

# Athens Partnership

Biennial Report  
2015-2017





More than 70,000 visitors were welcomed to Athens by volunteer Greeters, who operated at 3 central points, including Syntagma Square.

# Table of Contents

Message from the Mayor	4
Approach	6
Impact	8
Projects	9
Open Schools	9
Designed for Better Learning	10
Migrant and Refugee Services	11
SynAthina	12
Chanion Multi-Service Clinic	13
Information and Referral System	14
Social Inclusion	14
Case Management	15
Commercial Triangle Revitalization	16
Athens Culture Net	17
Athens Tourism Partnership	18
Digital Initiatives	19
Supporters	20
Project Partners	21
Leadership	22
Financials	23

Data collected for this report is current as of December 2017.



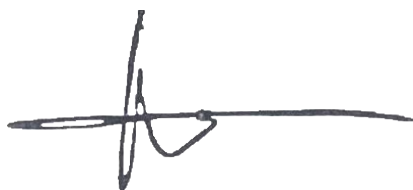
# Message from the Mayor

As the Mayor of Greece’s capital and largest city, I recognize the immense responsibility of local government to work on behalf of its residents and provide essential services. But, government cannot do it alone. And while Athens has historically benefited from philanthropy—from supporting our cultural institutions to responding to the urgent needs of recent immigrants—we lacked a strategic approach to cross-sector collaboration and a vehicle for organizing and mobilizing these investments.

The Athens Partnership is now driving change and advancing city priorities at an unprecedented pace. As this report presents, the Athens Partnership is not only facilitating impactful new programs, it is helping the City of Athens reimagine its public spaces and deliver services more effectively. I am proud to say that the Athens Partnership is contributing to improving the management and provision of services citywide.

I am grateful for the lead support of the Stavros Niarchos Foundation and the growing list of partners that have embraced this movement. Together, we are leveraging resources and expertise to benefit Athenians and strengthen our city.

With gratitude,



Georgios Kaminis  
Mayor, City of Athens



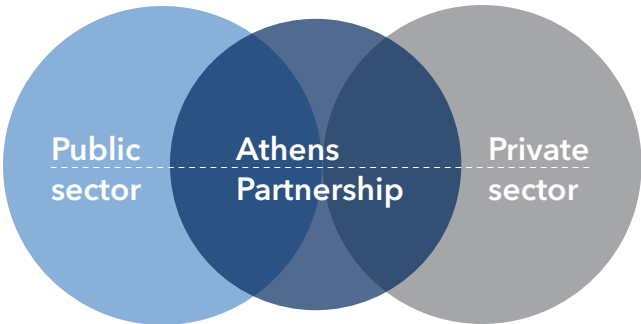
"During a crucial time of need in our city, the Athens Partnership is helping us to move forward, spark innovation, and improve the delivery of services."

- Georgios Kaminis,  
Mayor of Athens

Mayor Kaminis visits the Athens Coordination Center for Migrant and Refugee issues.



# Approach



Greece’s economic hardship and migrant crisis have deeply affected the residents of Athens. Recognizing the city’s challenges cannot be addressed by government alone, the Athens Partnership (AP), an independent nonprofit organization, was created in 2015 to pilot innovative programs and tackle pressing needs through cross-sector collaboration. AP supports city priorities in all areas of service, including poverty alleviation, health, education, and community development, while simultaneously evaluating the outcomes and the impact of initiatives.

AP projects leverage existing municipal structures and resources as well as private sector support and expertise. Through its partnership with the Municipality, AP can test new programs, evaluate their effectiveness, and help scale them.

Project staff are hired by the Athens Partnership, and work in close cooperation with existing agencies, adding new expertise and enhancing the Municipality’s problem-solving capacity.

“It is hard to believe, or adequately convey, what has been accomplished in two years since the Athens Partnership was launched. Our organizational model has multiplied the effect of private donations by harnessing the power of public-private collaboration and leveraging existing resources in an unprecedented way in Greece. Given the outcomes we have tracked to date, I have no doubt that we will continue to grow our impact, alongside our partners.”

- Alexandros Kambouroglou,  
Executive Director,  
Athens Partnership



## Civic Engagement

AP serves as a convener and connector for community members and a wide range of cross-sector organizations.



## Municipal Capacity Building

AP project teams work closely with city agencies and staff on program goals, development, and deliverables, helping to enhance public sector capabilities.



## Rapid Results

AP mobilizes strategic partners to deliver results, and employs a metrics-driven approach to determine future investment in programs.



The new Multi-Service clinic on Chanion street in Kypseli offers free medical care and social services for all.



