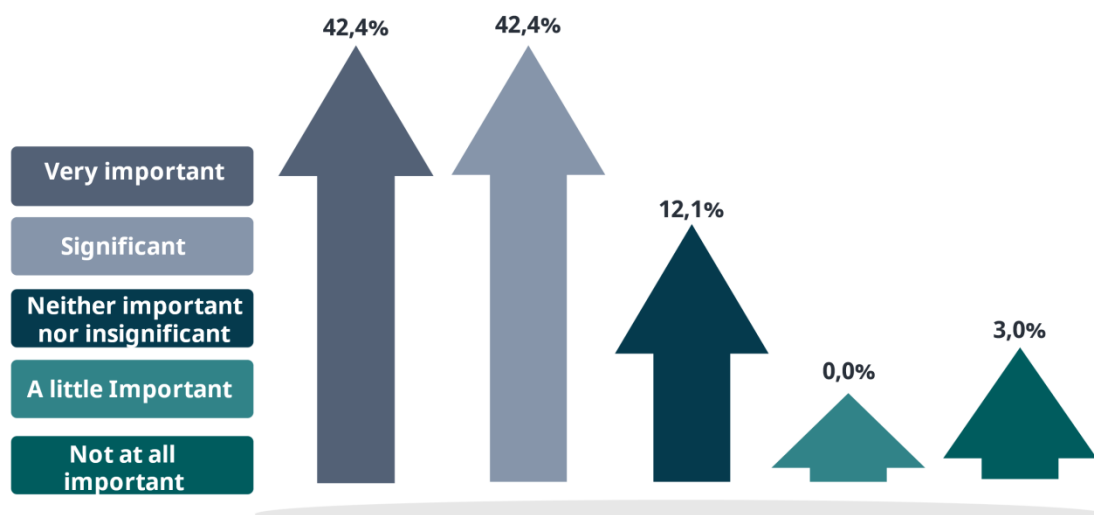
The Statutory Representatives give special importance to the socialization services of children which they characterize as very important 63.6% and important 36.4%.

#### F. Social tutorials for children / beneficiaries



More than half consider the measure of social tutoring important and less 30.3% consider it very important. Only 3.0% characterize the measure as a bit important.

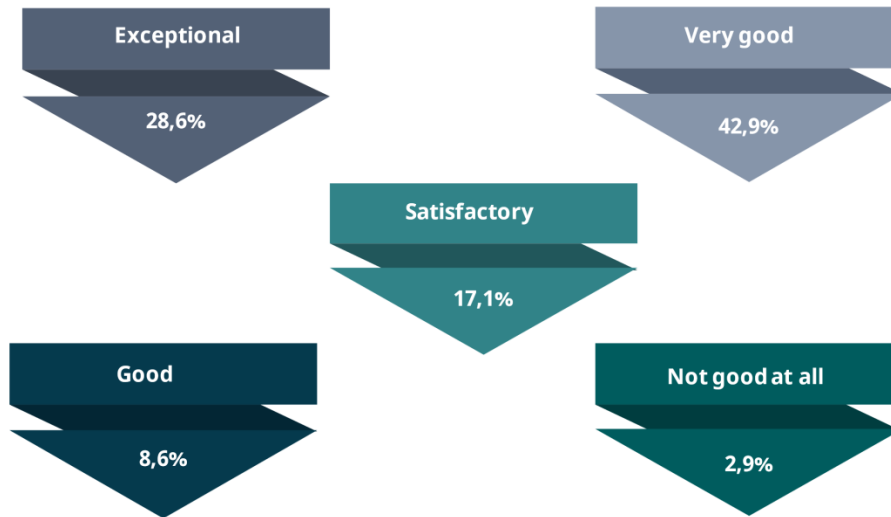
## G. Implementation of cultural and creative employment activities for children



With a corresponding percentage 42.4% they rate very important and important for the local community the implementation of cultural and creative employment activities for children. 3% do not consider the measure important.

## B.6: Regarding the implementation of the Accompanying Measures

### B.6.1. The communication between those involved in the implementation of the action is:



The conclusion that emerges from the evaluation of the communication between those involved in the implementation of the action is particularly optimistic since the Statutory Representatives characterize it as very good 42.9% and excellent 28.6%.

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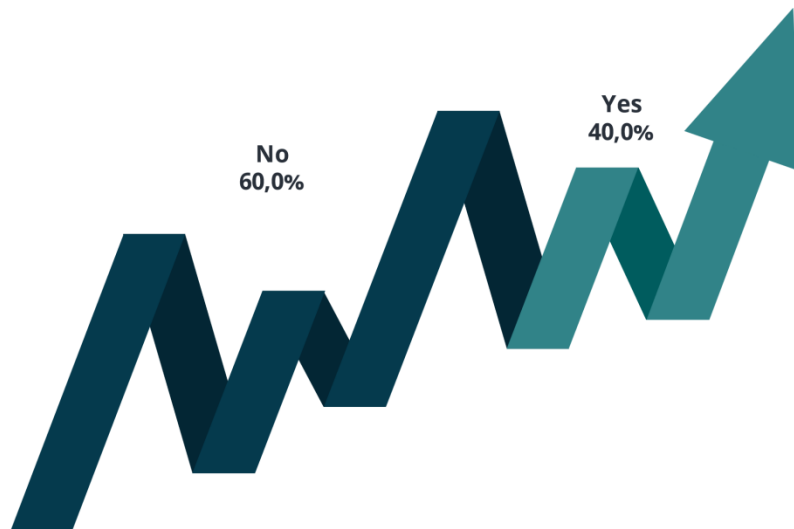
### B.6.2. The quality of the control of the implementation of the project, within your organization, is:



It can be concluded at this point that the quality of control over the implementation of the project within their body is very good to a large extent 51.4% to excellent 22.9%. Satisfactory is at a rate of 17.1% while finally only 8.6% characterize it as good.



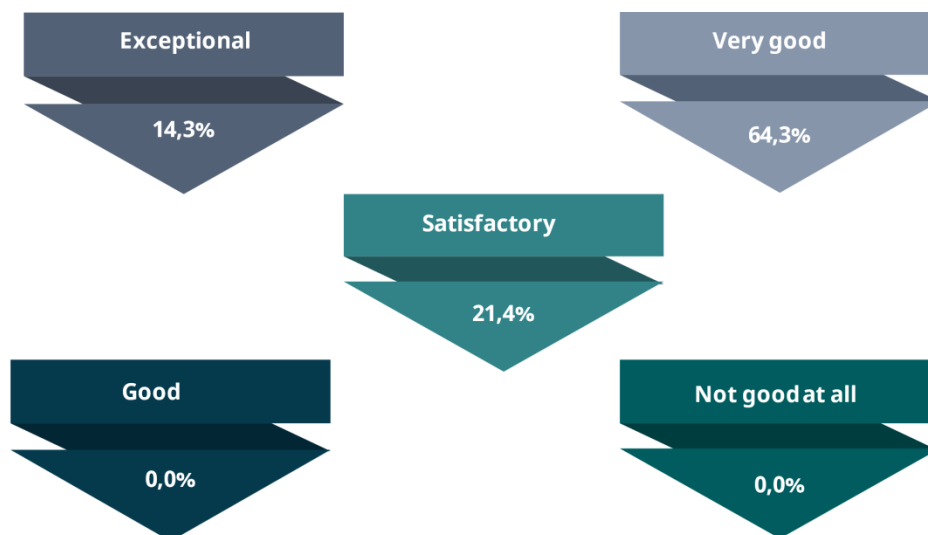
### B.6.3. Is there, within your organization, an evaluation of the execution of the project (interim evaluation) by the Social Services of the Region / Municipality?



The Statutory Representatives state in their majority 60% that they do not have within their body an evaluation of the execution of the project by the Social Services of the Region / Municipality

### B.6.4. If there is an interim evaluation, its quality is:

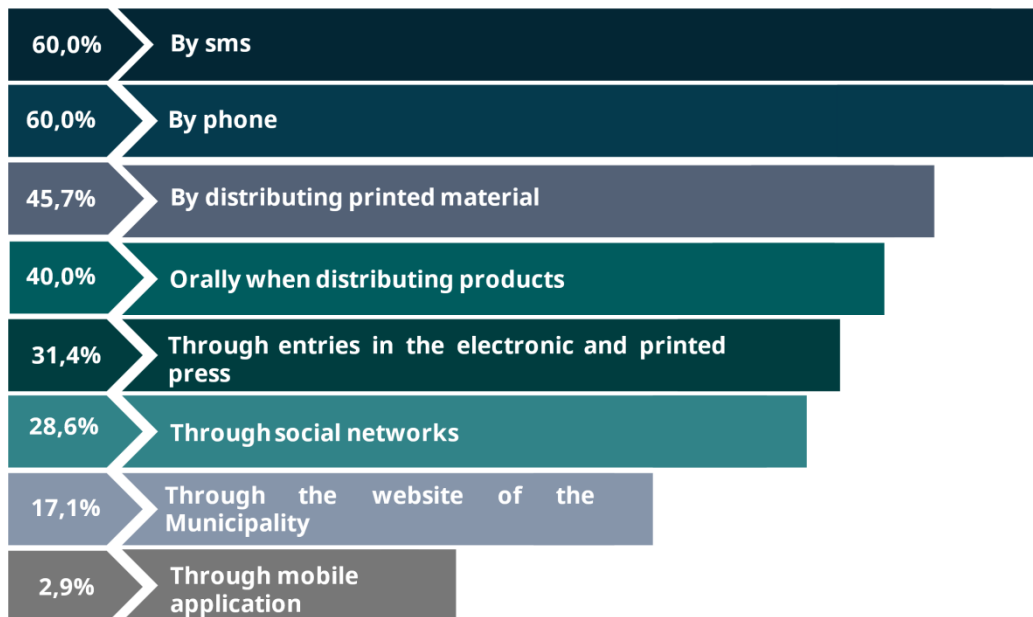
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Those Social Partnerships that answered the previous question, that is, that there is an interim evaluation of the execution of the project by the Social Services of the Region / Municipality, submit that their quality is very good at a rate of 64.3%. In addition, 14.3% describe it as excellent and 21.4% as satisfactory.



#### B.6.5. Which ways of communication for the implementation of the Accompanying Measures of the beneficiaries do you consider the most effective?

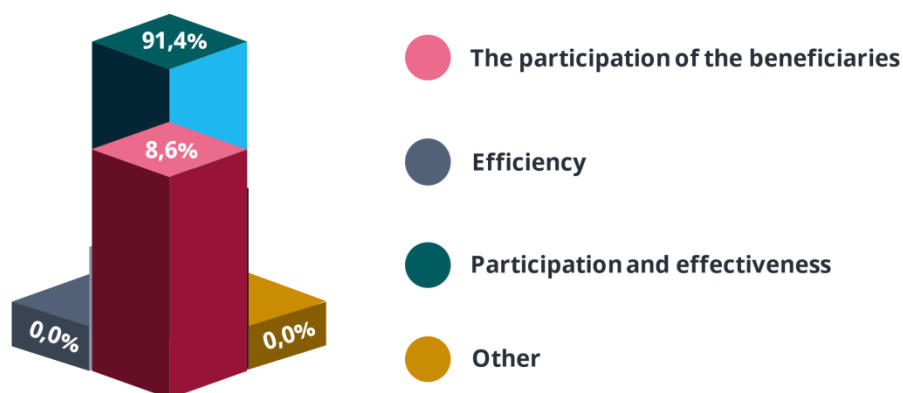


The Statutory Representatives choose as the most effective way of communicating with the beneficiaries the telephone and the sms with a percentage of 60% respectively. This is followed by the distribution of printed material 45.7% and oral communication during the distribution of products 40%.

Then, 31.4% consider the registrations in the electronic and printed press effective and the social media in 28.6%. Communication through the website of the Municipality / Region does not seem to be particularly effective 17.1% while finally, they do not consider mobile phone applications effective 2.9%.

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#### B.6.6. By what criteria do you consider an Accompanying Measure successful?



Evidence of an effective measure mainly by the combination of the participation of the beneficiaries and its effectiveness 91.4%. Only 8.6% consider a measure successful evaluating based on the criterion of effectiveness.

### B.6.7. How effective do you think the Accompanying Measures are in terms of social inclusion and integration of beneficiaries?



In turn, the respondents characterize the Accompanying Measures very well 48.6% in terms of social inclusion and integration of the beneficiaries and satisfactory at a rate of 25.7%. 14.3% consider them moderate. They believe that the Accompanying Measures are excellent and not at all satisfactory at a rate of 5.7% each.

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### B.6.8. Please justify in more detail:

Giving their opinion in the previous question, the respondents argued that the beneficiaries prioritize the material assistance. Most of them do not realize the degree of importance of the Accompanying Measures, since they do not participate to the expected degree in the relevant actions.

On the other hand, they argue that the actions developed under the Accompanying Measures are important, but that integration into the labor market is a key factor in the social inclusion and integration of beneficiaries. Without it, the measures are ineffective.

Respondents who have implemented fewer Accompanying Measures are not sure of their effectiveness. However, they note that any action that helps the beneficiaries to adapt to the requirements of their social environment is legitimate.

For some, services such as legal advice and healthy eating advice are important factors in improving the health and quality of life of the beneficiaries.

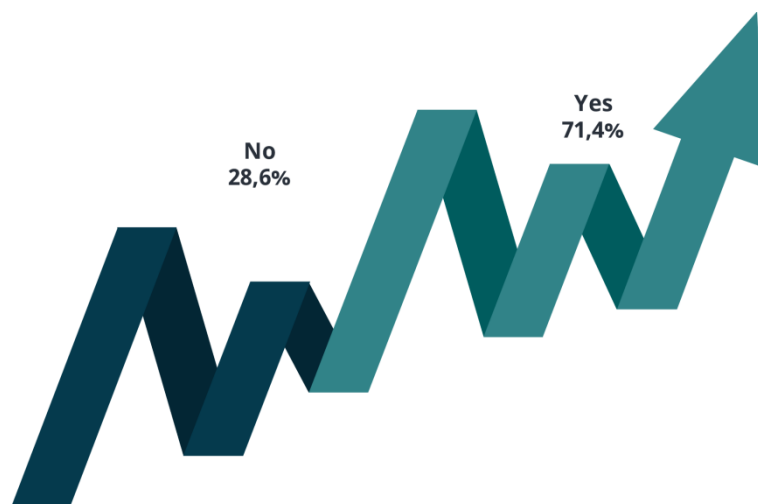
Finally, in addition to the social integration and integration of the beneficiaries, the respondents claim that the implementation of the Accompanying Measures expands the development of stable cooperation links between the Social Services of the Municipalities and Regions.



## B.7.: Regarding the completion of the implementation of the Accompanying Measures

*Note: The following questions do not refer to the formal process of completing the implementation of an Accompanying Measure, as described in the Guide of the FEAD/TEBA OP (receipt protocol, etc.) but to the utilization of the results within your Region / Municipality*

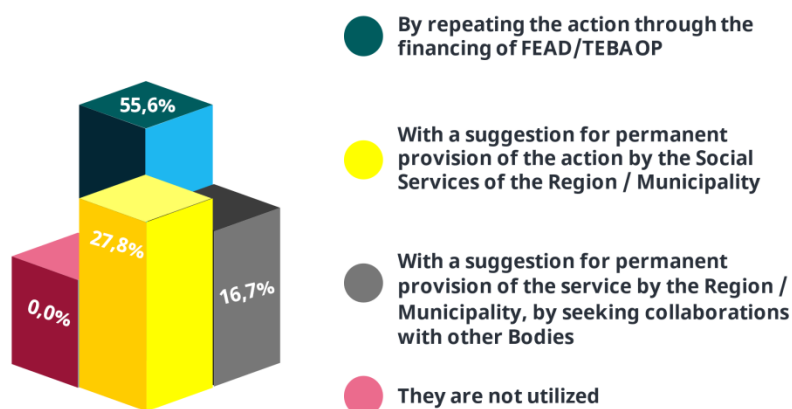
### B.7.1. Are the results of the project evaluated within your organization?



From the above question it can be concluded that most Social Partnerships 71.4% evaluate the results of the project within their body. However, 28.6% do not evaluate them.

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### B.7.2. How do you consider the positive results could be utilized by the Social Services of your Region / Municipality?



The repetition of the action through the financing of the FEAD/TEBA OP is the dominant view for the utilization of the positive results of the Accompanying Measures by the social services of the Regions and the Municipalities. About one third believe that the action could be part of a permanent service of their institution but in cooperation with other institutions,

while 16.7% support that the service can be provided by the structures of the Region or the Municipality.

## B.8. About your cooperation with the Social Partnership Partners

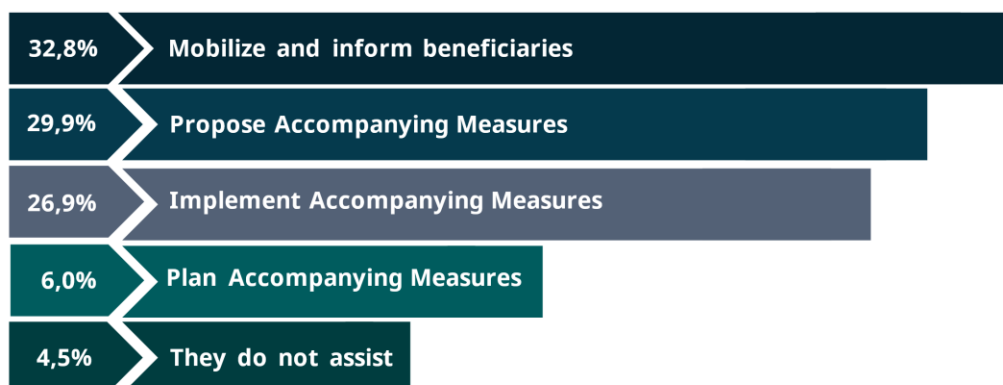
### B.8.1. Is there frequent communication regarding the organizational planning of the Accompanying Measures by all the Partners of the Social Partnership?



In most cases 80.0%, there seems to be frequent communication regarding the organizational planning of the Accompanying Measures with all the Partners of the Social Partnership. On the contrary, 20% note that there is no frequent communication.

36

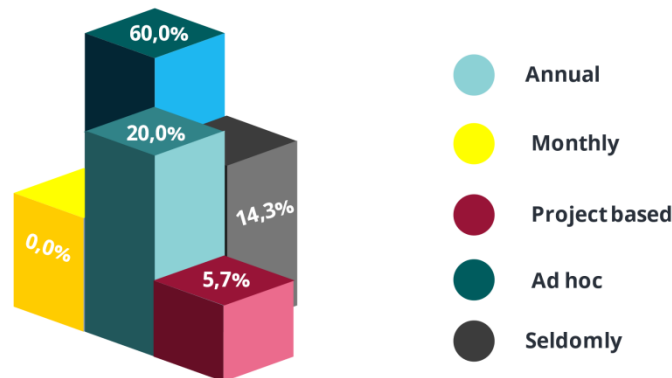
### B.8.2. How do the Social Partnership partners assist in the actions of the Accompanying Measures?



According to the opinion of the Partners of the respective Social Partnership 32.8% mainly assist with the mobilization and information of the beneficiaries. In a secondary level, the Partners propose Accompanying Measures 29.9% and implement Accompanying Measures 26.9%. The design of the Accompanying Measures is implemented by the Partners only in a

percentage of 6% while in a percentage of 4.5% the Social Partners do not assist the Lead Partners at all.

### B.8.3. How often do your Social Partnership partners meet?



The majority of the Social Partnership Partners 60% meet on a case-by-case basis. On an annual basis, 2 out of 10 Social Partnerships meet, while per project only 5.7% of them. 14.3% rarely meet.

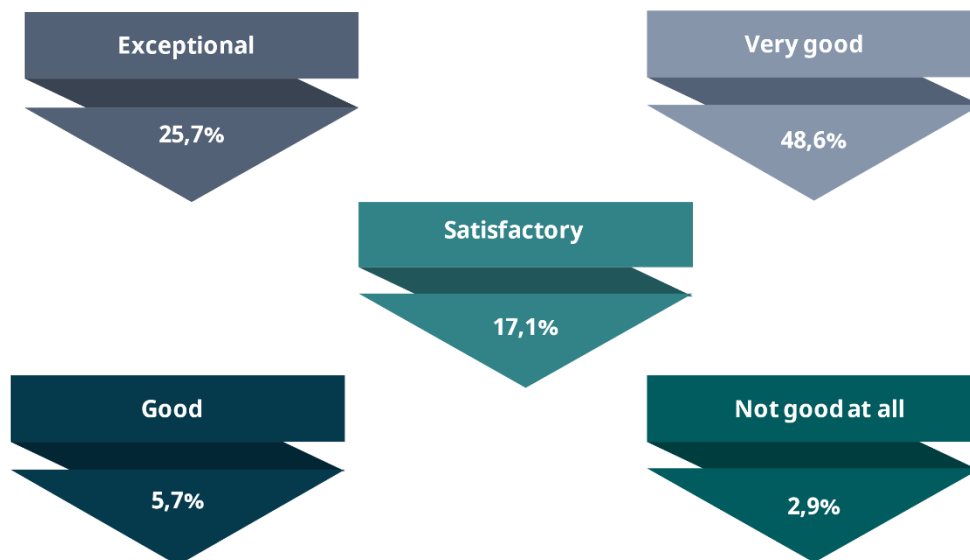
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### B.8.4. Do you consider that the participation of all the Partners of the Social Partnership is crucial for the effective and successful implementation of the measures?



Almost explicitly, the Statutory Representatives 91.4% believe that the participation of all the Partners of the Social Partnership is crucial for the effective and successful implementation of the measures.

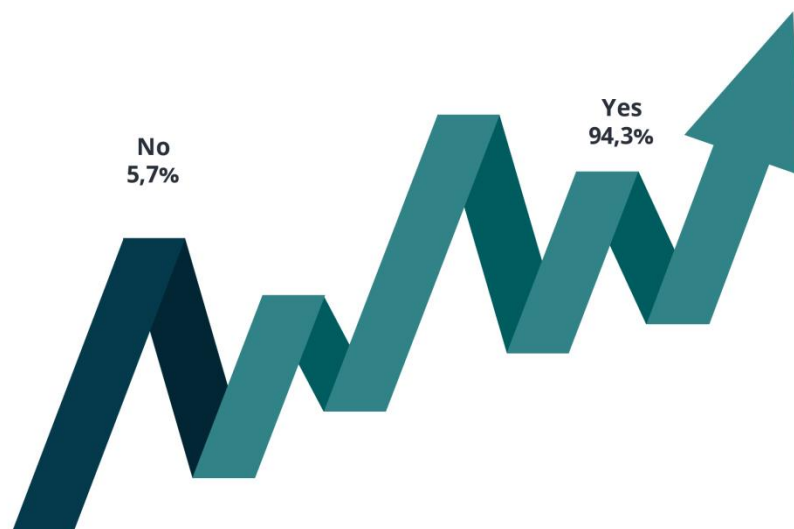
**B.8.5. The cooperation of the Social Services of your Region / Municipality with the Partners of the Social Partnership, is characterized as:**



The Statutory Representatives characterize the cooperation of the Social Services of the Lead Partners with the Partners of the Social Partnership as very good 48.6%, excellent 25.7% and satisfactory 17.1%. A smaller percentage characterize it as good 5.7% and not at all good 2.9%.

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**B.8.6. Do you consider that the coordination of all the Partners of the Social Partnership is crucial for the effective and successful implementation of the measures?**



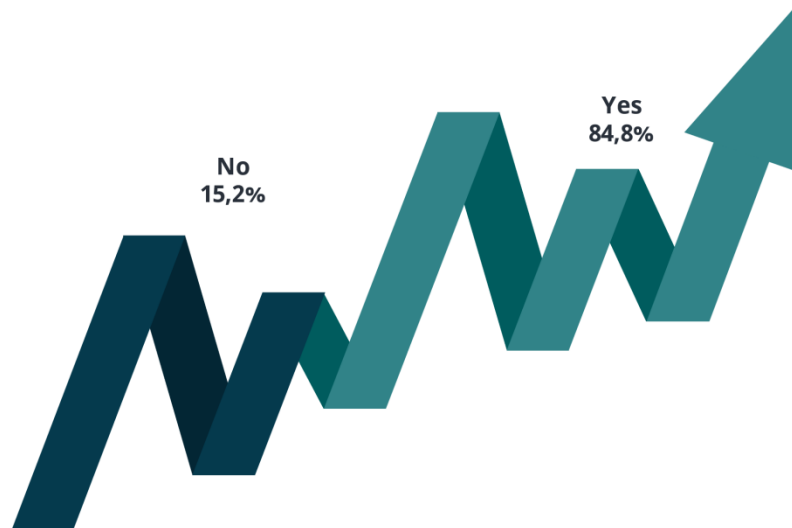
The conclusion that emerges from the above question is that the Statutory Representatives in their vast majority 94.3% state that the coordination of all the Partners of the Social Partnership is crucial for the effective and successful implementation of the measures. Only 5.7% disagree.

