



# Athens Partnership

2018 Annual Report

“The Athens Partnership’s programmatic success is thanks to an incredible – and growing – network of collaborators and supporters. In 2018, we facilitated programs in partnership with the Municipality of Athens, directly serving thousands of residents. These programs are sparking change in municipal government, bringing together cross-sector partners in meaningful ways, and garnering international acclaim. Together, we can continue to create systemic change, impact lives, and strengthen Greece.”

Alexandros Kambouroglou  
Executive Director,  
Athens Partnership

School playgrounds in Ambelokipi, Athens were connected through the Designed for Better Learning program, creating new opportunities for social interaction for toddlers.




# TABLE OF CONTENTS

IMPACT	4
OUR START	5
HOW WE WORK	5
VALUE ADDED	6
PROGRAM HIGHLIGHTS	7
EDUCATION	
Open Schools	8
Designed for Better Learning	10
Municipal Maker Space	12
CULTURE	
Athens Culture Net	13
Athens World Book Capital	13
COMMUNITY & ECONOMIC DEVELOPMENT	
Commercial Triangle Revitalization	14
This is Athens & Partners	15
DIGITAL & TECH	
Athens Digital Council	16
Athens Digital Lab	17
SOCIAL INCLUSION & SPECIAL PROJECTS	
Athens Coordination Center for Migrant & Refugee Issues	18
Disaster Relief	19
2018 European Innovation Capital	19
LEADERSHIP	21
FINANCIALS	22
SUPPORTERS	23


# IMPACT

 **1+ million**  
residents and  
visitors impacted

 **150k**  
Athenians directly  
served

 **33**  
municipal agency  
partners

 **300**  
NGOs, companies, and  
groups engaged

 **125**  
people employed  
on project teams

 **100+**  
requests from 30+  
European municipalities  
to replicate AP model  
and programs

\*2016 - 2018 Data

# OUR START

The Athens Partnership (AP) launched in 2015, with a founding grant from the Stavros Niarchos Foundation and strategic guidance from Bloomberg Associates, to facilitate high-impact partnerships between the Municipality of Athens and the private sector. AP was created to support public priorities, including poverty alleviation, health, education, and community development, using a new approach in Greece. By leveraging existing City resources and cross-sector support, AP works to pilot programs, evaluate their effectiveness, and help scale successful efforts. Our work is now resonating outside of Athens — to cities throughout Greece and beyond.



# HOW WE WORK

Mobilizing and facilitating cross-sector collaboration is at the core of our work. We believe that no significant urban challenge can be solved solely by government or a private entity.

We develop innovative projects in coordination with City government and a network of local partners to effectively target needs, identify gaps, design solutions, and maximize resources.

Once a program is designed and funding is secured, AP oversees project management in close collaboration with municipal agencies as well as community partners, such as service providers and educational institutions.

We ensure project deliverables, program evaluation, and reporting to inform any future investments. Constant monitoring, problem-solving, and fine tuning are essential to our programs' success.



# VALUE ADDED



## CIVIC ENGAGEMENT

AP serves as a convener and connector of community members, nonprofit organizations, corporate entities, and government agencies. We work to align goals and tap the resources and expertise of stakeholders.



## ENHANCING PUBLIC SERVICE DELIVERY

AP project teams work closely with City agency staff to define problems, develop programs, and establish deliverables. Through this process of engagement, we help to enhance public sector capacity as well as capabilities.



## DATA & RAPID RESULTS

AP employs a metrics-driven approach to all of its initiatives. Program evaluation data is used to inform future policy and spending, whether government or private. Transparency regarding project outcomes and finances is at the cornerstone of AP's values.



## IMPACT MULTIPLIER

AP's unique collaboration with government and a network of cross-sector partners allows it to maximize resources, tap expertise, and strategically invest contributions to advance public priorities in Greece.

One of the 105 original Educational Pla(y)ces projects created by the Designed for Better Learning program in 24 public schools.

# PROGRAM HIGHLIGHTS

## EDUCATION

## CULTURE

## COMMUNITY & ECONOMIC DEVELOPMENT

## DIGITAL & TECH

## SOCIAL INCLUSION & SPECIAL PROJECTS



# OPEN SCHOOLS

Offering public spaces with development opportunities for all ages

The Athens Open Schools initiative was designed to utilize school buildings as vibrant community centers after school hours, on holidays, and on weekends. The program offers a variety of free, targeted activities and workshops for all ages at 25 school sites across Athens.