# Impact

AP chooses projects designed to have a maximum impact on Athens residents that offer rapid results in a transparent and accountable manner. Sustainability is also a key consideration, with projects often working as ‘pilots’ that can then be adopted and scaled under permanent Municipality structures.

Our goals are to:

- Strengthen public services
- Engage citizens and stakeholders
- Create more livable and sustainable neighborhoods
- Energize culture and tourism, while boosting the economy
- Identify and increase resources for effective public programs

70,000+

Athenians directly served

1+ million

residents and visitors impacted

33

municipal agency partners

270

NGOs, companies, groups engaged

116

people employed on project teams

20+

requests from other European municipalities to replicate AP model and programs

Children learn about electrical circuits in the "Designed for Better Learning" Maker Space.

# Projects

## Open Schools

Offering public spaces with development opportunities for all

At a time when investing in personal development opportunities is a luxury for many Athenians, there is an increasing need for safe, open public spaces in many neighborhoods. The Open Schools program was designed to convert school buildings, after dismissal, on holidays and on weekends, into vibrant community centers. The program offers a variety of free, targeted activities and workshops for all ages.

The program has successfully engaged leading businesses and organizations, such as Microsoft, UNICEF, and the National Theater, bringing resources and expertise to neighborhoods throughout Athens. Many courses and activities are offered by a network of community providers, designed to build skills and increase the employability of participants.

Examples include:

- Language courses in Greek, English, Arabic, Farsi, and Turkish (1,315 participants)
- Science, Technology, Engineering, and Math (STEM) Education: Robotics, Lego WeDo (776 participants)
- Job interview preparation (82 participants)
- How to build a sustainable social enterprise (300 participants)

[athensopenschools.gr](https://athensopenschools.gr)



24,000

participants



110

organizations and partners engaged



322

activities offered

"The Open Schools program allowed the Municipality of Athens to offer better organized services to citizens and schools by streamlining processes and encouraging new partnerships. It also provided us with the necessary flexibility to run innovative adult training programs, not constrained by the framework of government. Given the success of the program, the Municipality has already taken a number of practical steps to incorporate Open Schools in its basic structures and secure additional funding for the future."

- Maria Iliopoulou,  
Vice Mayor for the Child,  
City of Athens



## Designed for Better Learning

Creating innovative educational environments in public schools

Many public schools in Greece suffer from outdated equipment and furnishings, coupled with low student and teacher morale. Official classroom design is antiquated, remaining largely unchanged since 1896, and can place barriers on student creativity.

With the expertise of the Technical University of Crete's Transformable Intelligent Environments Laboratory (TUC-TIE Lab), the Designed for Better Learning (DBL) program transformed the physical environment and educational experience in 24 public schools, from preschool to high school. Students and teachers were involved in the redesign of their school buildings, play yards and surrounding spaces, providing new opportunities for creativity and connection.

DBL both overhauled school facilities and presented a new educational paradigm in Athens. Surveys after the program's completion at each site show a marked increase in student and parent engagement and positive connections with their schools. Teachers were also able to engage students in more collaborative hands-on projects.

The program also launched the first municipal-owned Maker Space in Greece. This new laboratory provides schools with access to the latest technology and equipment such as laser cutters and 3D printers.



**24**

public schools  
remodeled



**4,215**

students and teachers  
directly impacted



**40**

requests for  
replication



[athens-dfbl.gr](http://athens-dfbl.gr)

Before & After:  
A Designed for Better  
Learning School.

## Migrant and Refugee Services

Enhancing the response to the refugee crisis

The unprecedented plight of refugees in recent years found European governments unprepared to deal with a global humanitarian crisis. In Greece, public and private forces channeled an enormous amount of resources for relief efforts; however, gaps and a lack of coordination often hampered results.

The Athens Coordination Center for Migrant and Refugee issues (ACCMR) was developed to bring together the major entities serving refugees. Within just a few months of launching, the new Center included over 75 of the largest national and international organizations, sharing data and resources to strategically address immediate and future needs of refugees as well as inform policy and spending.

The coalition of providers convened through the ACCMR is also leading the development of a preparedness plan to address future refugee crises. Municipal staff are working with ACCMR members to map services and infrastructure, identify challenges, and develop emergency scenarios.

A Strategic Action Plan for Refugee and Migrant Integration is also being developed by the ACCMR, which can serve as a model for municipalities across Greece. The ACCMR is hosting ongoing trainings and education seminars such as staff workshops on minors experiencing trauma and training courses for young refugees on coding with SAP Corporation.