### B.8.7. Did the Covid-19 pandemic affect the design and implementation of the Accompanying Measures?



It is clearly concluded that the Covid-19 pandemic affected the design and implementation of the Accompanying Measures 94.3%. Only 5.7% of Social Partnerships do not seem to have been affected.

### B.8.8. Did you address on time the needs that arised from the pandemic for the implementation of the accompanying measures?



Of the number of Social Partnerships affected by the onset of the pandemic, 84.8% managed to meet the needs that arised in a timely manner, however 15.5% did not.

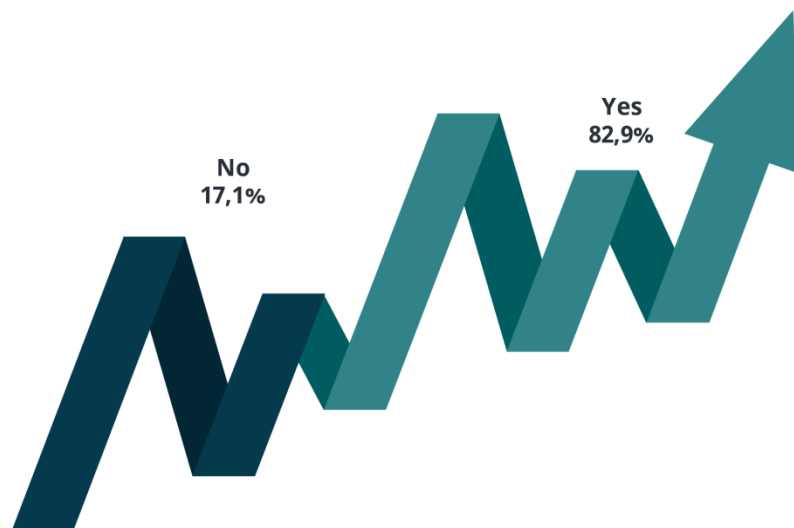
**B.8.9. Could remote methods (eg use of digital tools and applications) with final beneficiaries themselves as well as all stakeholders help in the timely implementation of the Accompanying Measures, especially during the pandemic?**



In order to address on time the needs that arose from the pandemic for the implementation of the Accompanying Measures, 68.6% believe that the use of digital tools could have helped them. 31.4% seem to have the opposite view.

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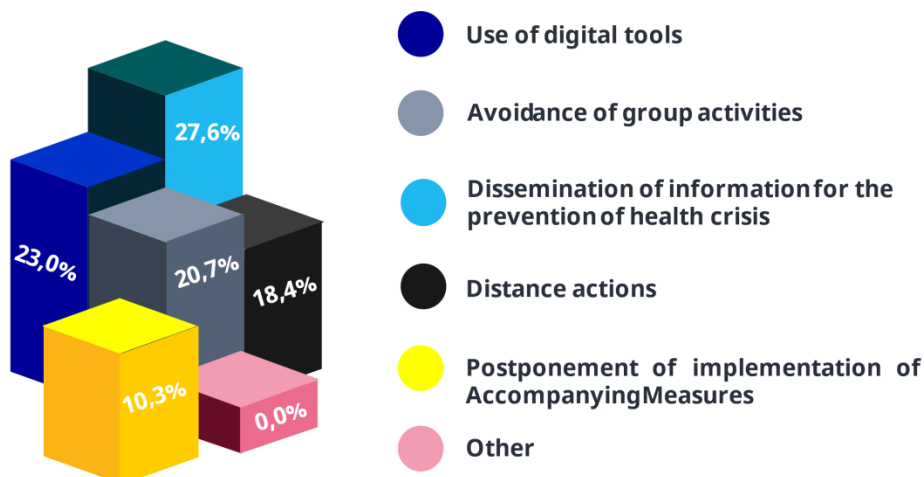
**B.8.10. Have you taken long-term measures on the impact of the Covid-19 crisis on the process of designing and implementing the Accompanying Measures?**



Most have taken long-term measures for the impact of the Covid-19 crisis on the process of designing and implementing the Accompanying Measures 82.9%. On the other hand, 17.1% have not taken any long-term measures.



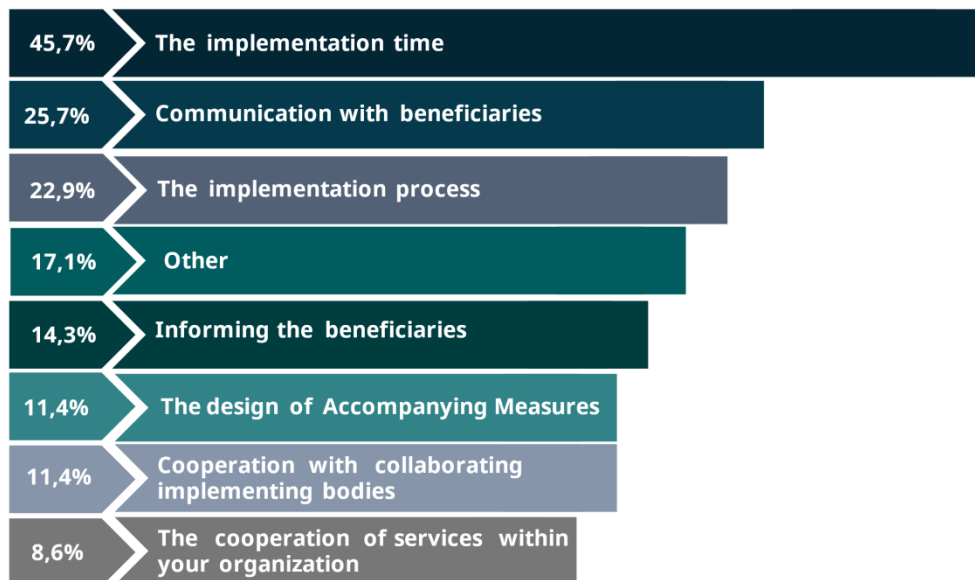
#### B.8.11. If Yes, which of the following measures do you intend to implement?



Dissemination of information for the prevention of health crisis intends to apply the largest percentage of respondents to the questionnaire 27.6%. This is followed by the use of digital tools 23% and the avoidance of group activities 20.7% while the distance actions are chosen by 18.4% and 10.3% postpone the implementation of the Accompanying Measures.

## B.9: Regarding your assessment for the implementation of the Accompanying Measures so far

B.9.1. Please note below the most negative points of your experience from the implementation of the Accompanying Measures:

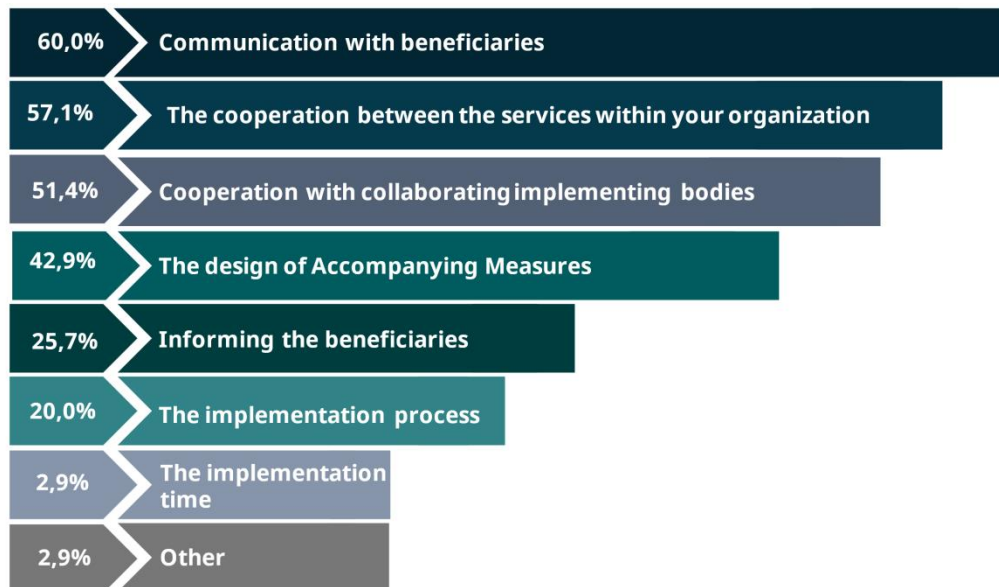


Implementation time was the most negative point 45.7% of the respondents' experience from the implementation of the Accompanying Measures. Following is the communication with the beneficiaries 25.7% and the implementation process 22.9%. The information of the beneficiaries made it difficult for the Social Partnerships 14.3%, and equally 11.4% the planning of the Accompanying Measures and the cooperation with the beneficiaries. The experience from the cooperation between the services within the body was less negative 8.6%.

Additional clarifications 17.1% are given by the respondents about the negative points of their experience, answering "Other", noting that a significant number of beneficiaries treat the FEAD/ TEBA OP only as a material support action. They are not positive in participating in other actions, therefore their attendance and participation in the actions implemented under the Accompanying Measures is not satisfactory.

They also note that the implementation of health measures to deal with the pandemic has significantly reduced personal contact with the beneficiaries. Finally, they report that in several cases the same staff employed in the implementation of the food and basic material assistance, is also employed in the implementation of the Accompanying Measures. Due to lack of time, priority is given to the implementation of food and basic material assistance.

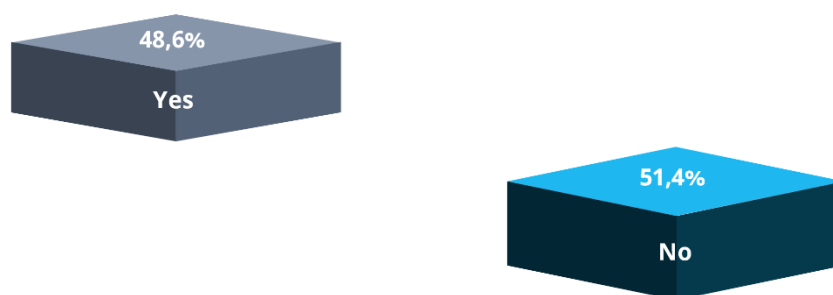
**B.9.2. Please note below the most positive points of your experience from the implementation of the Accompanying Measures:**



The communication with the beneficiaries 60%, the cooperation between the services within the institution 57.1% and the cooperation with the implementation bodies 51.4% are the most positive points of the respondents' experience from the implementation of the Accompanying Measures. Equally positive is their experience 42.9% from their design process. The information of the beneficiaries and the implementation process are supported at a rate of 25.7% and 20.0% respectively. Implementation time does not seem to be a positive experience 2.9% while some note that they have not implemented enough actions to have a clear picture 2.9%.

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**B.9.3. Do you think that there are needs of the beneficiaries that are not covered?**



There is no clear opinion on whether or not there are needs of the beneficiaries that are not covered since 48.6% state that they exist while 51.4% of them disagree.

#### B.9.4. If you answered YES to the above question, please explain it:

Respondents argue that the essential need that remains unmet is integration into the labor market. They propose measures such as linking the development of beneficiaries' skills with vocational rehabilitation and express the view that work is primarily the essential factor for their social inclusion and integration. Other respondents consider that there are no advocacy services for the beneficiaries, as well as programs for the elderly and the disabled.

In some cases, they note that the expansion of social tutoring and support activities for minors will further meet their local needs. There are also views that argue that the existence of a free social security ticket or free psychological support could be implemented by using a card as a reward for the beneficiaries and thus improve the coverage of the needs of the beneficiaries.

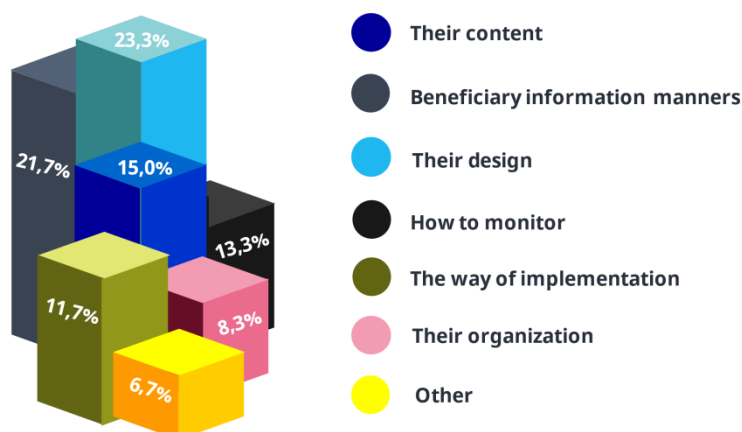
In other cases, respondents believe that only by conducting research on beneficiaries can this question be answered. Finally, the increased number of beneficiaries is the main reason that does not allow social services to meet their needs.

#### B.9.5. In relation to the overall funding, including the distribution of food and basic material goods, and in relation to the number of beneficiaries, how satisfactory do you consider the funding rate for the Accompanying Measures?



The respondents consider that the percentage of financing of the Accompanying Measures is quite satisfactory in comparison with the total financing 51.4%, a 17.1% characterizes it as moderately satisfactory and 5.7% characterizes it as very satisfactory. On the other hand, 22.9% evaluate the financing of the Accompanying Measures as a bit satisfactory and 2.9% as not at all satisfactory.

**B.9.6. If you believe that the Accompanying Measures should be improved, or even radically changed, the changes you propose concern:**

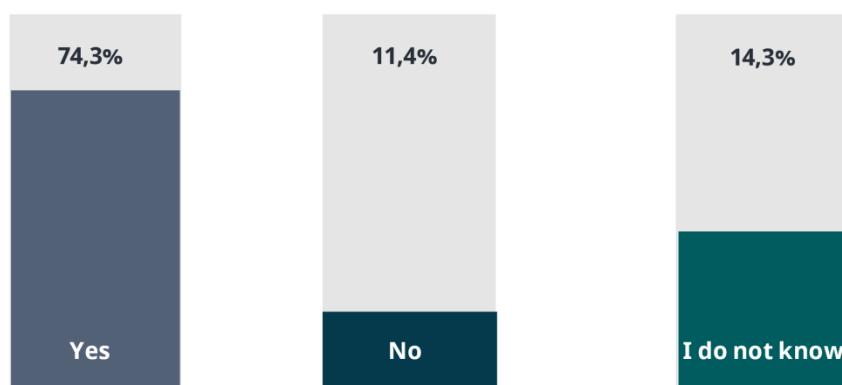


The design of the Accompanying Measures 23.3%, the way of informing the beneficiaries 21.7% and their content 15% occupy the first places of the proposals for the improvement of the Statutory Representatives. They are followed by the improvement of the monitoring method 13.3%, the implementation method 11.7% and their organization 8.3%.

Another 6.7% note further proposals, such as linking the actions of the Accompanying Measures with those of the European Social Fund (ESF) and the Minimum Guaranteed Income as well as the planning of development actions, and the monitoring and evaluation of the Accompanying Measures by social scientists in each Lead Partner.

45

**B.9.7. Do you adequately communicate the impact and contribution of the project to the general public?**



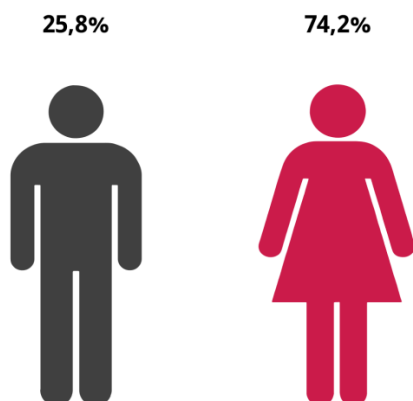
The majority of Social Partnerships 74.3% consider that they adequately disclose / publicize the impact and contribution of the project to the general public, while 11.4% believe the opposite and 14.3% do not know.

C. Evaluation of Accompanying Measures of FEAD/TEBA OP by the employees in the Social Services of the Lead Partners of the Social Partnerships of FEAD/TEBA OP



## C.1 Demographic Data

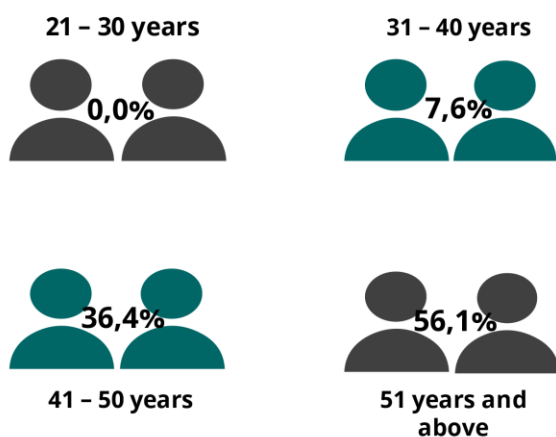
### C.1.1. Gender



The 74.2% of the respondents who participated in the personal interviews were women and 25.8% were men.

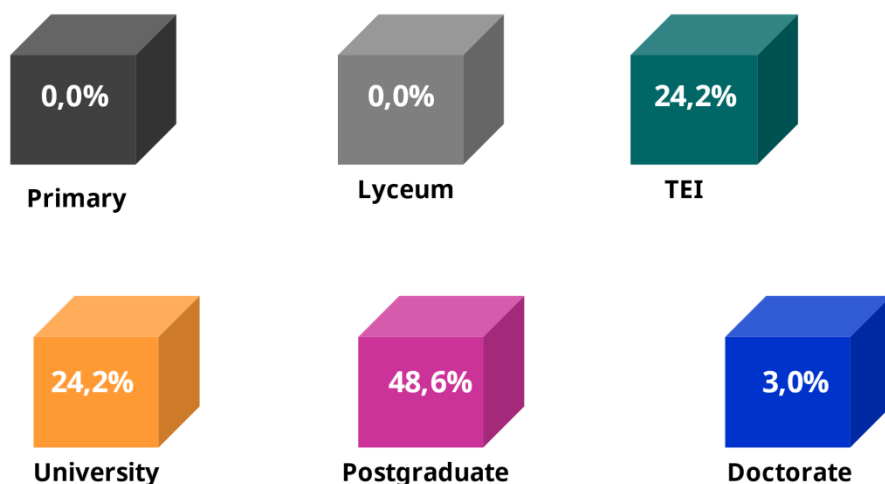
### C.1.2. Age range

47



Only 7.6% belong to the age group of 31-40 years. At a rate of 36.4% of the respondents are 41-50 years old while the majority of them belong to the age group of 51 years and over 56.1%.

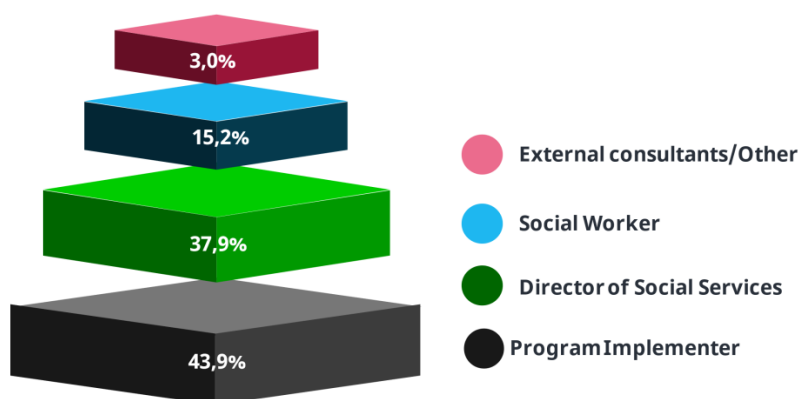
### C.1.3. Educational level



All interviewees have a university degree. In particular, the majority of 48.6% have a postgraduate degree while 3% of them have a doctoral degree. 48.4% have completed University level technical/vocational education (University / TEI).

### C.1.4. Your Hierarchical position in the Region / Municipality

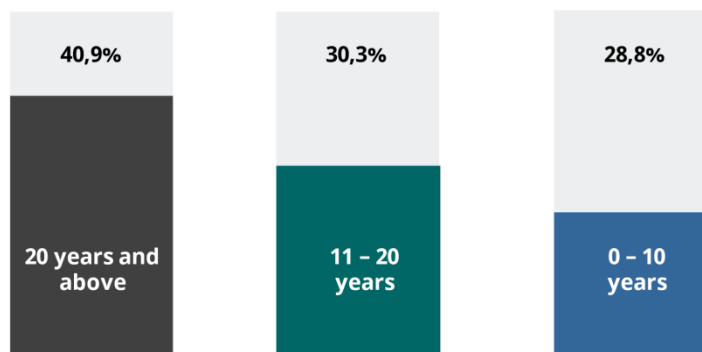
48



Almost half of the participants in the interviews conducted, held the position of program Implementer 43.9%. Of the rest, a large percentage 43.9% are Directors of Social Services and 15.2% are Social Workers. Finally, a small percentage of 3% are external consultants



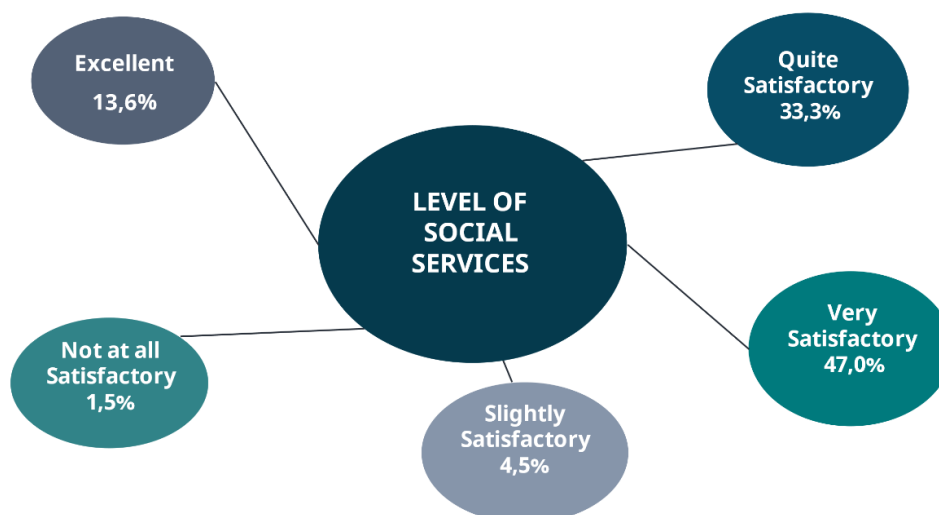
### C.1.5. Years of experience in Social Services of Local Government



The particularly great experience of the majority of the employees in the social services of the Lead Partners of the Social Partnerships is remarkable. 3 out of 10 participants answered that they have worked for 0-10 years while a corresponding percentage belongs to the category with 11-20 years of work experience. Finally, most of them have more than 20 years of service (4/10).

### C.1.6. How do you evaluate the level of social services of your Region / Municipality:

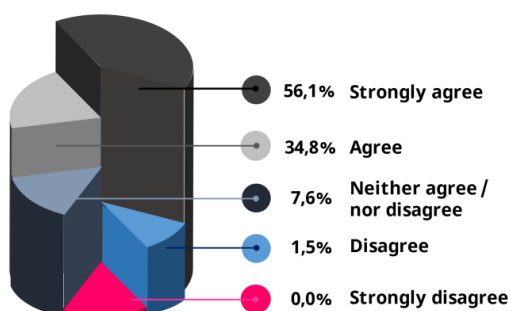
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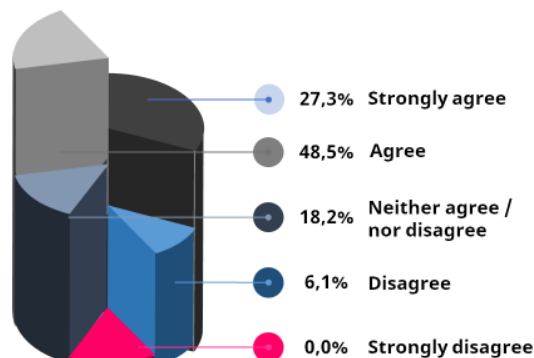
The level of social services is considered as very satisfactory at 47.0% and quite satisfactory at 33.3%. However, it is characterized as excellent by only 13.6%. The level of social services at 1.5% and 4.5% respectively is characterized as not at all satisfactory and at least satisfactory.