The program has successfully engaged leading corporations, cultural institutions, and nonprofit organizations that provide tailored courses and activities. Through a collaboration with Cisco that began in 2018, the City of Athens is now partnering with the Cisco Networking Academy to offer a course and accreditation on CCNA Routing and Switching.

Open Schools is committed to social inclusion—with many of the activities designed especially for marginalized community members such as refugees, children with special needs, and the elderly. Approximately one third of the program’s beneficiaries are refugees and migrants residing in Athens. The Council of Europe hailed the program a best-practice model for promoting the smooth integration of refugee children.

An evaluation of nearly 500 participants provided an overwhelmingly positive picture: 95% of respondents found the activities 'Excellent' or 'Very Good' and would take part in them again.

In 2018 alone, 11 official requests were received from other municipalities for guidance on replicating the program. Thessaloniki, Greece’s second largest city, is already implementing the program based on AP’s model.

 30,000 participants

 500 activities offered

 150 host organizations

 95% positive feedback



A young Athenian uses a telescope as part of the 'Planetarium on the Go' activity during Astronomy Week.

"Inside our neighborhood’s Open School, we feel secure. It’s a great space where children can play with their friends and have new educational experiences. It has made a world of difference in our lives!"

Areti, mother of 9-year old twins and resident of the Kolonos neighborhood

A DIY workshop for adults through the Ambelokipi Open Schools program.





# DESIGNED FOR BETTER LEARNING

Upgrading school buildings, enriching learning techniques, and empowering educators in public schools

The first phase of the Designed for Better Learning (DBL) program focused on large-scale architectural interventions in school buildings: more efficient interior layouts, upgraded facilities, and new spaces for students to play and socialize during breaks. These changes, which commenced in 2016, solved operational problems and provided a fresh, new image of each school as a creative learning space - in vibrant, child-friendly colors.

Building on this, in 2018 DBL launched “Educational Pla(y)ces,” a participatory process led by architects and researchers from the Technical University of Crete that empowered students and teachers in each of the schools to enhance learning spaces. From gardening pallets on the roof of a school that had no plants, to circuits to understand the properties of electricity, to a “tree of emotions” that encouraged children to seek out and express their moods, educators placed the process in the hands of students to direct these efforts.

In 2018, the City of Athens committed more than €850,000 to continue the application of the Educational Pla(y)ces methodology in 48 public schools, while training 150 educators.



24  
public schools redesigned



77%  
of students said  
they feel "happier"  
in their new school



43%  
of public school  
teachers reported  
using new forms of  
teaching through DBL



A teacher in the redesigned Ambelokipi playground leads a gardening activity.

“The overhaul planned [for our school] was so ambitious that I couldn’t believe it would actually happen... Yet, over the course of just one summer break, everything changed!”

Popi Basdeki, Principal of a public preschool in the Designed for Better Learning program



# MUNICIPAL MAKER SPACE

Bringing technology access  
and participatory learning to all

In 2018, AP opened Greece’s first Municipal Maker Space to complement the Designed for Better Learning program. In the center of the city, this fabrication lab is equipped with machinery and digital tools for designing, printing, and manufacturing.

The Municipal Maker Space, a partnership with the Technical University of Crete’s Transformable Intelligent Environments Lab, promotes participatory design and allows teachers and students to enhance their everyday experience and explore new avenues for learning. It provides free workshops, STEM activities for schools, and a “home” for individuals and organizations who embrace the contemporary maker culture.

Since opening, the Maker Space has provided training to 1,160 children and 168 teachers in applied digital technologies—led by a team of experts from the Technical University of Crete. In 2018, the City of Athens committed more than €670,000 to continue the operation of the Municipal Maker Space facility.



1,160  
children attended  
programs or visited  
the Maker Space



168  
teachers built skills  
at the Maker Space



95%  
of participants  
said they “learned  
something new” and  
want to come back  
for more high-tech  
learning experiences



Young engineers-in-training learn about laser-cutting machines at the Maker Space.

# ATHENS CULTURE NET

Enhancing connections and  
collaborations in the arts

Athens Culture Net (ACN) was launched in 2016 to create a network of Athens’ foremost cultural institutions. In its first two years, ACN grew to include 54 members.