[accmr.gr](http://accmr.gr)



**75**

member organizations



**5**

Municipal  
departments engaged



**65**

project  
proposals developed

"In the midst of the refugee crisis, the Municipality of Athens had to face a reality that was overwhelming. We were already stretched to full capacity, tackling serious social problems caused by the 8-year economic crisis in Greece. The ACCMR vastly upgraded the City's ability to address challenges related to the welfare of refugees and migrants as well as its readiness to deal with potential future crises."

- Lefteris Papagiannakis,  
Vice Mayor for Migrants,  
Refugees, and Municipal  
Decentralization, City of Athens



## SynAthina

Facilitating a citizen empowerment platform

In recent years, many citizen groups have sprung up in Athens, emboldened by the need to participate and find solutions to pressing problems intensified by the economic crisis. Until recently, the Municipality did not have the means to connect to these initiatives, tap into their dynamism and help them to take root and grow. SynAthina now provides common space that brings together, supports and facilitates citizens' groups engaged in improving the quality of life in the city.

[synathina.gr](http://synathina.gr)



**653**

activities from citizens' groups on SynAthina platform in 2017



**364**

community groups registered as active members

"AP's oversight has enhanced the innovative nature of our work. We are both pleased and appreciative that such a structure was put in place for us!"

- Amalia Zepou,  
Vice Mayor for Civil Society and Innovation,  
Municipality of Athens, Greece  
SynAthina director

## Chanion Multi-Service Clinic

Boosting the provision of health and social services

The economic crisis has left a significant portion of the population with limited access to healthcare. An estimated 16% of all Athenians live in extreme poverty, with 18-29 year olds at 25%. The Chanion clinic opened in Kypseli as a one-stop service center, providing medical and social services in one place, free of charge.



**15,000**

people served



**35,000**

appointments conducted



**31%**

of those served are unemployed



**24%**

of those served lack health insurance

Doctors and social services workers celebrate the opening of Chanion Multi-Service Clinic.

The ACCMR Forum brings together, under the auspices of the Municipality, 75 organizations and agencies active in migrant and refugee support.





# Information and Referral System

Mapping out a network of social services, tailored to residents' needs

The "I Serve" information and referral system was developed to identify and serve the needs of Athens residents, by linking the City of Athens social services with relevant NGOs and public entities. The project established an electronic community resource database that mapped 900 services offered by 160 public and private health and social service provision organizations. The initiative also developed an electronic screening and referral tool and fostered a climate of collaboration between City agencies, NGOs and other external service providers.



**160**  
service providers



**900**  
services offered

# Social Inclusion

Providing immediate aid to the most vulnerable residents

The Social Inclusion program provides electronic prepaid cards to eligible individuals and families, enabling them to purchase food and other essential living needs.

A new system was also developed for the City's homeless services to more efficiently manage donations and provide an online fundraising platform.



**450**  
electronic prepaid cards



**1,250**  
beneficiaries

# Case Management

Improving the delivery of social services

The economic crisis stretched the capacity of the Municipality of Athens in many ways, including human resources and the provision of social services. With the increase in needs and higher volume of work, new systems were needed to keep pace with the demand for public service delivery. The development and implementation of an online case management system enabled the Municipality to record all beneficiaries and transactions in a single database for the first time. This effort has strengthened case management and led to more efficiency and effectiveness for agencies providing a wide range of services to those in need.



**40,000**  
beneficiaries



**1,400+**  
individuals received medicine and medical supplies



**3,700**  
individuals received food and other basic goods

Doctors at the Chanion Multi-Service Clinic utilize new case management software.





# Commercial Triangle Revitalization

Creating a model city center  
for residents and visitors

Athens' city center has suffered from widespread tagging, illegally parked vehicles encroaching on public space, and outdated street furniture. These conditions have impacted businesses, the livelihood of community members, and discouraged tourists.

The Trigono project leveraged existing government resources and private investment to create a more vibrant and sustainable public space. The initiative garnered community engagement and urban design expertise to support new cleaning equipment and efforts to safeguard vehicle-free, pedestrian streets. The program removed graffiti, improved garbage collection, and engaged local business partners to maintain cleanliness. Six dilapidated buildings were covered with building wraps of images from contemporary Greek dance, while several buildings unused for years have re-opened as spaces hosting art exhibitions. The project also led to the area's revival as a hotspot of cultural production, featuring public art and events with more than 8,000 participants in the first few months.

[athenstrigono.org](http://athenstrigono.org)

A public festival engaging residents in the Commercial Triangle area.