### C.1.7. Which of the following is important for your evaluation of the previous question?

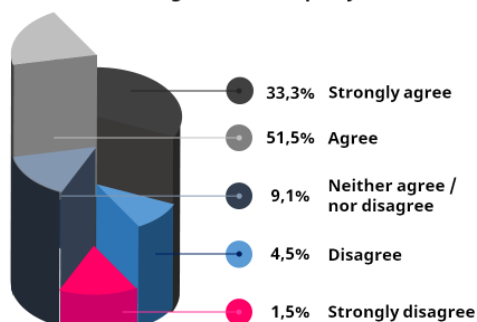
Quality of Services Provided



Speed of service toward the Beneficiary



Degree of Satisfaction of Beneficiaries from their Region or Municipality



The level of social services of their Region / Municipality was evaluated based on the quality of services provided, the speed of service and the degree of satisfaction of the beneficiaries.

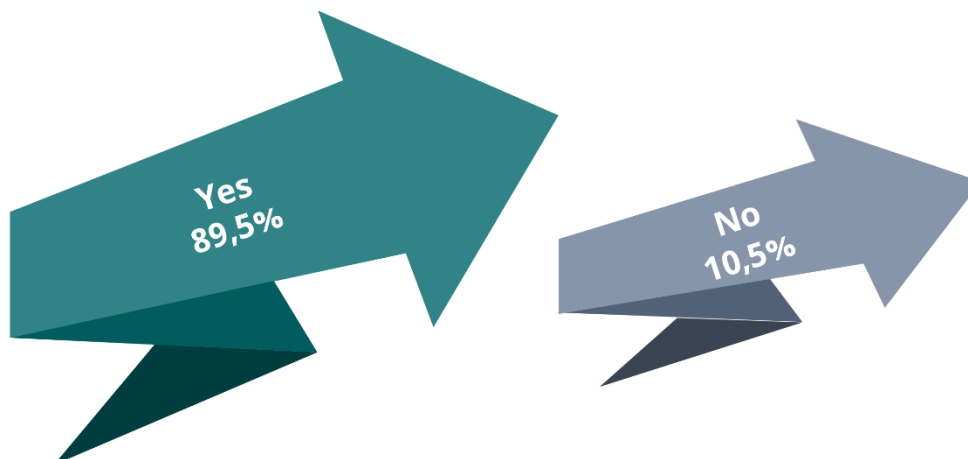
Employees in the social services of the Lead Partners of Social Partnerships take into account all three factors - in complete agreement - and in order of priority the quality of services provided 56.1%, the degree of satisfaction of the

beneficiaries 33.3% and obviously lower percentage of the speed of service of the beneficiaries 27.3%.

Respectively, they agree that all three factors are important for their evaluation, with an impressively high percentage of the degree of satisfaction of the beneficiaries 51.5%, and in a not insignificant percentage their speed of service 48.5% and the quality of provided services 34.8%.

## C.2 Regarding the Accompanying Measures

### C.2.1. Has your Social Partnership implemented or is it implementing Accompanying Measures?

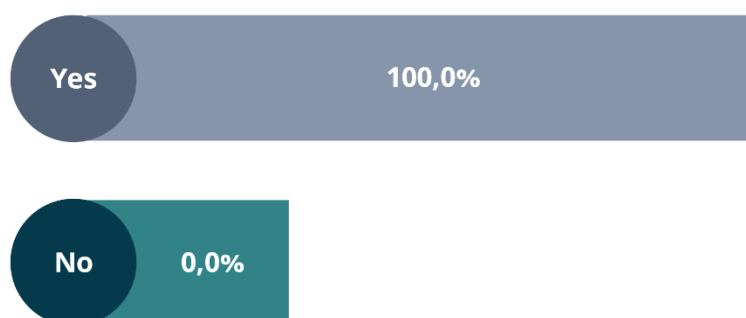


The vast majority of Social Partnerships has implemented Accompanying Measures 89.5%. In a different direction is 10.5% that has not implemented any Accompanying Measure.

## C.3 Inability to Implement Accompanying Measures

51

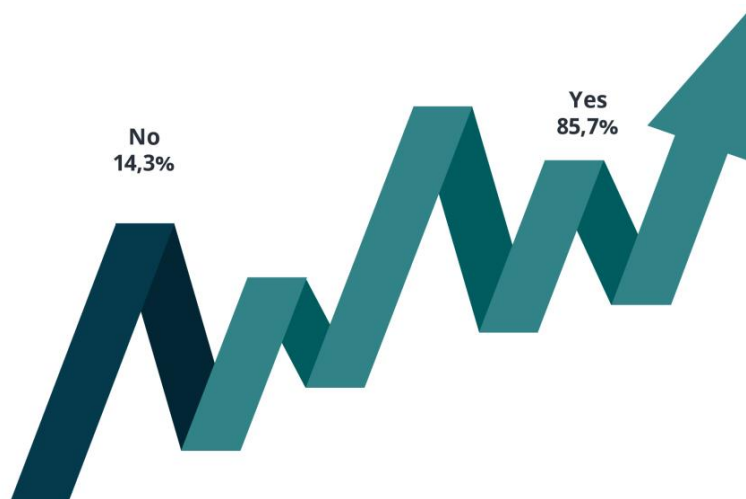
### C.3.1. Do you know that the provision of Accompanying Measures is mandatory in the context of the implementation of the FEAD/TEBA OP?



When asked if the Social Partnerships, which have not yet implemented Accompanying Measures in the context of the implementation of the FEAD/TEBA OP, know that the provision of Accompanying Measures is mandatory, everyone answered in the affirmative 100%.

### C.3.2. Are you aware of the consequences of not providing Accompanying Measures in the context of the implementation of the FEAD/TEBA OP, for your Social Partnership?

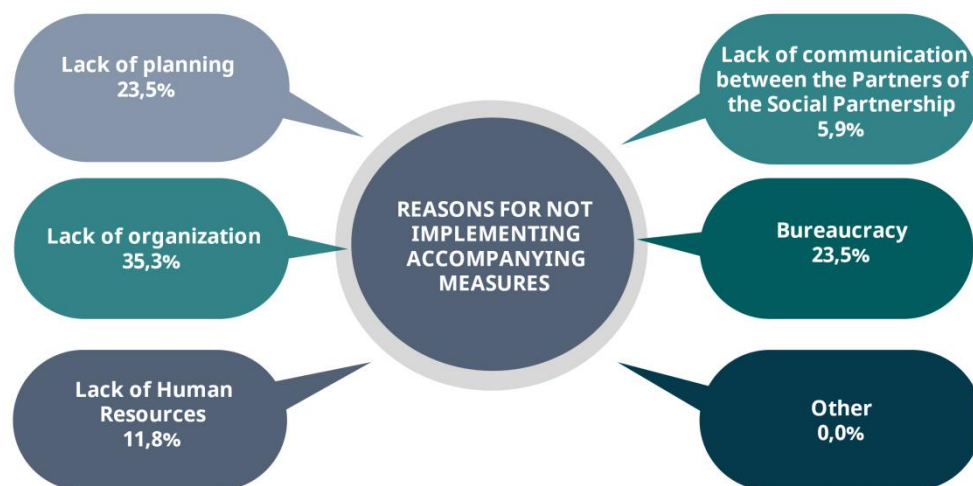
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85.7% are aware of the consequences of not providing Accompanying Measures. 14.35% have a different position, stating that they do not know them.

### C.3.3 Why your Social Partnership has not yet implemented Accompanying Measures?

52

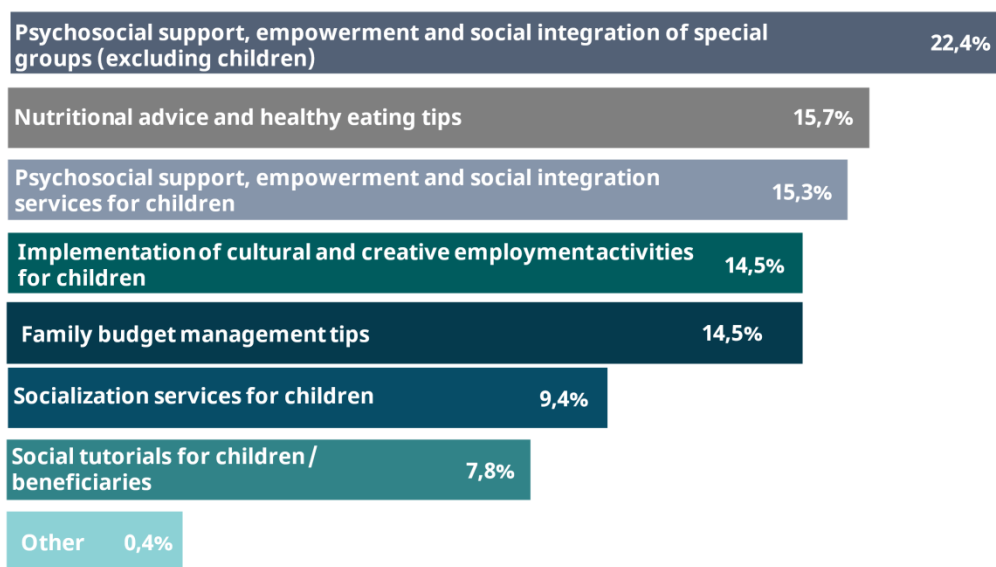


The employees of the social services of the Lead Partners of the Social Partnerships argue for the non-implementation of the Accompanying Measures and base this conclusion, mainly, on the lack of organization 35.3%. Lack of planning and bureaucracy are identified as factors with an equal percentage of 23.5% respectively. The lack of human resources is noted by

11.8%, while finally, a percentage of 5.9% attribute the non-implementation of the Accompanying Measures to the lack of communication between the Partners of the Social Partnership.

## C.4 Implementation of Accompanying Measures

### C.4.1. What kind of Accompanying Measures have you implemented?



The protagonist Accompanying Measure is the services of psychosocial support, empowerment and social integration of special groups (excluding children) that has been implemented at a rate of 22.4%.

The results also show that nutritional advice and healthy eating advice 15.7% and psychosocial support, empowerment and social integration services for children 15.3% are more popular.

To a lesser extent, they have implemented cultural and creative employment activities for children 14.5%, actions of family budget management advice 14.5% and socialization services for children 9.4%. The smallest percentage of a measure that has been implemented is the social tutoring for children (7.8%).

#### C.4.2. What kind of Accompanying Measures have you implemented by category?

The Social Partnerships in their majority have implemented a variety of actions in all categories of Accompanying Measures. The actions are implemented either by the organizational structures of the social services of the Regions and Municipalities, or by hiring scientific collaborators such as psychologists,—social workers, sociologists, etc. or in cooperation with specialized NGO's, companies or organizations implementing similar actions and even in cooperation with the Greek army.

##### C.4.2.A. Psychosocial support, empowerment and social integration of special groups (excluding children)

The category of services of psychosocial support, empowerment and social integration of special groups (excluding children) is addressed to adults with main target groups the unemployed, the elderly, parents of minor children, single-parent and large families and Roma.

A variety of actions occurring in this category include:

Workshops on topics such as: sexual orientation, school bullying, housing, labor market integration actions, substance use.

Individual and group counseling and seminars with thematic subjects, such as: experiential exercises for recognizing emotion, stress management, strengthening mental resilience, Covid-19 pandemic management, substance use, sexual orientation, school bullying. Synergies are created with other programs and sessions are provided through a beneficiary helpline where individual sessions are conducted.

The category of individual and group counseling and seminars also includes, labor market integration actions with activities such as, vocational guidance, learning to write a Curriculum Vitae, conflict resolution in the workplace, development of social entrepreneurship.

The Social Partnerships implement skills development activities by providing seminars for the digital literacy of the beneficiaries, social entrepreneurship, learning musical instruments, pottery, ceramics, beekeeping, cheese-making and cooking.

In addition, they focus on specific social groups such as parents, women, diabetics, refugees, Roma and the disabled and implement actions respectively: parental schools, primary care counseling programs, such as breast tests, visual acuity, diabetes and diabetic foot measurements, counseling personal hygiene and housing, as well as sports and water sports activities. Finally, vulnerable groups caring seminars are implemented.

For the psychosocial support and social integration of the beneficiaries, the Social Partnerships implement sports and cultural activities such as yoga, handicrafts, theatrical workshops and theatrical performances. They compile studies on the needs of the beneficiaries and distribute printed materials on poverty and social exclusion. In some cases, the printed materials focus on the woman and the child.

#### **C.4.2.B. Psychosocial support, empowerment and social integration services for children.**

In the category of services of psychosocial support, empowerment and social integration of children, the Accompanying Measures and the corresponding actions that are implemented, mainly concern:

Seminars that focus on topics such as: school bullying, career guidance, stress and crisis management, coping with depression, child psychology lab, boosting self-esteem, maladaptation in schools and speech therapy. Skills development workshops such as robotics, piano lessons, rhythm are also held.

The Social Partnerships implement sports activities for children in a variety of sports such as rhythmic gymnastics, basketball, polo, swimming, football, taekwondo, horseback riding, hip hop, pilates and climbing. They also choose to include children-beneficiaries in sports camps and local sports clubs with the parallel goal of strengthening volunteering in the wider local community.

They hold seminars on parenting and sessions with parents on time management and utilization during the Covid-19 pandemic, to deal with oral speech problems, and conducted psychometric tests at the beginning of the school year. Finally, they distribute printed materials for traffic education and bicycle use.

#### **C.4.2.C. Nutritional advice and healthy eating tips**

The nutritional advice and healthy eating tips include seminars and workshops on the following topics: cooking and baking, healthy eating, childhood obesity, nutritional value of food, proper food preservation and use of materials, food vulnerabilities, food allergens, food ingredients.

Additional topics focus on nutrition in times of crisis, eating disorders, nutrition in old age, infancy, childhood and reproductive age. Dietary advice is given in cases of dermatological diseases and nutritional advice through a call center.

There are group and individual sessions for the treatment of obesity and specialized, for the treatment of childhood obesity. Weight measurements are performed and printed materials related to the aforementioned thematic items for dietary tips and healthy eating tips as well as cooking recipes are distributed.



#### C.4.2.D. Family budget management tips

In this category of Accompanying Measures, the Social Partnerships implement seminars on the family budget and the preparation of tax returns as well as workshops on the topics of entrepreneurship, the family budget, the treatment of over-indebtedness. They provide individual and group consulting for tax returns and broader accounting issues. In addition, they distribute printed material for debt settlement, financial measures to deal with the pandemic and electronic transactions.

#### C.4.2.E. Child socialization services

In the category of socializing services for children, the Social Partnerships include activities such as visits to museums and pediatric hospitals, tours of natural and historical sites that are combined with sports, organize games, environmental and animal welfare events, music and theater workshops, lectures on substance abuse, marginalization avoidance events, adolescent stress and school performance as well as awareness-raising events for people with disabilities.

#### C.4.2.F. Social tutorials for children / beneficiary

Social Partnerships implement important actions in this category as well. They provide tutoring classes addressed to students of primary and secondary education but also to students who are preparing for their admission to University. For the most part, small classes are created, while in some Social Partnerships, online classes are held for students living in remote areas. Supportive teaching is provided in subjects such as contemporary language, mathematics, physics, chemistry, essay writing ancient Greek. Also, in foreign languages such as English, French, German and Turkish.

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#### C.4.2.G. Implementation of cultural and creative employment activities for children

Children are involved in cultural activities and events that focus on art, crafts, music, painting, theater, fairy tales, acquaintance with great painters as well as established cultural activities that take place during the festive season (Easter, Christmas, Halloween etc). The Covid-19 pandemic has prompted some Social Partnerships to provide online lessons for children to learn and participate in construction.

In addition, activities focus on the screening of educational films, watching theatrical performances, experiential activities on healthy eating, creative employment in municipal structures during the summer months, visits to Roma settlements and finally children-beneficiaries participate in camping and pic nik.



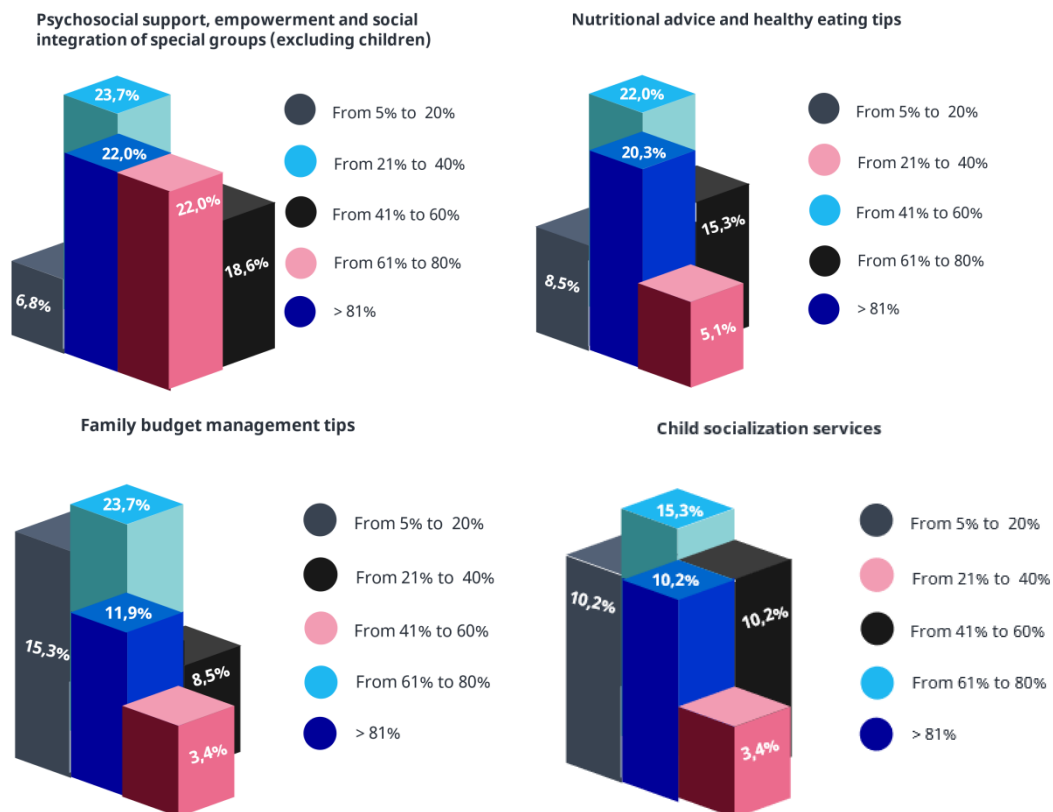


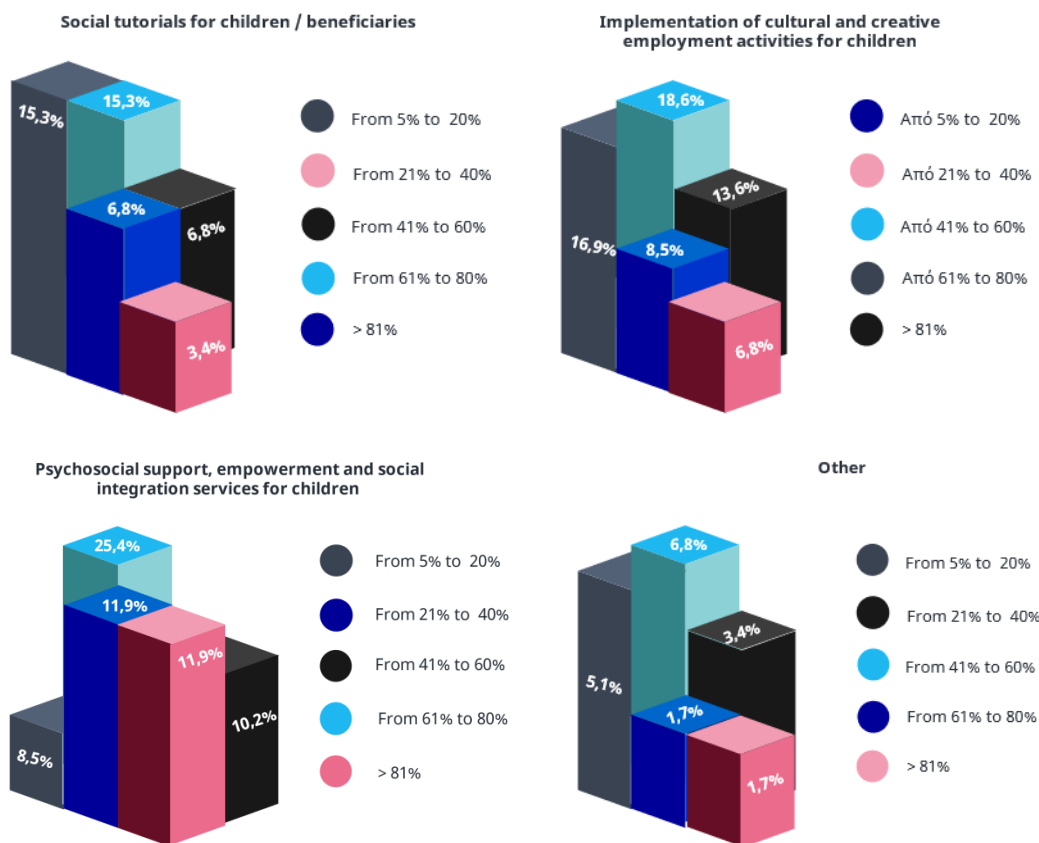
In several cases, the interviewees stated that although services are provided, they are not able to include them in the actions of FEAD/TEBA OP as they are not funded by the OP but they are part of the broader framework of social services provided by Municipalities. It's about:

1. Psychosocial support, empowerment and social integration services for special groups, adults and children
2. Children socialization services
3. Social tutorials for children / beneficiaries
4. Implementation of cultural and creative employment activities for children

Thus, despite the fact that in some Social Partnerships they are not presented as actions of the FEAD/TEBA OP, they are provided through the Social Services of the Municipalities.

### C.4.3. What is the beneficiaries' participation level (approximately) in relation to the expected results of the action you describe?





The participation level of Beneficiaries in the schemes above is described by accompanying measure.

With a quick glance the viewer realizes that the majority of the beneficiaries participate to a large extent 60% -80% in most Accompanying Measures.

More specifically, the percentage of participation of the beneficiaries in the category 60% - 80% belong to the following measures:

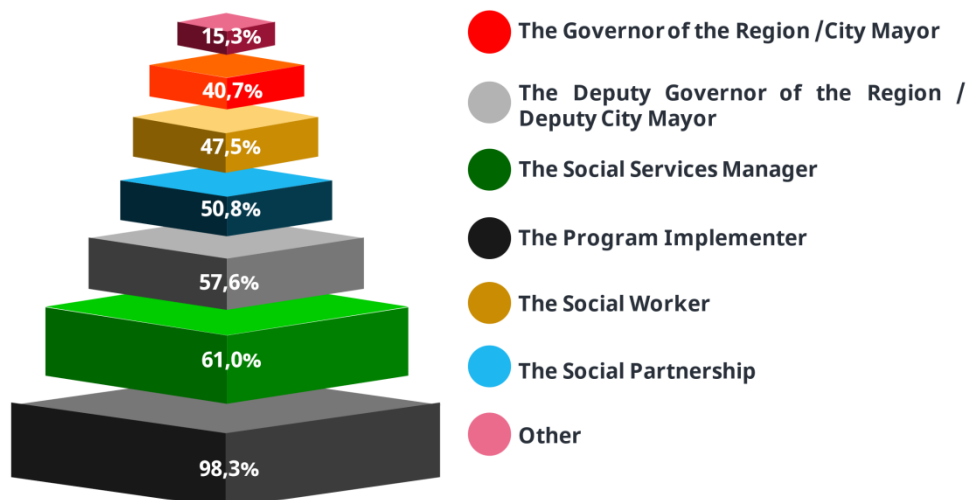
- Psychosocial support, empowerment and social integration services for children 25.4%
- Family budget management tips 23.7%
- Socialization services for children 15.3%
- Social tutorials for children / beneficiaries 15.3%
- Implementation of cultural and creative employment activities for children 16.9%

Finally, the participation of the beneficiaries 41% -60% in the Nutritional advice and healthy eating tips is lower by 22% and even lower 21% -40% in the Services of psychosocial support, empowerment and social integration of special groups (excluding children) with a percentage of 23.7%.