In 2018, ACN successfully produced large-scale cultural events, hosted ‘best practice’ workshops for cultural organizations, administered Athens’ first public survey on cultural participation, and incorporated members’ activities into city-wide promotional campaigns.



54  
member organizations



350+  
free events promoted



380,000  
attendees at ACN events



11  
municipal entities  
working in coordination

# ATHENS WORLD BOOK CAPITAL

A year-long celebration  
of Athens’ literary heritage

Beginning in the spring of 2018, ACN produced the Athens World Book Capital, a year-long UNESCO-sponsored celebration awarded to the Municipality of Athens. Events included meetings with writers and illustrators, concerts, thematic exhibitions, poetry readings, and workshops for publishing professionals. The program also promoted reading and language skills, making books more accessible to the city’s newer community members.



550+  
events hosted



180  
cultural organizations  
and creative  
groups engaged

# COMMERCIAL TRIANGLE REVITALIZATION

## Restoring and reviving Athens’ historic commercial district

First launched in 2017, the Commercial Triangle Revitalization program in the city center (known as “Trigono”) aimed to tackle the systemic issues of tagging and urban decay in Athens and introduce more sustainable solutions. The program leveraged existing public resources and new philanthropic support to create a more vibrant public space. Efforts included graffiti removal, garbage collection, and partnerships with local businesses to maintain cleanliness.

In 2018, new developments in Trigono included smart garbage collection, eliminating the need for fixed bins that took up space in the historic area. Two abandoned buildings were visually transformed with originally-designed photographic wraps. Cultural events in the area flourished, including the “Back to Athens” festival, which activated seven abandoned buildings and attracted more than 100 participating artists and 13,000 visitors.

To expand these efforts, AP introduced This is Athens - Polis, an initiative designed to remove illegal tags and engage artists in the wider Trigono area.



Before & After: Miltiadou Street



24  
new businesses  
in the area



25%  
increase in ground  
floor occupancy



€28 million  
in new investments in  
the Commercial Triangle

# THIS IS ATHENS & PARTNERS

## Promoting Athens as a world-class tourist destination

Building on the success of the Athens Tourism Partnership, launched by AP and the Athens Development and Destination Management Agency (ADDMA) in 2018, the City of Athens, Aegean, Athens International Airport, the Greek Tourism Confederation (SETE), Lampsa S.A., Lamda Development, and Ioniki Hotel Enterprises S.A., joined forces to form a unique public-private partnership called This is Athens & Partners. AP serves as the fiscal partner for philanthropic donations in support of this new initiative.

This is Athens & Partners is developing, with the support of key tourism stakeholders, projects that will boost economic growth and job creation in Athens by attracting investment, businesses, events, and visitors. This partnership will advance a three-year €15 million investment plan for the development and growth of the city’s visitor economy and marketing of Athens as a tourist destination. Projects include reopening closed shops in the center of the city, upgrading public areas, and a two-year anti-tagging program.



€15  
million  
investment plan



10%  
rise in year-on-  
year international  
visitors in 2018



From left to right: Yiannis Retsos, President at SETE-Greek Tourism Confederation, Mayor Georgios Kaminis, Eftichios Vassilakis, AEGEAN Chairman, and Dr. Yiannis Paraschis, CEO of Athens International Airport.



# ATHENS DIGITAL COUNCIL

## Enhancing the City's digital resources

The Athens Digital Council was formed in 2017 to provide strategic guidance to the City on the use of technology to improve government and public services.

The Council is composed of leaders from the largest digital, telecommunications, research and development, and software solution companies in Greece: Accenture, COSMOTE, Google, IBM, Microsoft, Nokia, Oracle, SAP, Vodafone, and WIND, as well as distinguished professors from leading universities in Athens.

At the recommendation of AP, the City appointed a Chief Digital Officer to lead the Digital Council in developing the City's first Digital Roadmap and building cross-sector collaborations to drive the implementation of the City's digital initiatives.

Outcomes of the Roadmap include the installation of 100km of fiber optics for a more reliable network and the implementation of two new digital City apps: myAthensPass, which focuses on smart parking, and Novoville, which promotes civic engagement.

Athens also became the first municipality in Greece to release a public tender for Enterprise Resource Planning, one of the largest IT projects in the country.

Athens Partnership Executive Director Alexandros Kambouroglou, TUC-TIE Lab Director Konstantinos Oungrinis, and Athens Chief Digital Officer Konstantinos Champidis discuss collaborative approaches at the Athens Maker Space.