**6,000**  
m² of graffiti cleaned



**12**  
Municipal  
departments  
engaged



**20**  
organizations/  
NGOs engaged



**100+**  
store owners engaged



**18**  
new businesses  
in the area

# Athens Culture Net

Enhancing connections and  
collaboration in the arts

Athens features one the of most vibrant arts scenes in Europe. However, its cultural organizations did not have a vehicle for collective impact, group promotion, or resource sharing. This presented a great opportunity to systematically promote arts and strengthen the creative sector to advertise the city as a leading cultural destination. For the first time in Greece, the Athens Culture Net (ACN) connected the most prominent cultural institutions in Athens, providing support, shared resources and opportunities to collaborate and program in public spaces.

In its first year, ACN developed an online database and website that hosts an events calendar for cultural programs, launched a cultural vibrancy campaign, and commissioned a public private opinion poll on the cultural participation of Athenians.

[athensculturenet.com](http://athensculturenet.com)



**44**  
leading cultural  
organizations as members



**25**  
projects facilitated and  
co-organized in first year



**60,000**  
pamphlets produced,  
promoting cultural activities



Building wraps with images of Greek contemporary dance were used to cover dilapidated buildings in Trigono.



# Athens Tourism Partnership

Facilitating the promotion of Athens as a world-class tourist destination

Although Greece is a leading tourist destination, Athens is often treated as a short travel stopover. Since industry standards show that every 40 visitors support one tourism job on average, a new alliance between the City of Athens, Aegean Airlines and Athens International Airport was developed to promote Athens as a modern, welcoming, year-round destination. The Athens Tourism Partnership created a communications strategy that included a multi-media campaign to target European audiences.

This initiative was complemented by volunteer enthusiasm through a new Athens Greeters corps whose members personally welcomed and shared their knowledge of the city with thousands of visitors. The efforts of the Tourism Partnership were contributing factors to an impressive 10% year-on-year rise in overall Athens visitation numbers in 2017.

[thisisathens.org](http://thisisathens.org)



The Athens Tourism Partnership led to groundbreaking tourist visits to Athens in 2017.



**34 million**

potential travelers reached through multi-media campaign



**124**

volunteers engaged by the Athens Greeters program



**70,000**

visitors personally greeted in Athens

# Athens Digital Initiatives

Building up digital capabilities

Digital innovation in the public sphere can bring important efficiencies and improvements in services to residents and impact economic development in a city. However, a coherent digital strategy can improve municipal processes and deliver value to residents and visitors—making city information easier, faster and more reliable to access. Private sector partners are also crucial to helping make these improvements comprehensive and maximizing their impact.

In 2017, a Chief Digital Officer was appointed in Athens to develop a strategic digital plan for the Municipality. To complement this effort, a Digital Council was created that includes CEOs from the largest technology companies operating in the country (Accenture, IBM, Microsoft, Nokia, Oracle, OTE, SAP, Vodafone, WIND) and leading IT academics to help identify opportunities and potential synergies to upgrade the Municipality's digital capabilities. Early outcomes included prototype solutions for waste management and smart lighting in the city's center.

Additionally, with the partnership of Cosmote, Nokia and the Stavros Niarchos Foundation, the Athens Digital Lab (ADL) was created to develop innovative ideas into tools that can enhance the city. In December 2017, six teams of young developers and entrepreneurs were selected to work at the ADL, which will provide them with the tools to create concrete solutions for Athens.

[athensdigitallab.gr](http://athensdigitallab.gr)



**9**

CEOs of leading tech companies on Digital Council



**108**

proposals for "smart city" solutions submitted to Athens Digital Lab



**6**

tech teams developing innovative technologies for the city



The Launch of the Athens Digital Roadmap, a strategic plan to better engage residents and improve service delivery through digital technologies.



# Supporters

Lead donor: **Stavros Niarchos Foundation\***



Donors and in-kind contributors include:

- Accenture
- Bloomberg Associates
- Bloomberg Philanthropies
- Cosmote
- Drake & Maria Behrakis
- Edenred
- The Hellenic Initiative
- Housemarket SA (Ikea)
- The Libra Group
- Latsis Foundation
- Microsoft
- Nokia
- Onassis Foundation
- Open Society Foundations
- Piraeus Bank
- Solidarity Now
- Taxibeat
- Vodafone
- Yale Concert Band



A couple dances in the newly revitalized Commercial Triangle.

The Athens Partnership is also reliant on its large network of government agencies and NGOs.