## C.5 Regarding the design, approval and implementation process

*Note: The following questions refer to the internal selection process of the implementation of an Accompanying Measure, i.e., within their body, their Region or their Municipality*

### C.5.1. Within your organization, who is involved in the design and planning of the Accompanying Measures?



59

From the responses of social services employees of the Lead Partners of the Social Partnerships, it is concluded that the Program Implementer's by 98.3% plays an essential role as he participates in the planning and programming of the Accompanying Measures.

It is followed by the Director of Social Services with a percentage of 61% and the competent Deputy Governor of the Region / Deputy City Mayor with 57.6%. Then, the results in turn show the Social Partnership 50.8%, the Social Worker 47.5% and finally the Governor of the Region / City Mayor 40.7%.

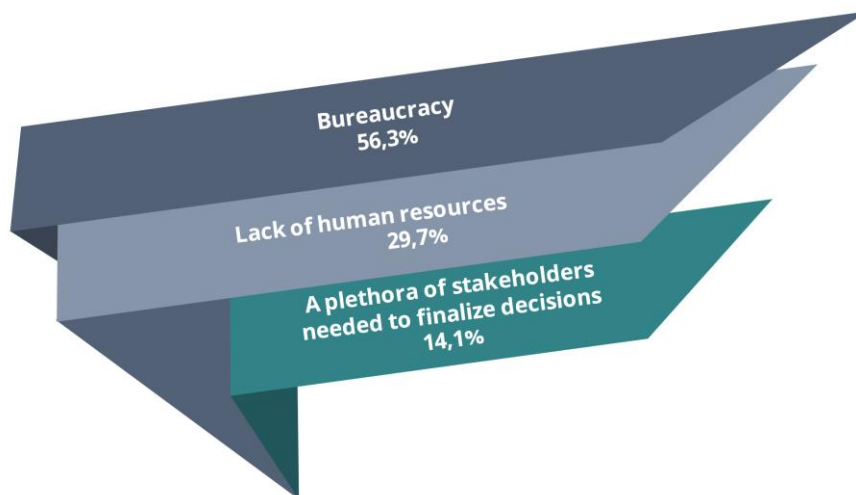


### C.5.2. The process of approving the implementation of the Accompanying Measures, within your organization, is:



The perception of the participants in the interviews about the process of approving the implementation of the Accompanying Measures reflects that 62.7% consider the process time consuming while the opposite view is expressed by 37.3% of them, who consider it to be short.

### C.5.3 If it is considered time consuming, what factors contribute to it?

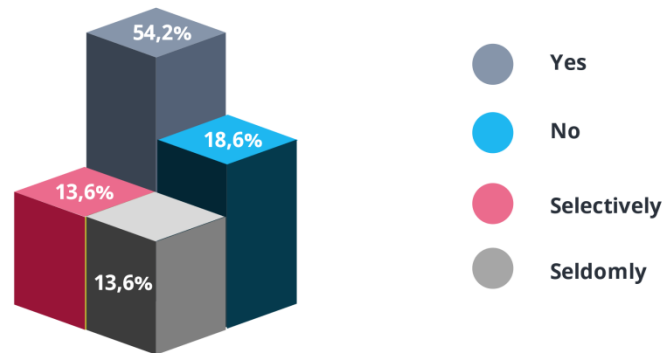


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The parameters that contribute to the opinion formation of the social services of the Lead Partners of the Social Partnerships employees may be examined easily with the graph, who consider the approval process of Accompanying Measures implementation is time consuming.

It is concluded that in the largest percentage bureaucratic reasons delay the process 56.3% while the lack of human resources is also significant 29.7%. The plethora of stakeholders for the final decision is taken into account but not to a very significant degree 14.1%.

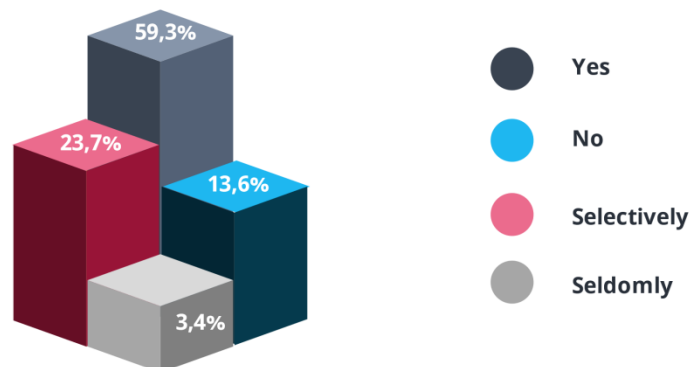
#### C.5.4 Do you investigate the beneficiaries needs in your organization before the selection of the Accompanying Measure?



More than half of the Social Partnerships state that they carry out a needs survey 54.2% while on the other hand 18.6% do not. Optionally and rarely answers in an equal percentage of 13.6%.

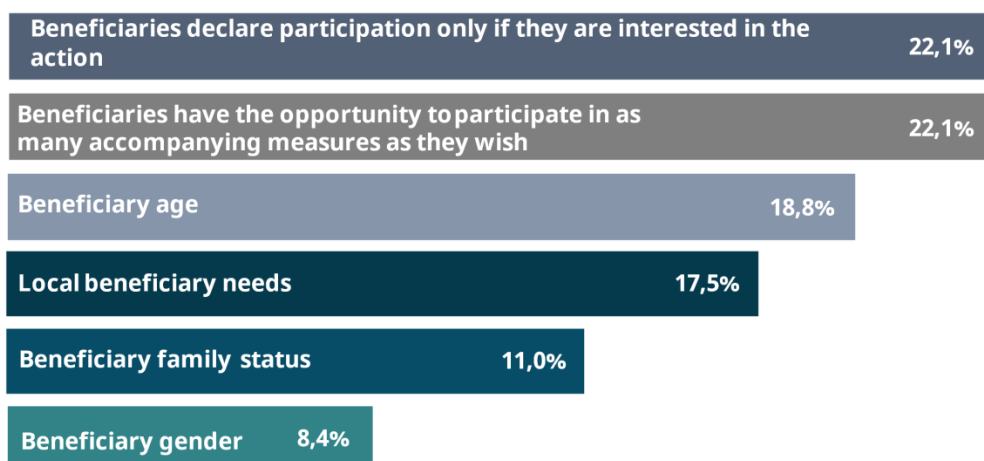
#### C.5.5 Do you define within your organization participation selection criteria in Accompanying Measures actions?

61



The majority 59.3% of the Social Partnerships determine selection criteria of the beneficiaries for their participation in the Accompanying Measures. Selectively answer the 23.7% while 13.6% states they do not define any Criteria are seldomly set by 3.4%.

#### C.5.6 If you answer yes, the determination selection criteria of the beneficiaries for their participation in relevant Accompanying Measures actions-are-based on:

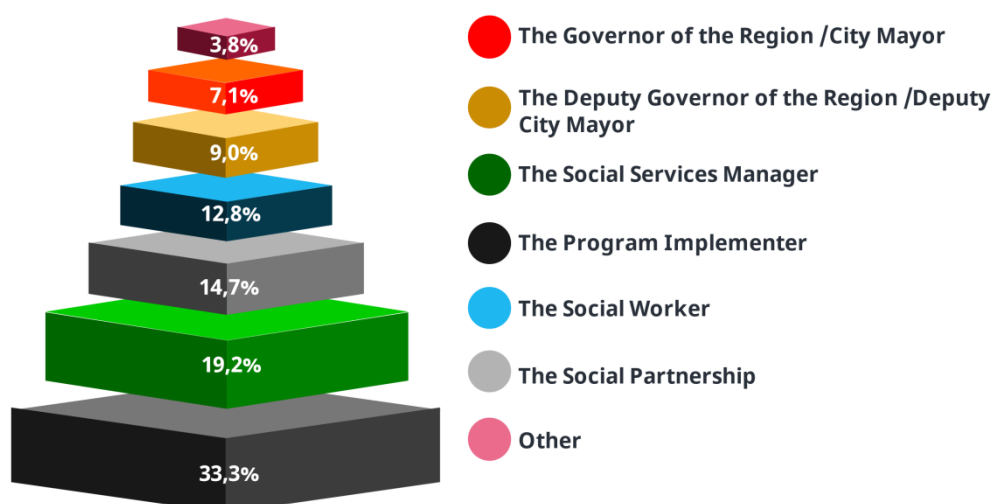


Comparing the selection criteria of the beneficiaries for their participation in actions, it is concluded that the beneficiaries declare participation only if they are interested 22.1% and in whatever measures they wish 22.1%.

The criteria of age 18.8% and local needs 17.5% follow the order of evaluation. This is followed by the marital status of the beneficiaries 11% and the gender criterion 8.4%.

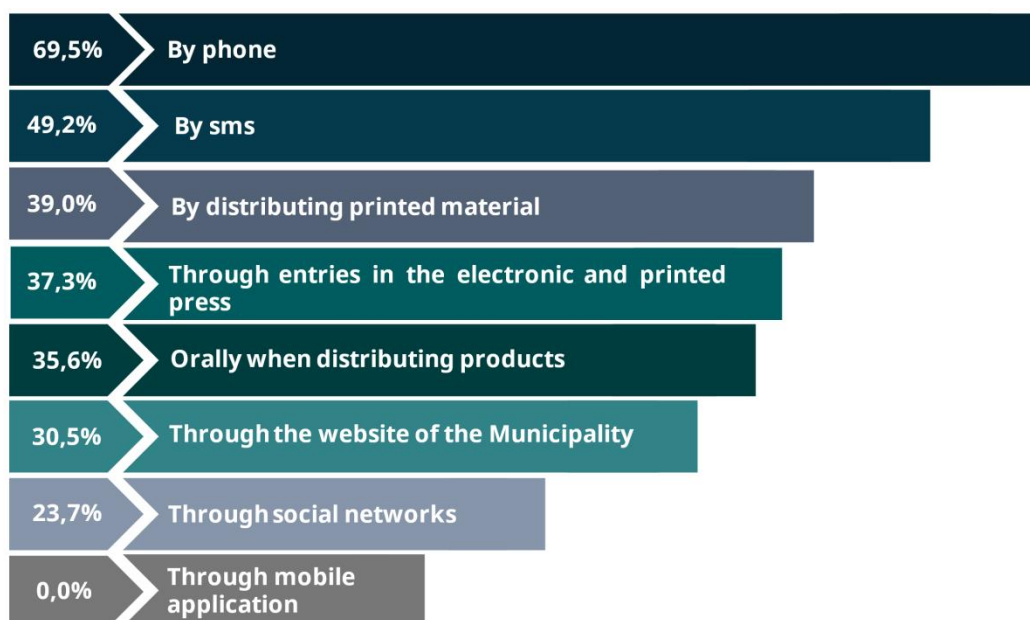
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#### C.5.7 If selection criteria are set for the participation of the beneficiaries in the Accompanying Measures, who determines them?



The definition of the criteria is largely determined by the Program Implementer 33.3%. The Director of Social Services 19.2% and the Social Partnership 14.7% seem to have an essential role. The Social Worker 12.8% and the responsible Deputy Governor of the Region / Deputy City Mayor 9% participate on a smaller scale. Finally, the Governor of the Region /City Mayor states that he determines the selection criteria for the participation of the beneficiaries only at a rate of 7.1%.

#### C.5.8. In what way the beneficiaries are informed regarding implementation of the Accompanying Measures?



63

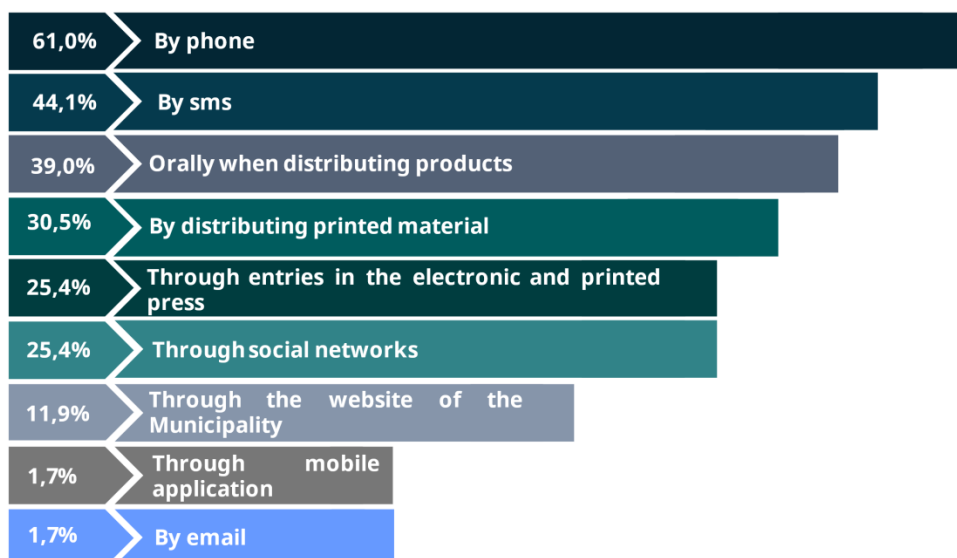
The majority of the organizations prefer to inform the beneficiaries via telephone communication 69.5% and sms 49.2%, while the distribution of printed material 39% and the registration in the electronic and printed press 37.3%.

A percentage of 35.6% proceed with oral information during the distribution of the products and 30.5% disseminate information through the website of the Municipality. A smaller percentage use social media 23.7% while information via mobile phone applications does not exist.





### C.5.9. Which of the following ways of communication do you consider it most effective?



Respondents have the same viewpoint on communication effectiveness by telephone communication and sms with 61% and 44.1% respectively.

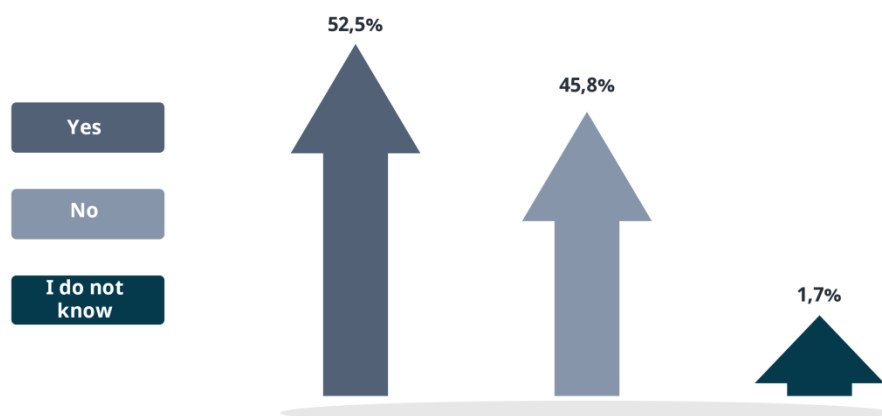
A small difference is noted at this point, where in order of priority they choose the oral information 39% and then the distribution of printed material 30.5%. This is followed by their preference through entries in the electronic and printed press 25.4 and with the same percentage the use of social media. The information of the beneficiaries through the website of the Municipality is considered effective at a rate of only 11.9%. To a much lesser extent, they state that they would choose a mobile phone application 1.7% and sending an email.

A small difference is observed in the remaining preferences as follows: oral information prefer 39%, distribution of printed material 30.5%, via posting and publications in the electronic and printed press 25.4% and with the same percentage the use of social media. Information to the beneficiaries through the website of the Municipality is considered effective at a rate of only 11.9%. To a much lesser extent, they state that they would choose a mobile phone application 1.7% and sending an email.



## C.6 Monitoring and evaluation process

### C.6.1. In your organization do you have an Accompanying Services monitoring system? (Excluding the platform of the Managing Authority)

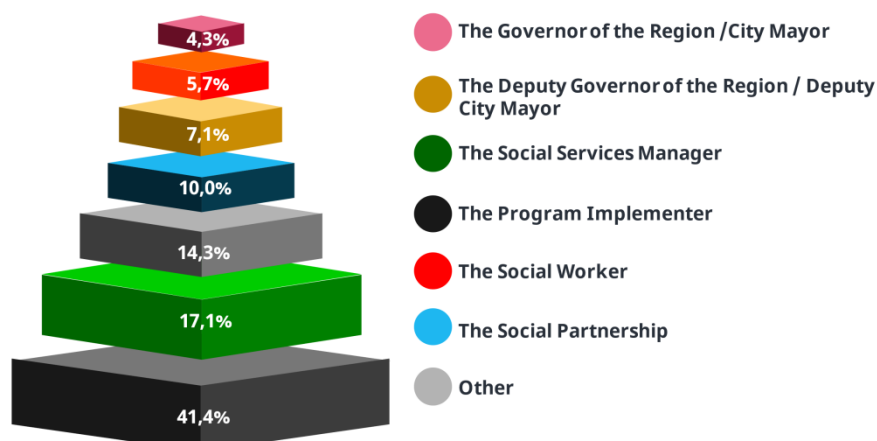


Most state that they have within their body a monitoring system of Accompanying Measures 52.5%. On the contrary, 45.8% do not have a monitoring system and 1.7% do not know.

Most respondents reply that they have in their organizations a monitoring system of Accompanying Measures 52.5%. On the contrary, 45.8% state they do not have a monitoring system and 1.7% claimed they do not know.

65

### C.6.2. If there is an Accompanying Measures monitoring system within your organization, who monitors it?

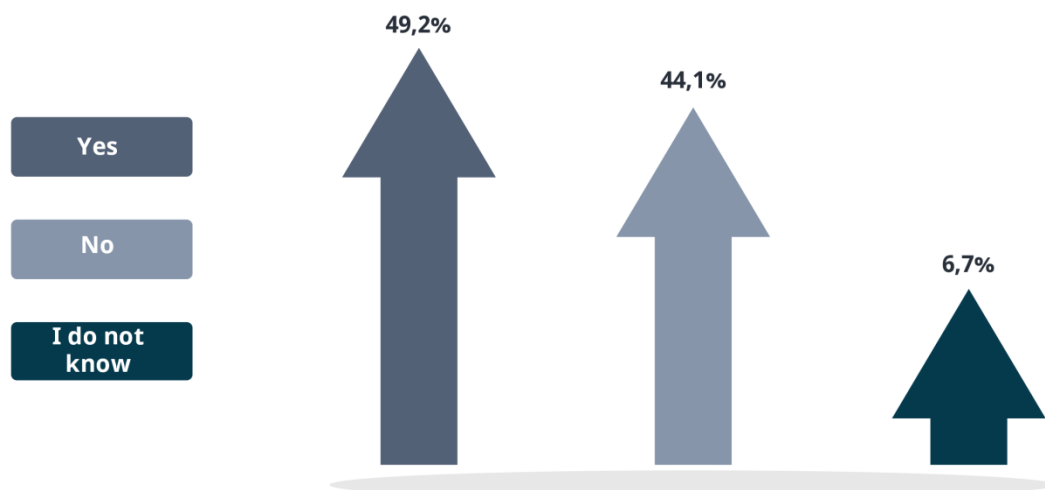


As a result of the above answers, the Program Implementer by 41.4% is mainly responsible to monitor the Accompanying Measures. Then follows the Social Services Manager 17.1%.

Other organizations reply that the Accompanying Measures system are also monitored by the Social Partnership 10%, while on a smaller scale, the actions are attended by the Deputy Governor of the Region / Deputy City Mayor 7.1% and by the Governor of the Region /City Mayor 4.3%. Occasionally, the Social Partnerships, in order to monitor the implementation of the Accompanying Measures, appoint scientific committees, technical and/or expert advisors, implementing bodies-external collaborators or set up special project groups within their organization this body for this purpose.

### C.6.3. Are evaluation criteria for the Accompanying Measures set within your organization?

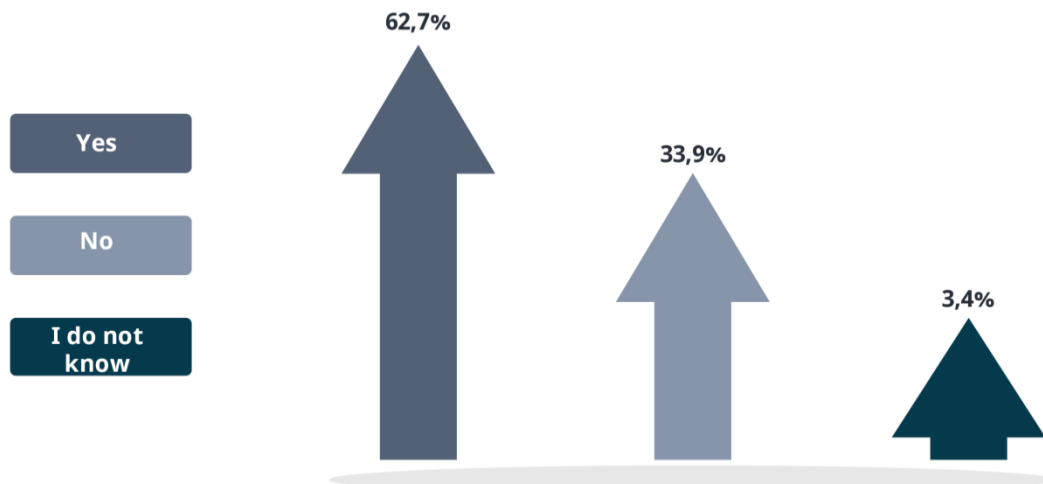
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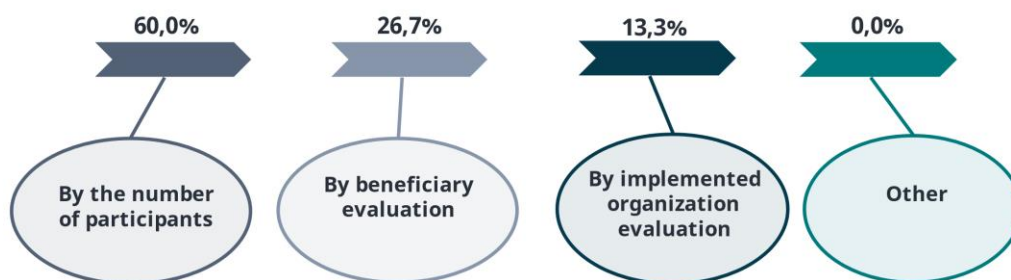
When asked whether evaluation criteria for the Accompanying Measures are defined within their organization, opinions differ, as 49.2% state that they are defined and almost the other half that they are not defined 44.1%. Only 6.7% claim they do not know.

**C.6.4. Are there, within your organization, specific KPI's (key performance indicators) for measuring the results of the Accompanying Measures?**



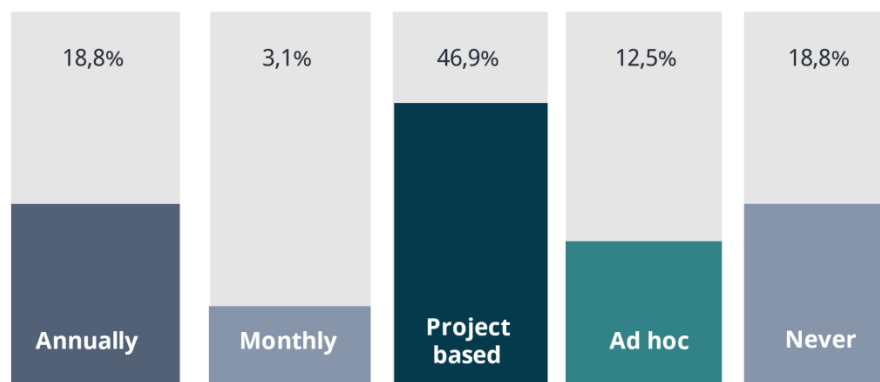
Very important is the percentage of 62.7% of Social Partnerships that use specific key indicators to measure the results of the Accompanying Measures. However, 33.9% do not use similar KPI indicators and finally 3.4% do not know

**C.6.5. If the answer is yes, on the basis of which indicators are the results of the Accompanying Measures measured:**



As it is easily understood, the results of the Accompanying Measures are measured by the number of participants 60% and then by beneficiaries' evaluation 26.7%, while the evaluation by implementing organizations 13.3%.

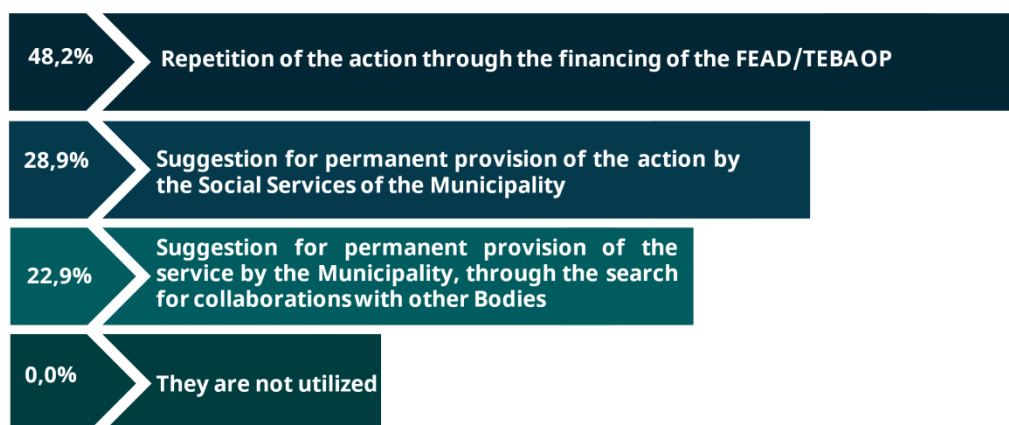
**C.6.6. If, within your organization criteria are set, is an Evaluation Report prepared and published in order to be evaluated by the social services the Accompanying Measures?**



The organizations that define criteria, prepare a relevant report mainly per project 46.9% on an annual basis 18.8%. An 18.8% does not prepare or publish any report. Adhoc 12.5% and 3.1% answer monthly.

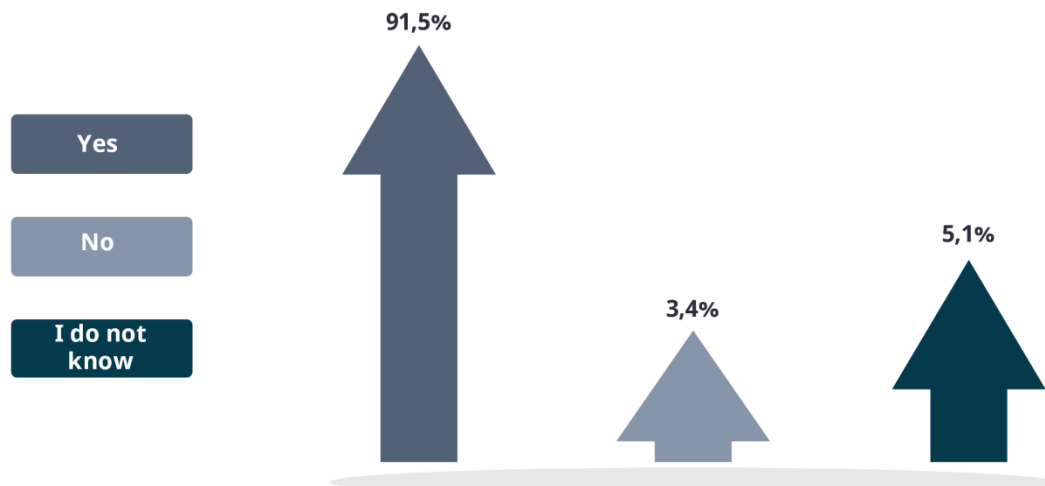
68

**C.6.7. How do you think the positive results of the Accompanying Measures may be utilized by the Social Services?**



The largest percentage 48.2% argues that the positive results of the Accompanying Measures should be repeated through the financing of the FEAD/TEBA OP. Next is a suggestion for permanent provision of action by the social services of the Municipality 28.9% and permanent provision of the service by the Municipality, through the search for collaborations with other organizations 22.9%.

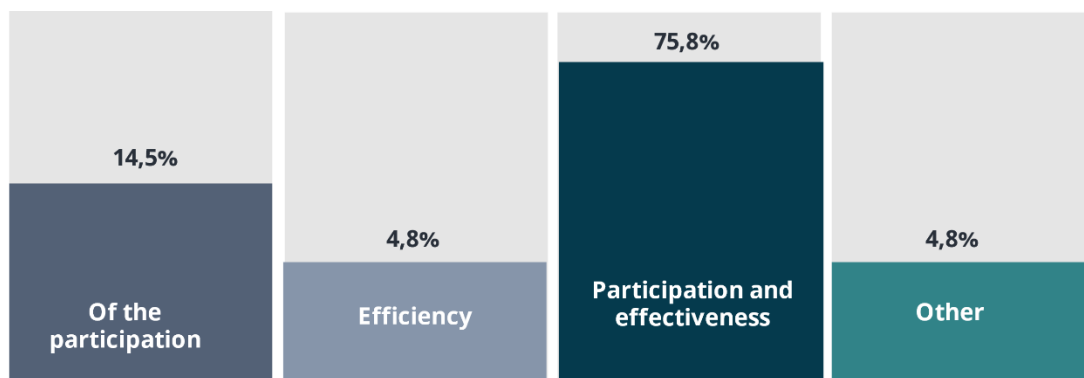
#### C.6.8. Are the expected results of your action predefined in the context of Accompanying Measures implementation?



It is notable that in almost all Social Partnerships the expected results of the actions of the Accompanying Measures reach the 91.5%.

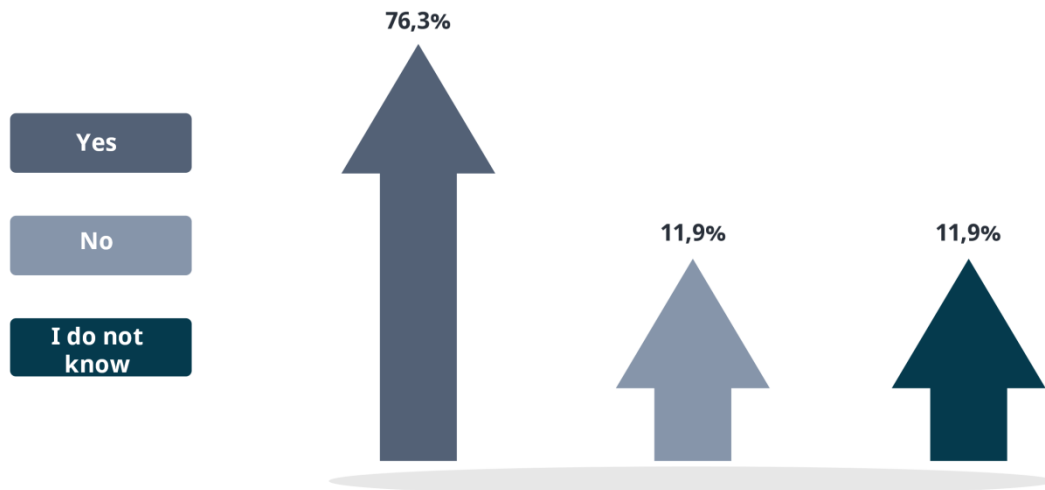
#### C.6.9. If the expected results are determined, which criterion(s) are selected?

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The criteria selected by the Social Partnerships for determining the expected results of the actions are mainly due to the combination of participation and the effectiveness of the actions 75.8% and exclusively the participation by 14.5% or the effectiveness by 4.8%. Finally, 4.8% choose different criteria.

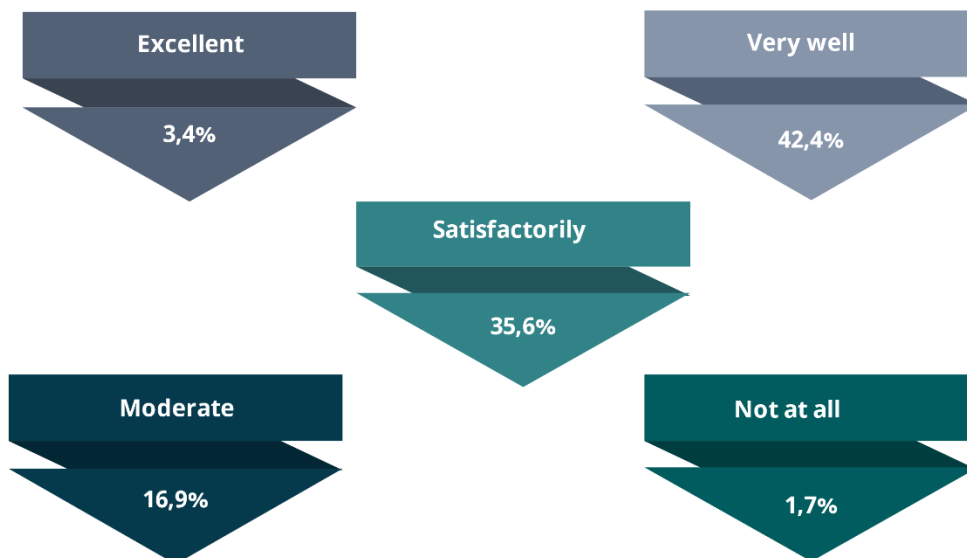
**C.6.10. Do you think that through the use of digital tools (mobile applications, platforms, etc.) you could more easily monitor and evaluate the Accompanying Measures?**



The majority 76.3% believe that the monitoring and evaluation of the Accompanying Measures would be more easily manageable using digital tools. On the contrary, only 11.9% disagrees and also 11.9% do not know.

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**C.6.11. How effective do you think the Accompanying Measures are in terms of social inclusion and integration of beneficiaries?**



From the evaluation of the effectiveness of the Accompanying Measures that results according to the opinion of the employees in the social services of the Lead Partners of the Social Partnerships, in terms of social integration and integration of the beneficiaries is



considered very good and satisfactory at 42.9% and 35.6% respectively. The efficiency is evaluated as moderate from 16.9%, excellent from 3.4% and not at all effective from 1.7%.

#### C.6.12. Justify in more detail:

The justification of the evaluation of the effectiveness of the Accompanying Measures, as reflected in question 6.11, provides a series of not only opinions but also suggestions and/or improvements from the participants in the implementation of the actions.

Some of them claim that the Accompanying Measures cover the main need of the beneficiaries: contact and socialization with their fellow human beings who face similar problems. Accompanying Measures are a way out for the beneficiaries as they give them the opportunity to participate in actions and activities that otherwise would not be possible, as their financial ability does not allow them. i.e. their participation in psychosocial support sessions, the participation of their children in cultural and sports activities, private tutoring, etc. This is often reflected mainly by their attendance and participation but also by their requests for repetition of actions.

It is not uncommon for them to show enthusiasm and the perception that they feel the State is supporting them in the difficult economic times they are experiencing. The knowledge and skills provided by the Accompanying Measures offer added value to the material assistance actions. They substantially support the beneficiaries and are a holistic approach to the issue of poverty as they cover the widest range of services that can be offered. Especially after the end of the implementation period of the sanitary measures to protect the populations from the pandemic, the Accompanying Measures were the main way out for the beneficiaries and their families.

Finally, they note that in addition to material support, the Accompanying Measures assist the beneficiaries in a first level to understand their needs, in a second level to be informed about the services provided by social services and to be directed to them and in a third and last level to receive these services.

Some of the participants focused mainly on the difficulty faced by the beneficiaries to perceive the parallel support actions of the Accompanying Measures. They typically report that most beneficiaries find it difficult to understand the importance of the multi-level psychosocial support provided to them. They prioritize material assistance and rarely respond to accompanying actions. The view is that this is most likely due to the low educational level of the beneficiaries as many of them belong to the social group of Roma who do not complete compulsory education.

In other cases, they consider that the limited budget, the small number and the partial sessions do not effectively support the beneficiaries and suggest the continuous financing and the uninterrupted provision of the Accompanying Measures. Other respondents argue that there is an overlap of funding activities among European programs.

Psychosocial support is provided free of charge by existing agencies and their social structures, such as the establishment of parent and child groups provided by Community Centers.

This results in the non-inclusion of this action in the services provided by FEAD/TEBA OP. Other times the moderate or unsatisfactory effectiveness of the actions is attributed to the organizational structure of the organization, to the lack of human resources and appropriate scientific specialties but also to the geographical location of the Social Partnership which focuses mainly on the transportation difficulties faced by islanders in island areas. Other Social Partnerships have difficulty meeting the needs of the large beneficiary population.

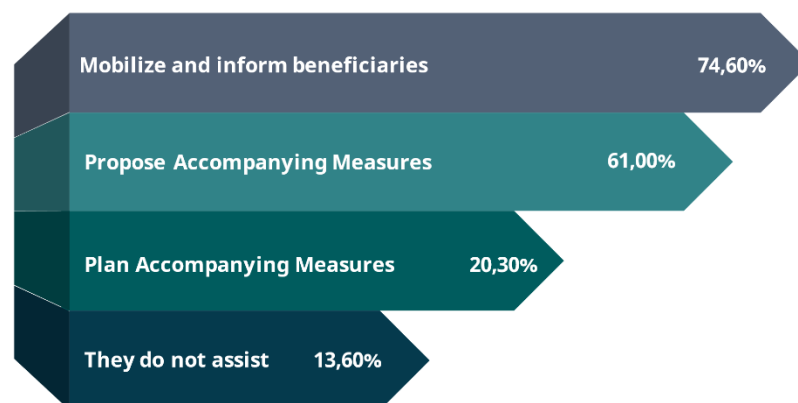
Other respondents argue that social inclusion policies and psychosocial support actions form a need chain and a connection to the wider system is essential. In practice, this translates into the necessity to integrate into the labor market. It is argued that the existence of specialized measures for the unemployed would be more effective, such as the interconnection of the program with the so-called voucher, the unemployment agency (OAED) services and the European Social Fund (ESF).

It is considered necessary to create any synergy of the FEAD/TEBA OP which will provide the beneficiaries with professional certification and consequently the opportunity to work. Work Inclusion is the main and primary factor of social integration and inclusion. The contradiction in this regard is that although social services make efforts in this direction, the ongoing benefits to their beneficiaries prevent them from joining the production process.

Existing material support and all other kinds of benefits prevent them from getting out of poverty. Indeed, they chain them in the poverty trap.

## C.7 Regarding your cooperation with the Social Partnership Partners

### C.7.1. How do the Social Partnership partners assist in the actions of the Accompanying Measures?

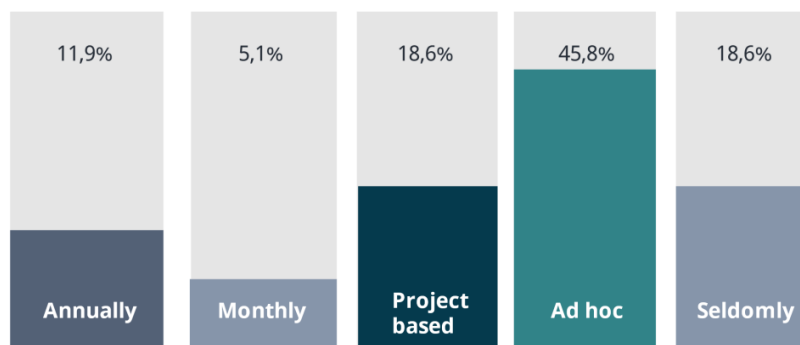


According to the opinion submitted by the employees of the Lead Partners of the Social Partnerships, the Partners of the Social Partnership mobilize and inform the beneficiaries at a rate of 74.6%. They also propose 61% and plan Accompanying Measures 20.3%. Finally, 13.6% do not contribute at all.





### C.7.2. How often do your Social Partnership partners meet?



The Partners meet mainly adhoc 45.8% and secondarily by project or never 18.6%. Only 11.9% meets annually and only 5.1% monthly.

### C.7.3. The cooperation of the Social Services of your Region / Municipality with the Partners, is characterized as:

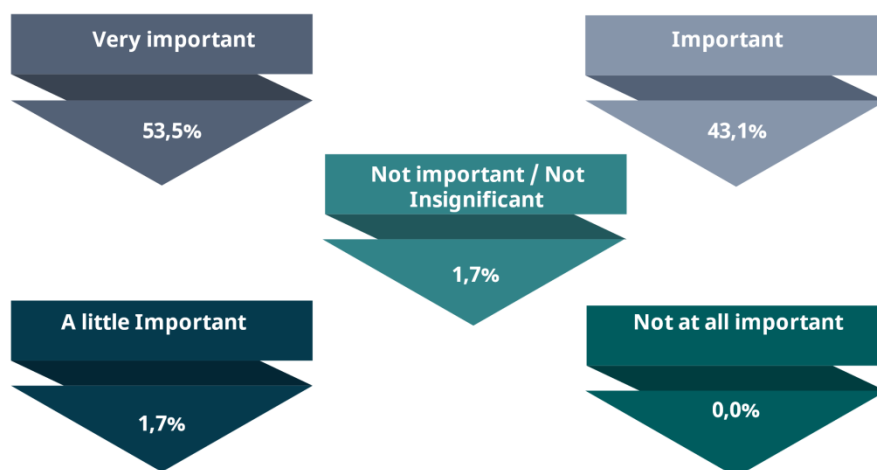


The image of cooperation between the Partners of Social Partnerships is positive. Very Good and Exceptional in their vast majority characterize the cooperation with the Social Partners in a percentage of 45.8% and 28.8% respectively. Satisfactory characterizes it as 15.3% and a remarkably smaller portion characterizes it as good 8.5% and not at all good 1.7%.

## C.8 Regarding the selection of Accompanying Measures

### C.8.1. The variety of Accompanying Measures you would choose and the degree of importance, according to the needs of your Region or Municipality

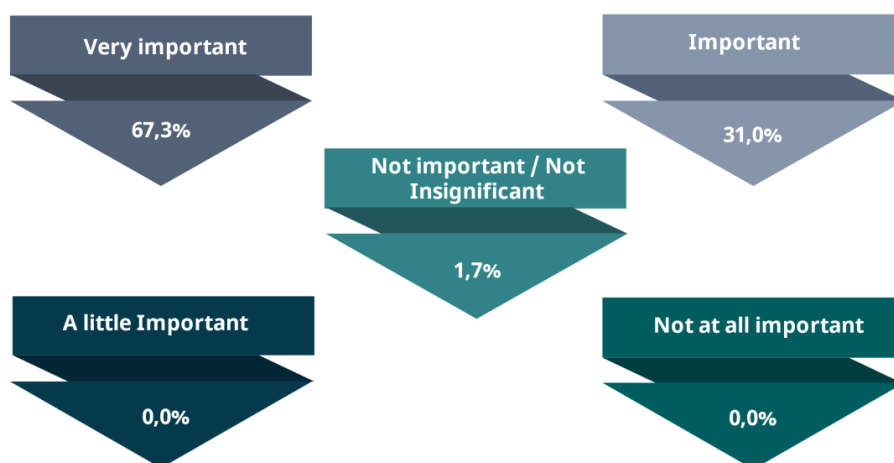
#### A. Psychosocial support, empowerment and social integration of special groups (excluding children)



The majority of the participants in the interview assess the degree of importance of the psychosocial support, empowerment and social integration services of special groups (excluding children) as very important and significant. They are neutral towards the measure at a rate of 1.7% and at the same percentage characterize it as a bit important.

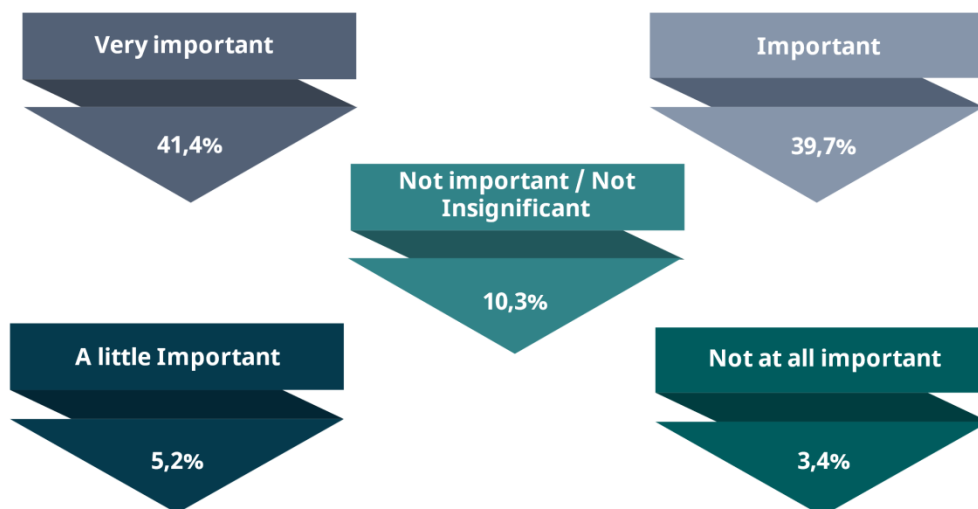
74

#### B. Psychosocial support, empowerment and social integration services for children



The 98.3% characterize as very important and significant the degree of importance of psychosocial support, empowerment and social integration services for children. Only 1.7% consider that this measure is not a priority for their Social Partnership.

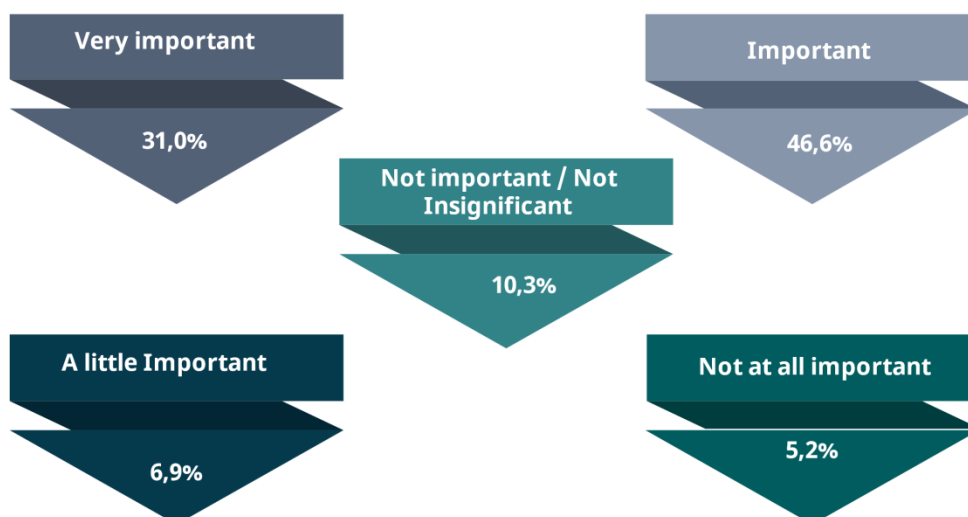
### C. Nutritional advice and healthy eating tips



A large percentage of acceptance by the respondents, which reaches a percentage of 81.1%, is also enjoyed by the Accompanying Measure concerning nutritional advice and healthy eating advice. Neither important- nor insignificant answer 10.3%, slightly important 5.2% and not at all important 3.4%.