\* The Stavros Niarchos Foundation (SNF) is one of the world’s leading private, international philanthropic organizations, making grants in the areas of arts and culture, education, health and sports, and social welfare. The SNF funds organizations and projects that are expected to achieve a broad, lasting and positive impact for society at large, and exhibit strong leadership and sound management. It actively seeks to support projects that facilitate the formation of public-private partnerships as an effective means for serving public welfare. To that end, the Foundation supported the creation of Athens Partnership (AP). The SNF’s support of AP is part of its €10 million grant towards the Municipality of Athens, helping improve the quality of life for the city’s residents and visitors.

# Project Partners

The Municipality of Athens partners include:

- |  |  |   |
|--|--|---|
| <b>Mayor’s Office</b><br>Chief of Staff<br>Chairman of Board of the Athens Development and Destination Management Agency | <b>Infrastructure, Construction and Building Works</b><br>Vice Mayor   | <b>Urban Nature, Resilience and Climate Change Adaptation</b><br>Vice Mayor |
| <b>Secretary General</b><br>Secretary General of the Municipality of Athens  | <b>Social Solidarity, Welfare and Equality</b><br>Vice Mayor           | <b>Civil Society and Innovation</b><br>Vice Mayor                           |
| <b>City Center and Municipal Police</b><br>Vice Mayor  | <b>Migrants, Refugees and Municipal Decentralization</b><br>Vice Mayor | <b>Trade, Development and Management of Public Spaces</b><br>Vice Mayor     |
| <b>Waste Management</b><br>Vice Mayor  | <b>Children’s Services</b><br>Vice Mayor                               |   |

Creative activities for children at Athens Open Schools.





# Leadership

## AP Staff

Alexandros Kambouroglou  
Executive Director

Dimitra Patrikarakou  
Program Director

Natalie Weeks  
Strategy and  
Partnerships Director

Alexandros Kandarakis  
Communications Director

Alexis Falias  
Finance and  
Administration Director

Dimitris Grigoriadis  
Office Manager

## Board of Advisors

Takis Arapoglou

Lee Bodner

Nikiforos Diamandouros

Athanasios Tsiouras

A man enjoying the  
newly revitalized  
Commercial Triangle.



# Financials

## November 2015 - December 2017

### Support and Revenue

Contributions and Grants 8,299,206 €

### Operating Expenses

Program Services 6,180,625 €

Management and General Operating 574,707 €

Fundraising 10,202 €

Total Operating Expenses 6,765,534 €

Balance 1,533,672 €

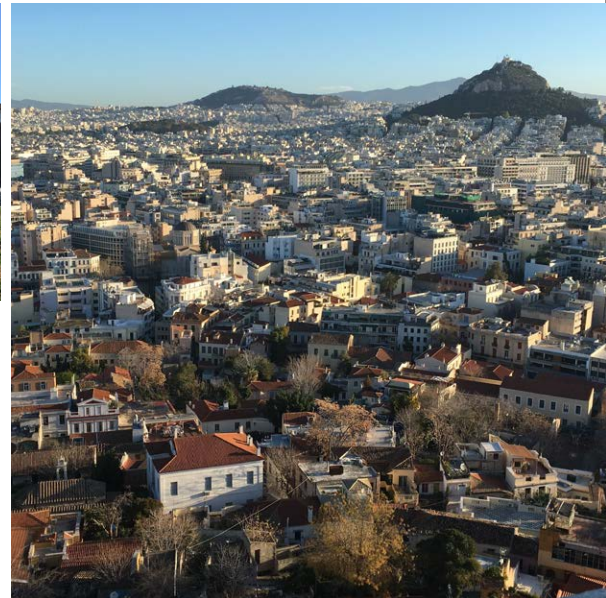
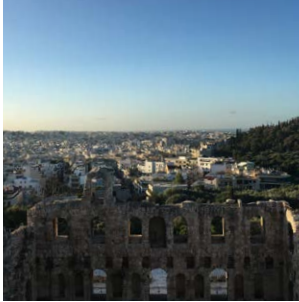
The Athens Partnership receives contributions and grants that support one-year as well as multi-year programs. It also leverages significant resources in-kind through the Municipality of Athens.

New Venture Fund, a 501(c)(3) public charity, serves as the Athens Partnership's U.S.-based fiscal sponsor.



A poster from the Athens vibrancy campaign, facilitated by the Athens Culture Net.





Anaxagora 3-5  
 Athens 105 52  
 Greece  
 +30 216 700 3325, ext. 403  
[info@athenspartnership.org](mailto:info@athenspartnership.org)  
[athenspartnership.org](http://athenspartnership.org)  
[@athenspartner](https://twitter.com/athenspartner)  
[facebook.com/athenspartnership](https://facebook.com/athenspartnership)