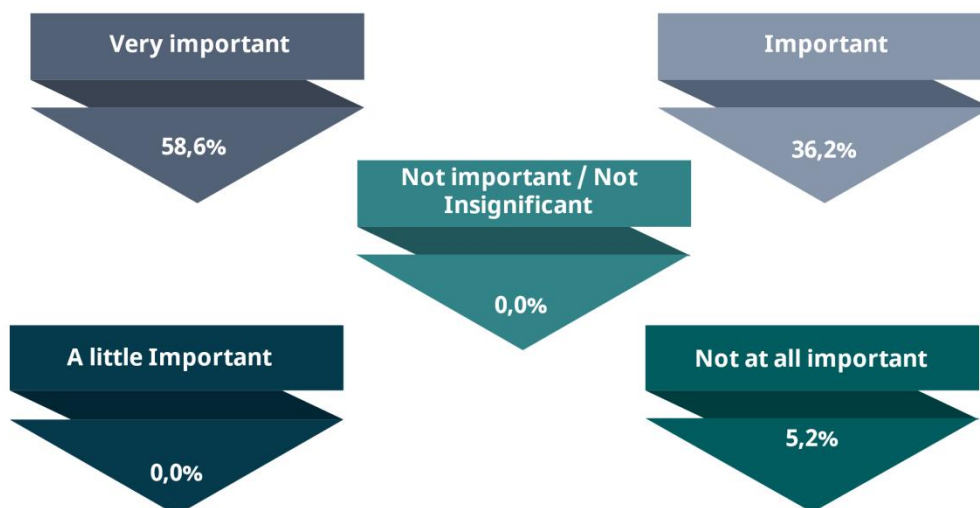
75

### D. Family budget management tips



A large degree of importance is also given to the family budget management tips by a large portion of respondents 77.6% as they are a need for their Region or Municipality. Neutral to the Accompanying Measure are 10.3% of them, 6.9% consider the measure a little important and 5.2% not at all important.

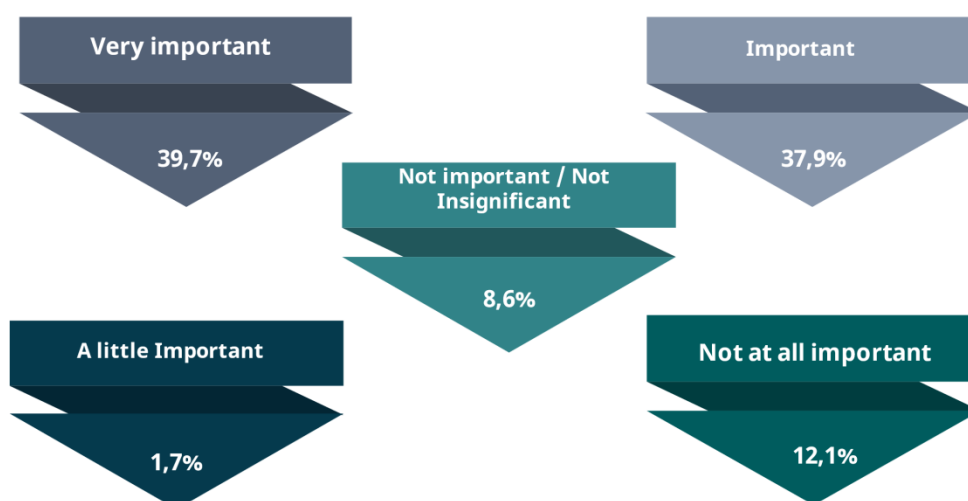
#### E. Children socialization services



This measure concerning the socialization services of children also becomes of high necessity, since 94.8% consider it very important and significant. Only 5.2% consider it at all important.

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#### F. Social tutorials for children / beneficiaries

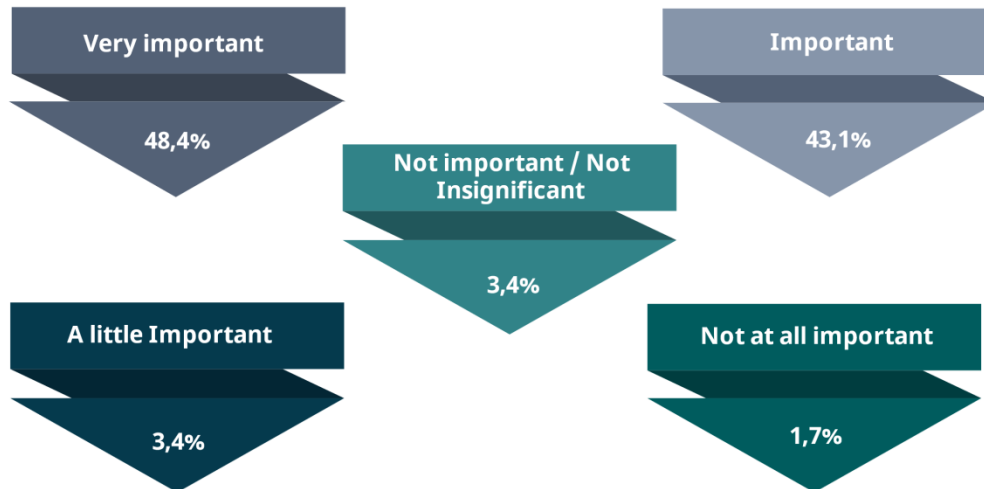


A low necessity in relation to the previous Accompanying Measures seems to be presented by the measure that concerns the social tutorials, since the respondents in a percentage of 77.6% consider it very important and significant. It is rated as not at all significant by 12.1%



of the respondents, neither significant-nor insignificant by 8.6% and slightly significant by 1.7%.

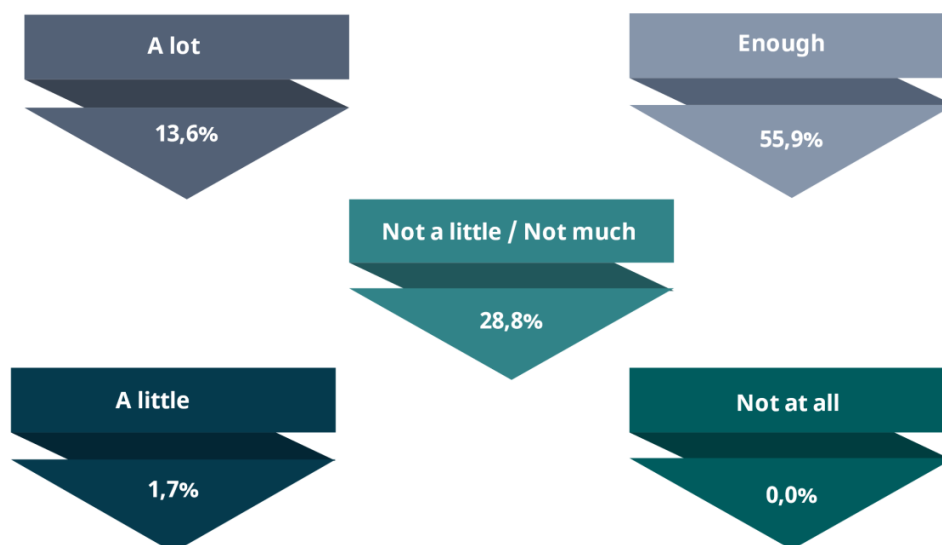
#### G. Implementation of cultural and creative employment activities for children



Accompanying Measures for children have a significant degree of necessity in this category as well, as 48.4% and 43.1%, respectively, characterize it as very important and important. The choices, neither significant nor insignificant and slightly important, receive the same degree of importance 1.7% and the degree of importance at 1.7% is not important at all.

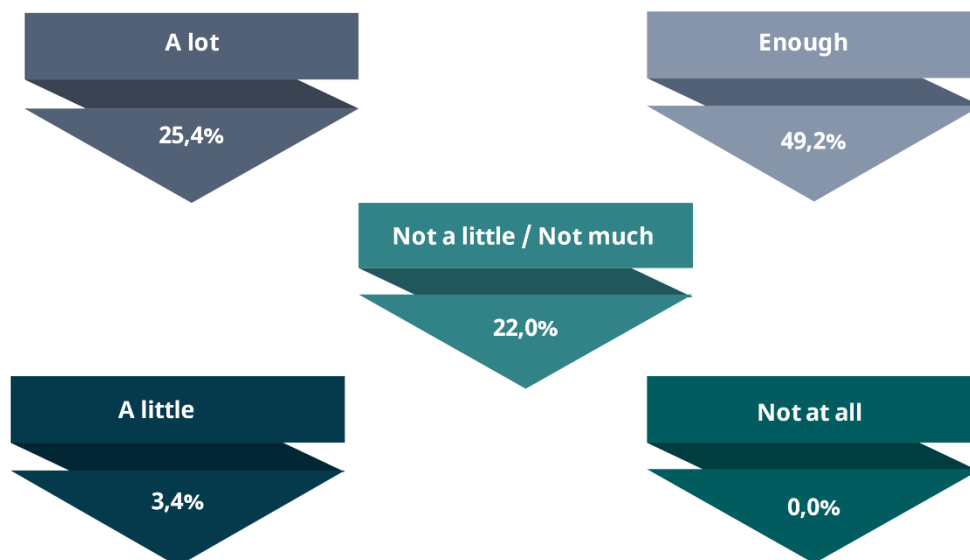
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#### C.8.2. To what extent do you think the Accompanying Measures meet the initial expectations of the beneficiaries?



Enough 55.9% and not a little - not much 28.8% the participants state that the Accompanying Measures meet the expectations of the beneficiaries. A lot, states the 13.6% and a little, only the 1.7%.

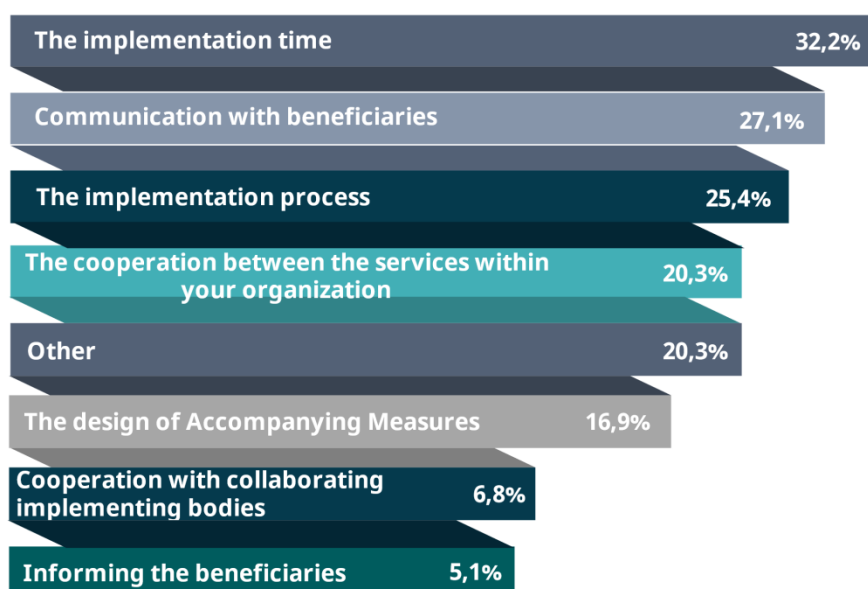
### C.8.3. To what extent do you think the Accompanying Measures meet your initial expectations?



The Accompanying Measures meet the expectations of the participants more and more 74.6%. Neutral towards the Accompanying Measures at a rate of 22% and a low response to its expectations states 3.4% of them.

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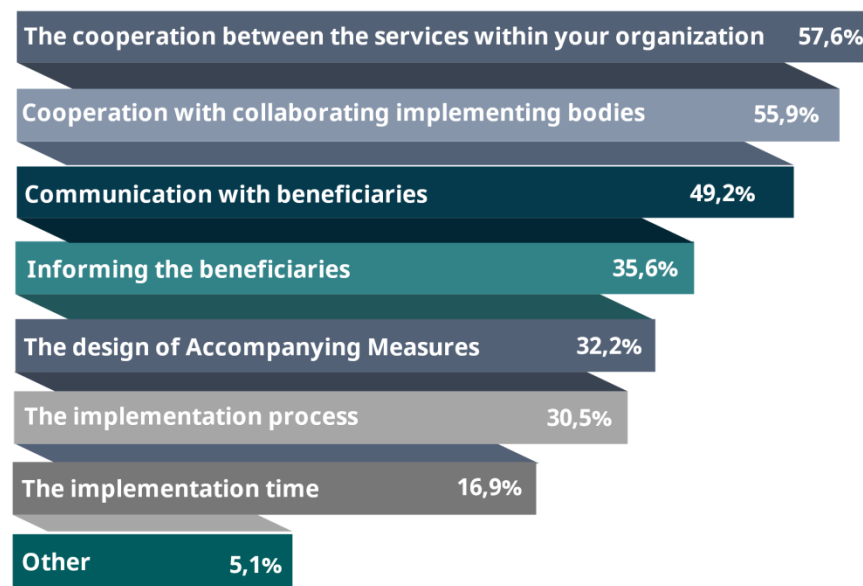
### C.8.4. Please note below the most negative points of your experience from the implementation of the Accompanying Measures:



Implementation time 32.2% is the main negative point of the experience of the employees in the social services of the Lead Partners of the Social Partnerships. Following is the communication with the beneficiaries by 27.1% and the implementation process 25.4%. There are many respondents who declare as a negative point the cooperation between the services within their organization. The planning of the Accompanying Measures seems to have been difficult by 16.9% while 6.8% encountered difficulties with the cooperation they developed with collaborating implementing bodies. A negative point of their experience is the information of the beneficiaries, 5.1% of them.

The 20.3% note as a negative point of their experience the malfunctions presented by the platform of FEAD/TEBA OP and the bureaucratic operation of the program in relation to the organizational weakness of the Municipalities, which makes it difficult to implement the projects.

#### C.8.5. Please note below the most positive points of your experience from the implementation of the Accompanying Measures:



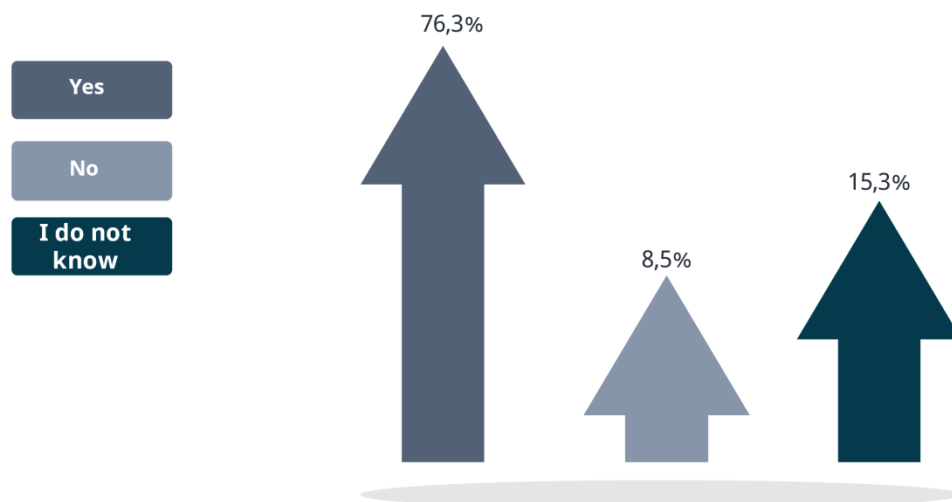
The cooperation within the body between the services is presented by the participants as the most positive point of their experience from the implementation of the Accompanying Measures at a rate of 57.6%. The cooperation with the collaborating implementing bodies obtains their positive image at a rate of 55.9%. Communication with beneficiaries is selected as a positive experience at a rate of 49.2%.

The information of the beneficiaries, the planning of the Accompanying Measures and the implementation process are declared as a positive experience in percentages of 35.6%, 32.2% and 30.5% respectively. Implementation time is not included in the positive experiences of the participants as it receives only 16.9%.

The other option receives a small percentage of 5.1% and includes: the positive feeling of the offer of the participants to the beneficiaries, the acceptance of the services offered to them and their request for repetition or continuation of the action.

Finally, as a positive point of their experience they state the learning and familiarization of their services with the management of European programs.

#### C.8.6. Do you think that there are needs of the beneficiaries that are not covered?

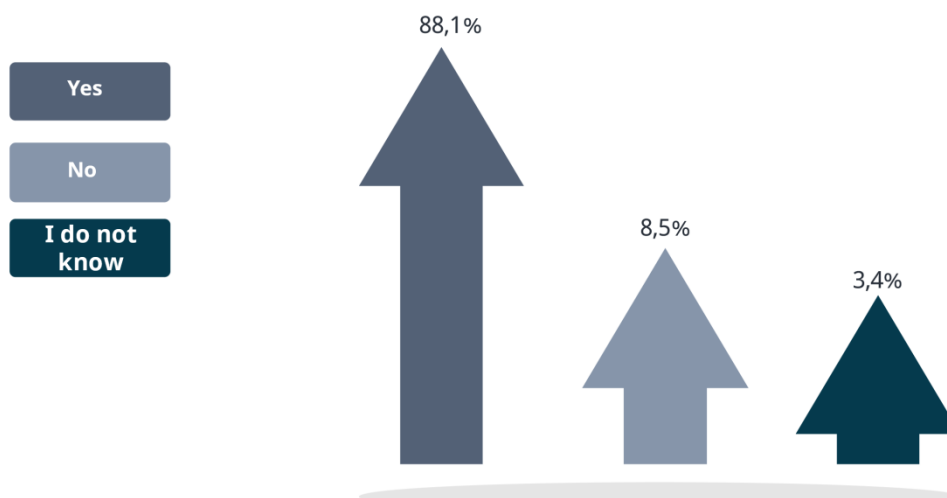


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It is noteworthy that most 76.3% consider that there are additional needs of the beneficiaries which are not covered by the Accompanying Measures, in contrast to a very small percentage 8.5% for which the Accompanying Measures cover the needs of the beneficiaries. Finally, 15.3%, of respondents state that they do not know.



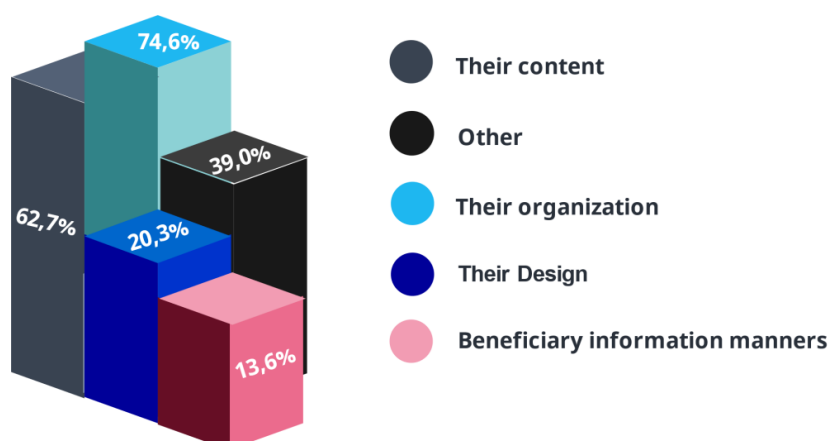
**C.8.7. Do you consider that the Accompanying Measures implemented within the framework of FEAD/TEBA OP contribute to the social inclusion and integration of the beneficiaries?**



On the other hand, almost 9 out of 10 answer that the Accompanying Measures implemented within the framework of the FEAD/TEBA OP contribute to the social inclusion and integration of the beneficiaries. In addition, 8.5% consider that they do not contribute to their social inclusion, while finally, 3.4% state that they do not know

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**C.8.8. If you believe that the Accompanying Measures should be improved, or even radically changed, the changes you propose concern:**



The 74.6% responded—the organization, their content the 62.7%, the design of the Accompanying Measures the 20.3% and the beneficiaries information manners 13.6%, while a 39% choose Other due to the difficulties they face in the implementation of the Accompanying Measures and suggestions for improvement in terms of content, design, organization and in relation to the improvement of the services provided to the beneficiaries.

More specifically, they argue that integrated tools with the platform of the FEAD/TEBA OP (eg integration with its platform within the monitoring system) would better serve their work. They further argue that the strengthening of the human resources of both financial and social services will improve the procedures of the time of implementation but also of the implementation of the Accompanying Measures.

The existence of a separate organic group that will focus on FEAD/TEBA OP is a proposed solution, which, could discharge the already responsible multi-responsibilities economic and social services, especially in cases of large population of beneficiaries where there is a mismatch with the number of employees. services of Municipalities and Regions.

The discontinuity that is often observed between the actions of the Accompanying Measures is also due to the mobility of employees within the services and the fragmentation of the services of the Municipalities and the Regions. A stable team, defined by all the Social Partners could contribute more efficiently and effectively to the implementation of the project objectives.

A list of actions proposed by the Managing Authority per category of Accompanying Measure as well as proposed implementing bodies will facilitate the process. The reduction of bureaucratic procedures throughout the FEAD/TEBA OP will also contribute in the same direction. Finally, the increase in the budget for the Accompanying Measures will create more actions and consequently more services provided to a larger number of beneficiaries.

In terms of content, interviewees argue that they see the need to expand beneficiaries and include other groups, such as the low-paid and low-retirees. A serious problem faced by the Social Partnerships especially during the pandemic period is the unfamiliarity of the beneficiaries with the digital tools which resulted in the alleviation of their problems. It is therefore proposed to carry out training programs that will focus on the digital literacy of the target group.

More focused actions on their needs, especially in Social Partnerships where there is a lack of structures and provision of social services are suggested by the participants in the interviews but also a greater focus on children in the whole range of actions of the project. They specialize in proposals for more social tutorials and an increase in sports and cultural activities and at the same time expanding the content of measures for adults mainly focused on preventive medicine, addictions and parent schools.

According to others, the needs investigation in each Social Partnership is considered necessary as the needs of the beneficiaries must be redefined according to the needs of each circumstance. It becomes important to write a social research report for each

beneficiary to reflect their real needs. Equally important is the empowerment of social services, the identification and integration of more beneficiaries in need of benefits.

The upgrade of the platform of FEAD/TEBA OP could also contribute in this direction so that its operation is not identified with the KEA but it can be introduced and excluded as a beneficiary based on broader criteria and its real need.

The increase in the budget is suggested by another portion of participants. The essential cooperation between the Social Partners, the active approach of the beneficiaries will work in the same direction.

The difficulties of informing the beneficiaries are reported by the employees in the Municipalities and Regions who can not reach them due to their unfamiliarity with technology and mobile telephony. A bigger problem occurs in the social group of Roma who, in many cases, do not have a mobile phone or one single telephone number is declared for a large group of different Roma beneficiaries.

Finally, part of respondents consider as excellent, the content, the organization and the communication with the beneficiaries. They do not submit any comments or suggestions for improvement, but on the contrary, they consider that the Accompanying Measures work in within their Social Partnership.

## D. Conclusions

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The purpose of this research was to investigate the degree of response of the services to the real needs of the beneficiaries regarding the actions of social inclusion measures- Accompanying measures, implemented within the FEAD/TEBA OP, for their selection, design, provision and implementation.

The ultimate goal is to improve the organizational structures, their selection and implementation processes and consequently the improvement of social inclusion measures to meet the real needs of the beneficiaries who are the most economically vulnerable social group of the country's population.

The research focuses on the investigation:

- a. the assessment of executives for the provision of social inclusion measures and at the same time their perception of the satisfaction of the beneficiary citizens from their acceptance
- b. of the shortcomings and problems identified in the service of the beneficiaries
- c. of the views of the executives for the improvement of the social service, in the organizational and operational level
- d. unmet social needs



The assumption that the organizational structures meet the real needs of the beneficiaries that the beneficiaries of the FEAD/TEBA OP know about the services provided by the Accompanying Measures, they seek them out and are satisfied from them, raises the following research questions:

1. Is the capacity of the Local Governments to meet the needs of the beneficiaries of FEAD/TEBA OP considered satisfactory?
2. Is the capacity of the Local Government to deal with and manage social issues through the operation of existing structures and services, considered satisfactory?
3. How could the social service of the Municipality work more efficiently?
4. What are the social needs that are not covered?

The results of the research show that it is very good the degree of response of the services to the real needs of the beneficiaries regarding the actions of the social inclusion measures - Accompanying measures, implemented within the FEAD/TEBA OP, for the selection, design, provision and implementation.

As for the general picture, it appears that the level of social services in the country is of a high level since 80.5% of the Statutory Representatives of the Social Partnerships state that it is very good and/or excellent. The same picture is presented by the opinion of the employees in the social services of the Regions and the Municipalities, since a percentage of 80.3% state that the Social Services of the Municipalities and Regions function very well and/or quite satisfactorily. Important parameters for their evaluation are the Quality of the Services Provided, the Speed of Service and the Degree of Satisfaction of the Beneficiaries.

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This generally positive picture is supplemented by the findings that the social services of the country are staffed with highly qualified staff since 48.4% have completed higher education (TEI and University), while 48.6% have a master's degree and 3% holds a doctorate. In addition, they have long experience in the social services of the Local Government. 40.9% have been working in this field for more than 20 years, a 30.3% for 11 to 20 years and 28.8% up to 10 years.

The majority of the Social Partnerships created within the framework of FEAD/TEBA OP has implemented Accompanying Measures and only a small percentage has not implemented any. All the Social Partnerships that have not implemented any Accompanying Measures know in their entirety that their provision is mandatory, however 14.3% of the employees in the social services are not aware of the consequences of their non-provision. The Statutory Representatives are very well aware of the consequences of not providing them, as a whole.

The main reasons for the inability to implement the Accompanying Measures are the lack of organization and planning and the bureaucratic procedures. The Statutory Representatives as the main reasons state primarily the bureaucracy 66.7%, followed by the lack of planning 33.3% and finally the lack of organization 16.7%. 16.7% of those who have not implemented Accompanying Measures, state that they are in the process of contracting previous programming periods.



The Accompanying Measures are mostly designed, implemented and evaluated through the cooperation between the Program Implementer, the Social Services manager, the Deputy Governor of the region / Deputy Mayor, the Partners of the Social Partnership, the Social Worker and the Governor of the Region/City Mayor .

It is not clear whether the approval process for the implementation of the Accompanying Measures is considered time consuming or short in the opinion of the Statutory Representatives, since 48.6% of them describe it as time consuming and short 51.4%. Otherwise, the picture is reflected by the employees of the Lead Partners of the Social Partnerships, since the majority considers the process time consuming 62.7% and short 37.3%.

Both the Statutory Representatives of the Social Partnerships and the employees in the social services, claim that the main parameters that make the process time consuming are the bureaucracy, the lack of human resources and the plethora of stakeholders for the final decision.

Employees of the Lead Partners of Social Partnerships state that they carry out a needs investigation 54.2% while 18.6% state that they do not. Optionally and seldomly answers in an equal percentage of 13.6%. However, the Statutory Representatives in their majority consider that the investigation of the needs of the beneficiaries before the selection of the Accompanying Measure is necessary.

The 60%, of the Statutory Representatives receive requests for the implementation of specific Accompanying Measures from the beneficiaries. Primary with 71.4% is the preference of the beneficiaries to participate in Services of Psychosocial Support, Empowerment and Social Integration of special groups other than children and in the Implementation of Cultural and Creative Employment Activities for children 66.7%. The necessary measure for the beneficiaries is the measure concerning the Socialization Services of children 61.9%. The next preferred measures are the Nutritional advice and Healthy eating Tips, the Psychosocial Support, Empowerment and Social Inclusion Services of the children and the Social Tutoring for children / beneficiaries with a percentage of 57.1%. Family Budget Management Tips is the last measure in their preference 52.4%.

The Statutory Representatives note the degree of importance of the Accompanying Measures, characterizing these services as important and very important for the local community. They attach particular importance to Accompanying Measures that focus on children. Prioritize Socialization Services for Children 100%, Psychosocial Support Services, Empowerment and Social Inclusion of Children 97.2%, Implementation of cultural and creative employment activities for children 94.8% and Social Tutoring 81.8%.

They are followed by the Services of Psychosocial Support, Empowerment and Social Integration of special groups (excluding children) 88.6%, the Family Budget Management Tips 69.7%, the Nutritional Advice and the Healthy eating Tips 68.5%.

Employees in social services also pay special attention to Accompanying Measures that focus on children but to the same degree consider the Services of Psychosocial Support,



Empowerment and Social Integration of special groups (excluding children). This is followed by Nutritional advice and healthy eating tips 81.1% and finally in equal percentage the Family Budget Management Tips and Social Tutoring 77.6%.

Criteria for evaluating project proposals in more than half of the Social Partnerships 57.1% and criteria for selecting beneficiaries for their participation in actions based on local needs, marital status, selection of accompanying measures by beneficiaries, their age and gender. However, in both groups of participants in the research, the prevailing view is that the beneficiaries declare participation only if they themselves are interested in the accompanying measure.

The three most effective ways of communicating with the beneficiaries for the implementation of the Accompanying Measures are by sms, by phone and by printed material distribution.

According to the opinion of the Statutory Representatives, 6 out of 10 Social Partnerships do not have within their organization any evaluation report of the execution of the project by the social services of the Municipality. A 52.5% of the employees in the social services state that there is a monitoring system within their organization, 45.8% state that it does not exist and 1.7% do not know.

Both groups in this study share the same opinion that the success of a measure is judged primarily by the participation of the beneficiaries and the effectiveness of the service provided and secondarily by the participation. The same common view is presented that the positive results of the Accompanying Measures could be exploited by repeating the action through the financing of the FEAD/TEBA OP and with a suggestion for permanent provision of the service by the Region or the Municipality both by the social services as well as through the search for collaborations with other organizations.

Regarding the first three positive points of their experience from the implementation of the Accompanying Measures, both the Statutory Representatives and the employees of the social services of the Lead Partners note the communication with the beneficiaries, the cooperation between the services within their body and the cooperation developed with implementing bodies.

The view of the two groups is common in terms of the first three negative points of their experience from the implementation of the Accompanying Measures. They note the implementation time, the communication with the beneficiaries and the implementation process.

Communication with beneficiaries has both positive and negative impacts. According to the interviews, the contact with the beneficiaries is a positive experience, but the process and the way of communication make the Social Services difficult. Many of the beneficiaries are not familiar with digital technology (they are tech illiterates), thus the traditional ways of communication are chosen (telephone, sms, verbal information during the distribution of products, etc.).



Beneficiaries, especially those belonging to the Roma social group, which is a large population group of beneficiaries, often, do not even have a mobile phone, which makes it difficult to communicate and contact them directly.

The majority 84.8% of the Social Partnerships addressed in time the needs that emerged from the pandemic for the implementation of the Accompanying Measures. The use of digital tools in this case could be effective, according to 68.6% of the Statutory Representatives, but 31.4% disagree. However, 82.9% of the Social Partnerships have taken long-term measures to address any obstacles and delays in the design and implementation of the Accompanying Measures. Only 17.1% have not taken such action.

In all the Social Partnerships that have taken into account the obstacles that may arise due to the pandemic, the vast majority of the Statutory Representatives stated their intention to implement information dissemination for the prevention of the covid19 health crisis 27.6%. They are followed by the use of digital tools 23% and the avoidance of group activities 20.7%. A 18.4% select remote actions and 10.3% postpone the implementation of the Accompanying Measures.

Although the view is expressed that the Accompanying Measures cover a wide range of activities that contribute to the social integration and integration of the beneficiaries, at the same time both groups agree that there are needs of the beneficiaries that are not covered. For this reason, a number of proposals are submitted that will potentially improve their effectiveness and efficiency.

The social services workers of the Lead Partners of the Social Partnerships argue that the Accompanying Measures would work more efficiently if the bureaucratic procedures were reduced, the human resources of the services were strengthened and the number of those involved for the final decision was reduced. More specifically, the interviews show that the reduction of employee movements and the consolidation of certain services of the Local Government, the increase of human resources in social and economic services or the definition of a stable team by all Social Parties focused on the implementation of the FEAD/TEBA OP would be a first step of improvement.

The integration of the monitoring systems of the Accompanying Measures available to the Lead Partners with the platform of the FEAD/TEBA OP, proposed actions and implementing bodies of the actions by the Managing Authority will contribute to the faster implementation and improvement of the services provided.

Creating a social research report for each beneficiary that reflects their real needs and identifying and integrating more beneficiaries in need of benefits - including low-paid and low-income pensioners - would enable Social Services to serve a larger number of beneficiaries.

The possibility of introducing beneficiaries in the platform of the FEAD/TEBA OP from the side of social services would present the real and essential picture of the poverty situation in local communities and could support a wider portion of the population living in conditions of extreme poverty and not only those who meet the current criteria. Finally, the increase in

the budget of the Accompanying Measures contributes significantly to the increase of the provided services.

The employees in the social services, in their majority, evaluate the effectiveness of the Accompanying Measures very good and quite well 78.5%. A lower degree of efficiency from moderate to not at all indicates 22%. Justifying their evaluation, the majority states that the participation of the beneficiaries and their children in the Accompanying Measures is their main way out, given that neither they nor their children would be able to take part in such activities, due to of their financial situation.

The objection is based on the non-existence of the possibility of integration of the target group in the labor market through FEAD/TEBA OP. The Program, although it promotes the development of skills, does not include in its actions the certification of vocational skills.

The integration of the beneficiaries in the productive process could be at the core of the program's activities, as it is the main factor of social integration and ultimately a way out of the poverty situation. For this reason, synergies of the FEAD/TEBA OP with other programs such as e.g. of the European Social Fund and connection with the local unemployment offices of OAED.

In the same question, the Statutory Representatives rate excellently, very well and satisfactory at 80% the effectiveness of the Accompanying Measures in terms of social inclusion and integration of the beneficiaries. However the same time, they claim that the beneficiaries prioritize the material assistance and the majority of them, does not realize the degree of importance of the Accompanying Measures, and thus they do not participate as expected in the relevant actions.

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And of course, actions developed as Accompanying Measures are important, labor market participation is considered as key factor in the social inclusion and integration of beneficiaries. Without it, the measures are ineffective.

It is noted that participants in the questionnaire who have implemented a small number of Accompanying Measures, are not confident for their effectiveness. However, they claim that any action that helps the beneficiaries to adapt to the requirements of their social environment is legitimate. For some of them, services such as legal advice and healthy eating advice are important factors in improving the health and quality of life of the beneficiaries.

Finally, regarding the cooperation of the Social Partners, it is shown that they contribute both to the design and to the submission of proposals for Accompanying Measures. They also implement Accompanying Measures and mainly, assist with the mobilization and information of the beneficiaries 74.60%.

They meet either on a case-by-case basis or by project or annually. The general picture that emerges is that the cooperation of the Social Partners is at an extremely good level since the majority of employees in social services characterize it as very good 45.8%, excellent 28.8% and satisfactory 15.3%. Only 10.2% describe it as good and not at all good. The same positive





image emerges from the opinion of the Statutory Representatives who in their majority  
91.4% characterize it as very good, excellent and satisfactory.





## E.1. Annex 1: Questionnaire for Statutory Representatives

### Evaluation Survey of Accompanying Measures of FEAD/TEBA OP

#### QUESTIONNAIRE OF STATUTORY REPRESENTATIVES OF OF THE LEADING PARTNERS OF SOCIAL PARTNERSHIPS OF FEAD/TEBA OP IN GREECE

#### Section 1: Social Partnership

##### Social Partnership:

1. Social Partnership R.A. Drama
2. Social Partnership R.A. Evros / Orestiada
3. Social Partnership of Evros / Alexandroupolis
4. Social Partnership of the Municipality of Kavala / Thassos
5. Social Partnership of Xanthi Prefecture
6. Social Partnership of Rodopi Prefecture
7. Social Partnership of Imathia Prefecture
8. Social Partnership RA Thessaloniki Eastern Department
9. Social Partnership RA Thessaloniki Western Department
10. Social Partnership of Kilikis Prefecture
11. Social Partnership of the Municipality of Pella
12. Social Partnership R.A. Pieria
13. Social Partnership R.A. Serres
14. Social Partnership R.A. Of Halkidiki
15. Social Partnership R.A. Grevena
16. Social Partnership R.A. Kastoria
17. Social Partnership R.A. Kozani
18. Social Partnership R.A. Florina
19. Social Partnership R.A. Arta
20. Social Partnership R.A. Thesprotia
21. Social Partnership R.A. Ioannina
22. Social Partnership R.A. Preveza
23. Social Partnership R.A. Karditsa
24. Social Partnership R.A. Of Larissa
25. Social Partnership R.A. Magnesia / Sporades
26. Social Partnership R.A. Trikala
27. Social Partnership Ionian Islands Region
28. Social Partnership R.A. Etoloakarnania
29. Social Partnership R.A. Of Achaia
30. Social Partnership R.A. Of Ilia
31. Social Partnership R.A. Βοιωτίας
32. Social Partnership R.A. Evia / Skyros
33. Social Partnership R.A. Evrytania
34. Social Partnership R.A. Fthiotida
35. Social Partnership R.A. Φωκίδας
36. Social Partnership R.A. Northern Sector / Municipality of Maroussi
37. Social Partnership of the Northern Sector / Attica Region
38. Social Partnership of the Western Sector
39. Social Partnership of the Central Sector / Municipality of Athens





40. Social Partnership R.A. Central Sector / Attica Region
41. Social Partnership of the Southern Sector
42. Social Partnership R.A. Piraeus and Islands
43. Social Partnership R.A. Eastern Attica
44. Social Partnership R.A. West Attica
45. Social Partnership of Argolida Prefecture
46. Social Partnership of Arcadia Prefecture
47. Social Partnership of the Prefecture of Corinth
48. Social Partnership of Laconia
49. Social Partnership R.A. Messinia
50. Social Partnership R.A. Lemnos, Samos, Ikaria
51. Social Partnership R.A. Lesvos
52. Social Partnership R.A. Chios
53. Social Partnership R.A. Andros, Thira, Kea-Kythnos, Milos, Naxos, Paros, Syros, Tinos, Sifnos
54. Social Partnership of Kalymnos-Karpathos Prefecture
55. Social Partnership R.A. Kos
56. Social Partnership R.A. Rhodes
57. Social Partnership Region of Crete

## Section 2: Level of Social Services



ΕΛΛΗΝΙΚΗ ΔΗΜΟΚΡΑΤΙΑ  
ΥΠΟΥΡΓΕΙΟ ΕΡΓΑΣΙΑΣ ΚΑΙ ΚΟΙΝΩΝΙΚΩΝ ΥΠΟΘΕΣΕΩΝ  
ΓΕΝΙΚΗ ΓΡΑΜΜΑΤΕΙΑ ΚΟΙΝΩΝΙΚΗΣ ΑΛΛΗΛΕΓΥΗΣ ΚΑΙ  
ΚΑΤΑΠΟΛΕΜΗΣΗΣ ΤΗΣ ΦΤΩΧΕΙΑΣ



ΕΘΝΙΚΟ ΙΝΣΤΙΤΟΥΤΟ ΕΡΓΑΣΙΑΣ ΚΑΙ ΑΝΘΡΩΠΙΝΟΥ  
ΔΥΝΑΜΙΚΟΥ ΔΙΑΧΕΙΡΙΣΤΙΚΗ ΑΡΧΗ ΤΟΥ Ε.Π. ΕΒΥΣ  
του ΤΕΒΑ



ΤΕΒΑ / FEAD  
ΕΥΡΩΠΑΪΚΗ ΕΝΩΣΗ  
Ταμείο Ευρωπαϊκής Βοήθειας  
Προς τους Απόρους

**1. How do you evaluate the level of social services of your Region / Municipality?**

- ☐ Not good at all
- ☐ A little good
- ☐ Good enough
- ☐ Very good
- ☐ Excellent

**2. Which of the following is important for your evaluation in the previous question about the level of social services (No. 2)? (1 = Strongly disagree 2 = Disagree 3 = Neither agree / Disagree 4 = Agree 5 = Strongly agree)**

- ☐ Quality of Services Provided 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
- ☐ The speed of service toward the Beneficiary 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
- ☐ Degree of Satisfaction of Beneficiaries from their Region or Municipality 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

**Section 3: Regarding Accompanying Measures**

**3.1. Has the Social Partnership implemented or is it currently implementing Accompanying Measures?**

- ☐ Yes
- ☐ No

**Section 4: Inability to Implement Accompanying Measures**

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**4.1. Do you know that the provision of Accompanying Measures is mandatory in the implementation context of FEAD/TEBA OP?**

- ☐ Yes
- ☐ No

**4.2. Are you aware of the consequences of not providing Accompanying Measures in the implementation context of the FEAD/TEBA OP, for your Social Partnership?**

- ☐ Yes
- ☐ No

**4.3. Why has not your Social Partnership implemented Accompanying Measures?**

- ☐ Lack of planning
- ☐ Lack of organization
- ☐ Lack of Human Resources
- ☐ Lack of communication between the Partners of the Social Partnership
- ☐ Bureaucracy
- ☐ Other, specify



## Section 5: Implementation of Accompanying Measures

### 5.1. The degree of your participation in the design of the Accompanying Measures is:

- ☐ 5% - 20%
- ☐ 21% - 40%
- ☐ 41% - 60%
- ☐ 60% - 80%
- ☐ >80%

### 5.2. What kind of accompanying measures have you implemented?

- ☐ Psychosocial support, empowerment and social integration of special groups (excluding children)
- ☐ Psychosocial support, empowerment and social integration services for children
- ☐ Nutritional advice and healthy eating tips
- ☐ Family budget management tips
- ☐ Socialization services for children
- ☐ Social tutorials for children / beneficiaries
- ☐ Implementation of cultural and creative employment activities for children
- ☐ Other (specify) .....

### 5.3. What do you consider the most successful of the accompanying measures you have implemented?

- ☐ Psychosocial support, empowerment and social integration of special groups (excluding children)
- ☐ Psychosocial support, empowerment and social integration services for children
- ☐ Nutritional advice and healthy eating tips
- ☐ Family budget management tips
- ☐ Socialization services for children
- ☐ Social tutorials for children / beneficiaries
- ☐ Implementation of cultural and creative employment activities for children
- ☐ Other (specify) .....

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### 5.4. The investigation of the needs of the beneficiaries before the selection of the Accompanying Measure, is it?

- ☐ Not at all Necessary
- ☐ A little Necessary
- ☐ Neutral
- ☐ Necessary
- ☐ Very Necessary



**5.5. Do you receive requests for the implementation of specific Accompanying Measures from the beneficiaries?**

- ☐ Yes  
☐ No

**5.6. If so, what kind of Accompanying Measures are the beneficiaries requesting?**

- ☐ Psychosocial support, empowerment and social integration of special groups (excluding children)  
☐ Services of psychosocial support, empowerment and social integration services for children  
☐ Nutritional advice and healthy eating tips  
☐ Family budget management tips  
☐ Socialization services for children  
☐ Social tutorials for children / beneficiaries  
☐ Implementation of cultural and creative employment activities for children  
☐ Other (specify) .....

**5.7. The study for the implementation of the actions is carried out by:**

- ☐ The staff of the Region / Municipality  
☐ External partners  
☐ Volunteers  
☐ Social Partnership  
☐ Other, describe: .....

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**Section 6: About the design, approval and implementation process**

Note: The following questions refer to the internal selection process of the implementation of an Accompanying Measure, i.e., within your body, your Region or your Municipality

**6.1. Within your organization, who is involved in the design and planning of the Accompanying Measures?**

(multiple options)

- ☐ The Governor of the Region / City Mayor  
☐ The Deputy Governor of the Region / Deputy City Mayor  
☐ The Social services Manager  
☐ The Program Implementer  
☐ The Social Worker  
☐ The Social Partnership  
☐ Other (specify) .....



**6.2. Is there a division of roles and tasks regarding the organizational planning of the measures by all the Partners of the Social Partnership?**

- ☐ Yes  
☐ No

**6.3. The process of approving the implementation of the Accompanying Measures within your organization is:**

- ☐ Time consuming  
☐ Short

**6.4. If so, what factors contribute in it?**

- ☐ Bureaucracy  
☐ Lack of human resources  
☐ A plethora of stakeholders needed to finalize decisions

**6.5. Is there, within your body, a process of evaluating the project proposals of the Accompanying Measures?**

- ☐ Yes  
☐ No

**6.6. If, within your organization, there is a process for evaluating the proposals of the Escort Services, who approves them? (More than one option)**

- ☐ The Governor of the Region /City Mayor  
☐ The Deputy Governor of the Region / Deputy City Mayor  
☐ The Social services Manager  
☐ The Program Implementer  
☐ The Social Worker  
☐ The Social Partnership  
☐ Other (specify) .....

**6.7. Are project proposal evaluation criteria defined within your organization?**

- ☐ Yes  
☐ No



**6.8. Do you agree that the selection criteria of the beneficiaries for their participation in actions under the Accompanying Measures, to be determined by:**

- ☐ Beneficiary age
- ☐ Beneficiary gender
- ☐ Beneficiary family status
- ☐ Local beneficiary needs
- ☐ Beneficiaries have the opportunity to participate in as many accompanying measures as they wish
- ☐ Beneficiaries declare participation only if they are interested in the accompanying measure

**6.9. Which accompanying measures would you choose and what is the degree of importance, according to the needs of your Region or Municipality**

A. Psychosocial Support, Empowerment and Social Integration of special groups (excluding children)

- ☐ Not at all important
- ☐ A little Important
- ☐ Neither important nor insignificant
- ☐ Significant
- ☐ Very important

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B. Psychosocial Support, Empowerment and Social integration services for of children

- ☐ Not at all important
- ☐ A little Important
- ☐ Neither important nor insignificant
- ☐ Significant
- ☐ Very important

C. Nutritional advice and healthy eating tips

- ☐ Not at all important
- ☐ A little Important
- ☐ Neither important nor insignificant



- ☐ Significant
- ☐ Very important

#### D. Family budget management tips

- ☐ Not at all important
- ☐ A little Important
- ☐ Neither important nor insignificant
- ☐ Significant
- ☐ Very important

#### E. Children socialization services

- ☐ Not at all important
- ☐ A little Important
- ☐ Neither important nor insignificant
- ☐ Significant
- ☐ Very important

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#### F. Social tutorials for children / beneficiaries

- ☐ Not at all important
- ☐ A little Important
- ☐ Neither important nor insignificant
- ☐ Significant
- ☐ Very important

#### G. Implementation of cultural and creative employment activities for children

- ☐ Not at all important
- ☐ A little Important
- ☐ Neither important nor insignificant
- ☐ Significant
- ☐ Very important



## Section 7: Regarding the implementation of the Accompanying Measures

**7.1. The communication between those involved in the implementation of the action is:**

- ☐ Not good at all
- ☐ Good
- ☐ Satisfactory
- ☐ Very good
- ☐ Exceptional

**7.2. The quality of the control of the implementation of the project, within your organization, is:**

- ☐ Not good at all
- ☐ Good
- ☐ Satisfactory
- ☐ Very good
- ☐ Exceptional

**7.3. Is there, within your organization, an evaluation of the execution of the project (interim evaluation) by the Social Services of the Region / Municipality?**

- ☐ Yes
- ☐ No

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**7.4. If there is an interim evaluation, its quality is:**

- ☐ Not good at all
- ☐ Good
- ☐ Satisfactory
- ☐ Very good
- ☐ Exceptional

**7.5. Which ways of communication for the implementation of the Accompanying Measures of the beneficiaries do you consider the most effective? (up to three options)**

- ☐ Orally when distributing products
- ☐ By phone
- ☐ By sms
- ☐ Through mobile application
- ☐ By distributing printed material
- ☐ Through the website of the Municipality
- ☐ Through entries in the electronic and printed press
- ☐ Through social networks



## 7.6. By what criteria do you consider an Accompanying Measure successful?

- ☐ The participation of the beneficiaries
- ☐ Efficiency
- ☐ Participation and effectiveness
- ☐ Other

## 7.7. How effective do you think the Accompanying Measures are in terms of social inclusion and integration of beneficiaries?

- ☐ Not at all satisfactory
- ☐ Moderate
- ☐ Satisfactory
- ☐ Very well
- ☐ Excellent

## 7.8. Please justify in more detail:

### Section 8: Regarding the completion of the implementation of the Accompanying Measures.

**Note:** The following questions do not refer to the formal process of completing the implementation of an Accompanying Measure, as described in the Guide of the FEAD/TEBA (receipt protocol, etc.) but to the utilization of the results within your Region / Municipality

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## 8.1. Are the results of the project evaluated within your organization?

- ☐ Yes
- ☐ No

## 8.2. How do you consider the POSITIVE results could be utilized by the Social Services of your Region / Municipality?

- ☐ By repeating the action through the financing of FEAD/TEBA OP
- ☐ With a suggestion for permanent provision of the action by the Social Services of the Region / Municipality
  - ☐ With a suggestion for permanent provision of the service by the Region / Municipality, by seeking collaborations with other Bodies
- ☐ They are not utilized



## Section 9. About your cooperation with the Social Partnership Partners

**9.1. Is there frequent communication regarding the organizational planning of the Accompanying Measures by all the Partners of the Social Partnership?**

- ☐ Yes  
☐ No

**9.2. How do the Social Partnership partners assist in the actions of the Accompanying Measures?**

- ☐ Plan Accompanying Measures  
☐ Propose Accompanying Measures  
☐ Implement Accompanying Measures  
☐ Mobilize and inform beneficiaries  
☐ They do not assist

**9.3. How often do your Social Partnership partners meet?**

- ☐ Annual  
☐ Monthly  
☐ Project based  
☐ Ad hoc  
☐ Seldomly

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**9.4. Do you consider that the participation of all the Partners of the Social Partnership is crucial for the effective and successful implementation of the measures?**

- ☐ Yes  
☐ No

**9.5. The cooperation of the Social Services of your Region / Municipality with the Partners of the Social Partnership, is characterized as:**

- ☐ Not good at all  
☐ Good  
☐ Satisfactory  
☐ Very good  
☐ Exceptional

**9.6. Do you consider that the coordination of all the Partners of the Social Partnership is crucial for the effective and successful implementation of the measures?**

- ☐ Yes  
☐ No



**9.7. Did the Covid-19 pandemic affect the design and implementation of the Accompanying Measures?**

- ☐ Yes  
☐ No

**9.8. Did you address in time the needs that arose from the pandemic for the implementation of the accompanying measures?**

- ☐ Yes  
☐ No

**9.9. Could remote methods (eg use of digital tools and applications) with final beneficiaries themselves as well as all stakeholders help in the timely implementation of the Accompanying Measures, especially during the pandemic?**

- ☐ Yes  
☐ No

**9.10. Have you taken long-term action on the impact of the Covid-19 crisis on the process of designing and implementing the accompanying measures?**

- ☐ Yes  
☐ No

**9.11. If Yes, which of the following measures do you intend to implement?**

- ☐ Avoidance of group activities  
☐ Use of Digital Tools  
☐ Distance actions  
☐ Dissemination of information for the prevention of health crisis  
☐ Postponement of implementation of Accompanying Measures  
☐ Other, specify... ..

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**Section 10: Regarding your assessment of the implementation of the Accompanying Measures so far**

**10.1. Please note below the most negative points of your experience from the implementation of the Accompanying Measures (up to three options):**

- ☐ The design of Accompanying Measures  
☐ The implementation time  
☐ The implementation process  
☐ The cooperation of services within your organization  
☐ Cooperation with collaborating implementing bodies  
☐ Communication with beneficiaries  
☐ Informing the beneficiaries  
☐ Other, specify .....



**10.2. Please note below the most positive points of your experience from the implementation of the Accompanying Measures (up to three options):**

- ☐ The design of Accompanying Measures
- ☐ The implementation time
- ☐ The implementation process
- ☐ The cooperation between the services within your organization
- ☐ Cooperation with collaborating implementing bodies
- ☐ Communication with beneficiaries
- ☐ Informing the beneficiaries
- ☐ Other, specify .....

**10.3. Do you think that there are needs of the beneficiaries that are not covered?**

- ☐ Yes
- ☐ No

**10.4. If you answered YES to the above question (F.3), please explain it:**

**10.5. In relation to the overall funding, including the distribution of food and basic material goods, and in relation to the number of beneficiaries, how satisfactory do you consider the funding rate for the Accompanying Measures?**

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- ☐ Not at all satisfactory
- ☐ A little satisfactory
- ☐ Moderately satisfactory
- ☐ Quite satisfactory
- ☐ Very satisfactory

**10.6. If you believe that the Accompanying Measures should be improved, or even radically changed, the changes you propose concern:**

- ☐ their content
- ☐ their design
- ☐ their organization
- ☐ Beneficiary information manners
- ☐ the way of implementation
- ☐ how to monitor
- ☐ Other, specify

**10.7. Do you adequately communicate the impact and contribution of the project to the general public?**

- ☐ Yes
- ☐ No
- ☐ I do not know



## E.2. Annex 2: Administrative Questionnaire

### Evaluation Survey of Accompanying Measures FEAD/TEBA OP

#### QUESTIONNAIRE FOR INTERVIEW WITH ADMINISTRATIVE STAFF

##### Section 1: Social Partnership

##### Social Partnership:

58. Social Partnership R.A. Drama
59. Social Partnership R.A. Evros / Orestiada
60. Social Partnership of Evros / Alexandroupolis
61. Social Partnership of the Municipality of Kavala / Thassos
62. Social Partnership of Xanthi Prefecture
63. Social Partnership of Rodopi Prefecture
64. Social Partnership of Imathia Prefecture
65. Social Partnership R.A Thessaloniki Eastern Department
66. Social Partnership R.A Thessaloniki Western Department
67. Social Partnership of Kilis Prefecture
68. Social Partnership of the Municipality of Pella
69. Social Partnership R.A. Pieria
70. Social Partnership R.A. Serres
71. Social Partnership R.A. Of Halkidiki
72. Social Partnership R.A. Grevena
73. Social Partnership R.A. Kastoria
74. Social Partnership R.A. Kozani
75. Social Partnership R.A. Florina
76. Social Partnership R.A. Arta
77. Social Partnership R.A. Thesprotia
78. Social Partnership R.A. Ioannina
79. Social Partnership R.A. Preveza
80. Social Partnership R.A. Karditsa
81. Social Partnership R.A. Of Larissa
82. Social Partnership R.A. Magnesia / Sporades
83. Social Partnership R.A. Trikala
84. Social Partnership Ionian Islands Region
85. Social Partnership R.A. Etoloakarnania
86. Social Partnership R.A. Of Achaia
87. Social Partnership R.A. Of Ilia
88. Social Partnership R.A. Βοιωτίας
89. Social Partnership R.A. Evia / Skyros
90. Social Partnership R.A. Evrytania
91. Social Partnership R.A. Fthiotida
92. Social Partnership R.A. Φωκίδας
93. Social Partnership R.A. Northern Sector / Municipality of Maroussi
94. Social Partnership of the Northern Sector / Attica Region
95. Social Partnership of the Western Sector
96. Social Partnership of the Central Sector / Municipality of Athens





97. Social Partnership R.A. Central Sector / Attica Region
98. Social Partnership of the Southern Sector
99. Social Partnership R.A. Piraeus and Islands
100. Social Partnership R.A. Eastern Attica
101. Social Partnership R.A. West Attica
102. Social Partnership of Argolida Prefecture
103. Social Partnership of Arcadia Prefecture
104. Social Partnership of the Prefecture of Corinth
105. Social Partnership of Laconia
106. Social Partnership R.A. Messinia
107. Social Partnership R.A. Lemnos, Samos, Ikaria
108. Social Partnership R.A. Lesbos
109. Social Partnership R.A. Chios
110. Social Partnership R.A. Andros, Thira, Kea-Kythnos, Milos, Naxos, Paros, Syros, Tinos, Sifnos
111. Social Partnership of Kalymnos-Karpathos Prefecture
112. Social Partnership PE Kos
113. Social Partnership R.A. Rhodes
114. Social Partnership Region of Crete

### 1.1. Gender

- ☐ Man  
☐ Woman

### 1.2. Age range

- ☐ 21 – 30 ☐ 31-40 ☐ 41-50 ☐ 51 and above

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### 1.3. Educational level

- ☐ Primary School  
☐ High School  
☐ Lyceum  
☐ TEI /Technical-Vocational University  
☐ University  
☐ Postgraduate  
☐ Doctorate

### 1.4. Your Hierarchical position in the Region / Municipality

- ☐ Director of Social Services  
☐ Program Implementer  
☐ Social Worker  
☐ External consultants/other Describe:

### 1.5. Years of experience in Social Services of Local Government

- ☐ 0-10  
☐ 11-20  
☐ 20 and above



### 1.6. How do you evaluate the level of social services of your Region / Municipality:

Rate from 1 to 5 (• 1 = not at all satisfactory, • 2 = slightly satisfactory, • 3 = quite satisfactory, • 4 = very satisfactory, • 5 = excellent)

### 1.7. Which of the following is important for your evaluation of the previous question?

(1 = Strongly disagree 2 = Disagree 3 = Neither agree / Disagree 4 = Agree 5 = Strongly agree)

- ☐ Quality of Services Provided 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
- ☐ Speed of service toward the beneficiary 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
- ☐ Degree of Satisfaction of Beneficiaries from their Region or Municipality 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

## Section 2: Regarding the Accompanying Measures

### 2.1. Has your Social Partnership implemented or is it implementing Accompanying Measures?

- ☐ Yes
- ☐ No

## Section 3: Inability to Implement Accompanying Measures

### 3.1. Do you know that the provision of Accompanying Measures is mandatory in the context of the implementation of FEAD/TEBA OP?

- ☐ Yes
- ☐ No

### 3.2. Are you aware of the consequences of not providing Accompanying Measures in the context of the implementation of FEAD/TEBA OP., for your Social Partnership?

- ☐ Yes
- ☐ No

### 3.3. Why your Social Partnership has not yet implemented Accompanying Measures?

- ☐ Lack of planning
- ☐ Lack of organization
- ☐ Lack of Human Resources
- ☐ Lack of communication between the Partners of the Social Partnership
- ☐ Bureaucracy
- ☐ Other, specify:



## Section 4: Implementation of Accompanying Measures

### 4.1. What Accompanying have you implemented?

- ☐ Psychosocial support, empowerment and social integration of special groups (excluding children)
- ☐ Psychosocial support, empowerment and social integration services for children
- ☐ Nutritional advice and healthy eating tips
- ☐ Family budget management tips
- ☐ Socialization services for children
- ☐ Social tutorials for children / beneficiaries
- ☐ Implementation of cultural and creative employment activities for children
- ☐ Other (specify) .....

### 4.2. What kind of Accompanying Measures have you implemented by category? (Indicate title and brief description of up to three actions per category)

4.2.A. Psychosocial support, empowerment and social integration of special groups  
(excluding children) (Indicate title and short description)

4.2.B. Psychosocial support, empowerment and social integration services for children.  
(Mention title and short description)

4.2.C. Nutritional advice and healthy eating tips. (Mention title and short description)

4.2.D. Family budget management tips. (Mention title and short description)

4.2.E. Child socialization services. (Mention title and short description)

4.2.F. Social tutorials for children / beneficiaries. (Mention title and short description)

4.2.Z. Implementation of cultural and creative employment activities for children. (Mention title and short description)

4.2.H. Other (Indicate title and short description)

**4.3. What is the beneficiaries' participation level (approximately) in relation to the expected results of the action you describe?**

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☐ 5% - 20% ☐ 21% - 40% ☐ 41% - 60% ☐ 60% - 80% ☐ >80%

- ☐ Psychosocial support, empowerment and social integration of special groups (excluding children)
- ☐ Psychosocial support, empowerment and social integration services for children
- ☐ Nutritional advice and healthy eating tips
- ☐ Family budget management tips
- ☐ Socialization services for children
- ☐ Social tutorials for children / beneficiaries
- ☐ Implementation of cultural and creative employment activities for children
- ☐ Other (specify) .....

### Section 5: Regarding the design, approval and implementation process

Note: The following questions refer to the internal selection process of the implementation of an Accompanying Measure, i.e., within your body, your Region or your Municipality



**5.1. Within your organization, who is involved in the design and planning of the Accompanying Measures? (Possibility to enter more than one option)**

- ☐ The Governor of the Region /City Mayor
- ☐ The Deputy Governor of the Region / Deputy City Mayor
- ☐ The Social Services Manager
- ☐ The Program Implementer
- ☐ The Social Worker
- ☐ The Social Partnership
- ☐ Other (specify) .....

**5.2. The process of approving the implementation of the Accompanying Measures, within your organization, is:**

- ☐ Time consuming
- ☐ Short

**5.3. If it is considered time consuming, what factors contribute to it?**

- ☐ Bureaucracy
- ☐ Lack of human resources
- ☐ A plethora of stakeholders needed to finalize decisions

**5.4. Do you investigate the beneficiaries' needs in your organization before the selection of the Accompanying Measure?**

- ☐ Yes
- ☐ No
- ☐ Selectively
- ☐ Seldomly

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**5.5. Do you define within your organization participation selection criteria in Accompanying Measures actions?**

- ☐ Yes
- ☐ No
- ☐ Selectively
- ☐ Seldomly

**5.6. If you answer yes, the determination selection criteria of the beneficiaries for their participation in relevant AM actions are based on:**

- ☐ Beneficiary age
- ☐ Beneficiary gender
- ☐ Beneficiary family status
- ☐ Local beneficiary needs
- ☐ Beneficiaries have the opportunity to participate in as many accompanying measures as they wish
- ☐ Beneficiaries declare participation only if they are interested in the action



**5.7. If selection criteria are set for the participation of the beneficiaries in the Accompanying Measures, who determines them?**

- ☐ The Governor of the Region /City Mayor
- ☐ The Deputy Governor of the Region / Deputy City Mayor
- ☐ The Social Services Manager
- ☐ The Program Implementer
- ☐ The Social Worker
- ☐ The Social Partnership
- ☐ Other (specify) .....

**5.8. In what way the beneficiaries are informed regarding implementation of the Accompanying Measures? (up to three options)**

- ☐ Orally when distributing products
- ☐ By phone
- ☐ By sms
- ☐ Through mobile application
- ☐ By distributing printed material
- ☐ Through the website of the Municipality
- ☐ Through entries in the electronic and printed press
- ☐ Through social networks

**5.9. Which of the following ways of communication do you consider most effective? (up to 3 options)**

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- ☐ Orally when distributing products
- ☐ By phone
- ☐ By sms
- ☐ Through mobile application
- ☐ By distributing printed material
- ☐ Through the website of the Municipality
- ☐ Through entries in the electronic and printed press
- ☐ Through social networks

**Section 6: Monitoring and evaluation process**

**6.1. In your organization do you have an Accompanying Services monitoring system? (Excluding the platform of the Managing Authority) (except for the platform of the Managing Authority)**

- ☐ Yes
- ☐ No
- ☐ I do not know

**6.2. If there is an Accompanying Measures monitoring system within your organization, who monitors it?**

- ☐ The Governor of the Region /City Mayor



- ☐ The Deputy Governor of the Region / Deputy City Mayor
- ☐ The Social Services Manager
- ☐ The Program Implementer
- ☐ The Social Worker
- ☐ The Social Partnership
- ☐ Other (specify)

**6.3. Are evaluation criteria for the Accompanying Measures set within your organization?**

*(Exception protocols / minutes excluded)*

- ☐ Yes
- ☐ No
- ☐ I do not know

**6.4. Are there, within your organization, specific KPI's (key performance indicators) for measuring the results of the Accompanying Measures?**

- ☐ Yes
- ☐ No
- ☐ I do not know

**6.5. If the answer is yes, on the basis of which indicators are the results of the Accompanying Measures measured:**

- ☐ By the number of participants
- ☐ By Beneficiary evaluation
- ☐ By Implemented organization evaluation
- ☐ Other

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**6.6. If, within your organization, criteria are set, is an Evaluation Report prepared and published in order to be evaluated by the social services the Accompanying Measures?**

- ☐ Annually
- ☐ Monthly
- ☐ Project based
- ☐ Ad hoc
- ☐ Never

**6.7. How do you think the POSITIVE results of the Accompanying Measures may be utilized by the Social Services?**

- ☐ Repetition of the action through the financing of FEAD/TEBA OP
- ☐ Suggestion for permanent provision of the action by the Social Services of the Municipality
- ☐ Suggestion for permanent provision of the service by the Municipality, through the search for collaborations with other Bodies
- ☐ They are not utilized

**6.8. Are the expected results of your action predefined in the context of Accompanying Measures implementation?**



- ☐ Yes  
☐ No  
☐ I do not know

**6.9. If the expected results are determined, which criterion (s) are selected?**

- ☐ Of the participation  
☐ Efficiency  
☐ Participation and effectiveness  
☐ Other

**6.10. Do you think that through the use of digital tools (mobile applications, platforms, etc.) you could more easily monitor and evaluate the Accompanying Measures?**

- ☐ Yes  
☐ No  
☐ I do not know

**6.11. How effective do you think the Accompanying Measures are in terms of social inclusion and integration of beneficiaries?**

- ☐ Not at all  
☐ Moderate  
☐ Satisfactorily  
☐ Very well  
☐ Excellent

**6.12. Justify in more detail:**

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**Section 7: Regarding your cooperation with the Social Partnership Partners**

**7.1. How do the Social Partnership partners assist in the actions of the Accompanying Measures?**

- ☐ Plan Accompanying Measures  
☐ Propose Accompanying Measures  
☐ Implement Accompanying Measures  
☐ Mobilize and inform beneficiaries  
☐ They do not assist

**7.2. How often do your Social Partnership partners meet?**

- ☐ Annually  
☐ Monthly  
☐ Project based  
☐ Ad hoc  
☐ Seldomly





### 7.3. The cooperation of the Social Services of your Region / Municipality with the Partners, is characterized as:

- ☐ Not good at all  
☐ Good  
☐ Satisfactory  
☐ Very good  
☐ Exceptional

## Section 8: Regarding the selection of Accompanying Measures

### 8.1. The variety of Accompanying Measures you would choose and the degree of importance, according to the needs of your Region or Municipality

(1 = Not at all important 2 = A little Important 3 = Not important / Not Insignificant 4 = Important 5 = Very important)

A. Psychosocial support, empowerment and social integration of special groups (excluding children)

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

B. Psychosocial support, empowerment and social integration services for children

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

C. Nutritional advice and healthy eating tips

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

D. Family budget management tips

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

E. Children socialization services

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

F. Social tutorials for children / beneficiaries

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

G. Implementation of cultural and creative employment activities for children

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

**8.2. To what extent do you think the Accompanying Measures meet the initial expectations of the beneficiaries?**

(1 = Not at all 2 = A little 3 = Not a little / Not much 4 = Enough 5 = A lot)

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

**8.3. To what extent do you think the Accompanying Measures meet your initial expectations?**

(1 = Not at all 2 = A little 3 = Not a little / Not much 4 = Enough 5 = A lot)

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

**8.4. Please note below the most negative points of your experience from the implementation of the Accompanying Measures:**

(multiple options)

- ☐ The design of Accompanying Measures
- ☐ The implementation time
- ☐ The implementation process
- ☐ The cooperation between the services within your organization
- ☐ Cooperation with collaborating implementing bodies
- ☐ Communication with beneficiaries
- ☐ Informing the beneficiaries
- ☐ Other, specify .....

**8.5. Please note below the most positive points of your experience from the implementation of the Accompanying Measures:**

(multiple options)

- ☐ The design of Accompanying Measures
- ☐ The implementation time
- ☐ The implementation process
- ☐ The cooperation between the services within your organization
- ☐ Cooperation with collaborating implementing bodies
- ☐ Communication with beneficiaries
- ☐ Informing the beneficiaries
- ☐ Other, specify .....

**8.6. Do you think that there are needs of the beneficiaries that are not covered?**

- ☐ Yes
- ☐ No
- ☐ I do not know

**8.7. Do you consider that the Accompanying Measures implemented within the framework of FEAD/TEBA OP contribute to the social inclusion and integration of the beneficiaries?**

- ☐ Yes
- ☐ No
- ☐ I do not know

**8.8. If you believe that the Accompanying Measures should be improved, or even radically changed, the changes you propose concern:**

- ☐ their content
- ☐ their design
- ☐ their organization
- ☐ Beneficiary information manners
- ☐ Other, specify .....



### E.3. Annex 3: Privacy Policy

#### Privacy Policy

Dear participant,

The Union of Working Consumers of Greece considers that the protection of the personal data of current and / or potential users and interlocutors is fundamental, ensuring that the processing of personal data, carried out by any means, automated or non-automated, is carried out in full compliance with the safeguards and rights recognized by Regulation (EU) Regulation (EC) No 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of individuals with regard to the processing of personal data and on the free movement of such data (hereinafter referred to as "the Rules") and other applicable rules for the protection of personal data. Therefore, we would like to inform you about the following:

#### A. Who will process your personal data?

The person who will process your Personal Data for the purposes set out in Section B of this Information Notice and will therefore act as the data controller as defined in Article 4 (7) of the Rules of Procedure is:

THE UNION OF WORKING CONSUMERS OF GREECE, phone: 00302108817730, e-mail: info@eeke.gr, url: www.eeke.gr (hereinafter "the Data Processing Officer")

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#### B. What information do we collect and for what purposes will we process your Personal Data?

We collect only information that helps us provide functionality to the system for your participation in the Survey questionnaire conducted by the Consumer Workers Union of Greece - Implementing Agency on behalf of the Managing Authority of FEAD/TEBA of the National Labor Institute and the National Labor Institute.

The answers to the questionnaire will be analyzed in a purely and solely centralized form and the anonymity of the participants will be respected. We collect, store and use the following personal data that you provide to us to perform the above action:

- Gender
- Age
- Educational level
- Hierarchical position in the body
- E-mail
- Telephone Number



We do not collect your name or IP address, but we may collect your temporary browsing data solely to allow you to participate in the questionnaire. We remind you that participation in the survey is mandatory.

For the security of the processing we use firewalls and encryption, to protect personally identifiable information from unauthorized access, modification, disclosure, abuse or destruction. Also, the handling of all personal data is done through secure, encrypted connections.

### C. Where can your Personal Data be disclosed?

Your Personal Data may be disclosed to specific entities that are considered recipients of such Personal Data. In this regard, in order to properly carry out all the processing activities necessary to pursue the purposes set out in this Privacy Policy, the following recipients may process your personal data:

- Individuals, employees and / or associates of the Data Processing Officer, who have been assigned specific and / or multiple processing activities to your personal data.

### D. How long will your Personal Data be processed?

In light of this principle, your Personal Data will be processed by the Data Controller only to the extent necessary to achieve the purposes set out in Section B of this Privacy Policy. Specifically, your personal data will be kept by the Data Controller, for as long as is deemed necessary for the conduct of the research and the elaboration of the relevant study.

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### Q. What are your rights?

You have and can exercise all the rights provided for in Articles 15, 16, 17, 18, 19, 20, 21, 22 of the GDPR. Specifically:

**1. The right of access.** You have the right to be aware and to verify the legality of the processing. Thus, you have the right to access the data and receive additional information about their processing.

**2. The right of correction.** You have the right to correct, update or modify your personal data if it is inaccurate or incomplete.

**3. The right of deletion.** You are given the opportunity to request the deletion or removal of your personal data when it is no longer necessary for the purposes for which it was collected or there is no legal reason for us to continue to use it.

**4. The right to data portability.** You have the right to receive your personal data processed in a structured, commonly used and machine-readable format.

**5. The right to restrict processing.** You have the right to request a restriction on the processing of your personal data in the following cases: (a) when you dispute the accuracy of



the personal data and until it is verified; (c) when personal data are not needed for processing purposes, but are necessary for the establishment, exercise, support of legal claims; of the reasons why you oppose editing.

**6. The right to object.** You have the right to object at any time to the processing of your personal data, under the conditions of no. 21 par. 1 GKPD. Once the right of objection has been exercised, your personal data will no longer be processed, unless there is a lawful and compelling reason for processing that overrides your interests, rights, and freedoms or to establish, exercise or uphold legal claims.

ΕΕΚΕ guarantees that, if you object to the processing of data concerning you, the said data will no longer be processed, unless the Controller demonstrates compelling and legal reasons why the processing is necessary, which outweighs the interests, the rights and your liberties or a provision of law requiring the processing or for the establishment, exercise or support of legal claims.

#### F. Where will your Personal Data be processed?

Your personal data will be processed by the Data Processing Officer within the territory of Greece.

To exercise all of your rights as set forth above, please contact the Data Processor in the following ways:

- By letter to the Consumer Workers' Union of Greece, at the address: 28 Ioulou, 10433 Athens
- Sending an e-mail to [info@eeke.gr](mailto:info@eeke.gr) in the presence of a Legal Representative/ Statutory Representative
- Calling 2108817730 and asking for the legal representative/ Statutory Representative