“The Athens Digital Council is providing valuable recommendations to the Municipality on cost-effective ways to harness technology. These partnerships – with leaders that are household names not only in Greece, but around the world – are truly unprecedented.”

Katherine Oliver, Principal for Media & Digital Strategies at Bloomberg Associates



# ATHENS DIGITAL LAB

## Building up digital capabilities


The Athens Digital Lab (ADL) brings together the City of Athens with tech companies COSMOTE and Nokia in a groundbreaking venture coordinated by the Athens Partnership, and funded with a grant from the Stavros Niarchos Foundation.

The first cohort of four ADL teams, selected from 110 applications, developed four prototype apps in 2018, which are being piloted across the City of Athens.

Projects include a smart waste management system with a pilot application at 20 central locations throughout the city, a data marketplace for tech organizations and institutions, a smart public spaces management system, and a green management system that uses sensor nodes and a web platform installed in the National Garden of Athens.

ADL received Honorary Distinction by Boussias Communications at the 2018 Environmental Awards for its contribution to the protection of the environment and support of young entrepreneurship. ADL was also awarded “Best Innovative Action of the Year” at the InfoCom World Conference 2018.

 10  
CEOs of leading  
tech companies on  
Digital Council

 200+  
team proposals to  
Athens Digital Lab

 50+  
events hosted – focused  
on entrepreneurship,  
technology, and  
social innovation

# ATHENS COORDINATION CENTER FOR MIGRANT AND REFUGEE ISSUES

## Enhancing the response to the refugee crisis

Recognizing the need for more strategic and coordinated deployment of services to refugees and migrants, the Athens Coordination Center for Migrant and Refugee issues (ACCMR) was created in 2017—in collaboration with the Municipality of Athens. In 2018, the number of ACCMR partners more than doubled, reaching 92 of the largest national and international refugee organizations, as well as smaller grassroots organizations, to better manage resources, share data, inform policy, and anticipate future needs.

ACCMR members have joined forces to develop project proposals, hold events on the integration of migrants and refugees, host train-the-trainer language seminars, and organize outreach and cultural events in targeted communities.

In 2018, ACCMR expanded its reach, supporting the “Cities Network for Integration.” Thirteen municipalities now work together to exchange best practices and propose legislative changes to national government to better serve the needs of refugees.

ACCMR also worked with the International Rescue Committee (IRC) and the United Nations High Commissioner for Refugees (UNHCR) to create a Strategic Action Plan for the integration of migrants and refugees as well as a Preparedness and Response Mechanism for potential future crises. These plans will enable the Municipality to assume an even more proactive and supportive role toward refugees and migrants.



92  
member organizations



300  
delegates on six  
working committees



13  
municipalities in  
the “Cities Network  
for Integration”



2  
comprehensive plans  
for refugee response  
and integration adopted  
by Athens City Council

# DISASTER RELIEF

## AP steps in during a time of crisis in the Attica region

AP raised funds to aid recovery efforts in the Eastern Attica region hardest hit by the summer 2018 wildfires. Donations supported the work of Médecins du Monde, a nonprofit organization providing medical, psychiatric, and relocation services for victims at health centers set up in the region and through home visits. AP also supported the rebuilding of a public playground in a devastated area.



Responders in the Attica region  
Credit: Médecins du Monde.

# 2018 EUROPEAN INNOVATION CAPITAL

## Athens at the forefront of innovative urban programs

The European Commission announced Athens as the 2018 Winner of the European Capital of Innovation (iCapital), which included a €1 million prize. The 26 finalist cities considered for this prestigious award were judged on how they implemented innovative solutions to address societal challenges. Led by Mayor Georgios Kaminis, the City of Athens executed an innovation strategy that delivered more results with fewer means by engaging citizens and the private sector in broad alliances. More than half of the initiatives presented in the Athens dossier were Athens Partnership programs, including the Municipal Maker Space, ACCMR, Open Schools, Athens Trigono, and the Athens Digital Lab.



City and AP staff celebrate the 2018 iCapital Award.





# LEADERSHIP

“When the Athens Partnership was created in 2015, a time of economic and humanitarian crises in our country, the primary goal was to maximize cross-sector resources to support Athenians. The impact and reach of this unique organization far exceeded our expectations for what it could accomplish. As I reflect on the number of people served, partners engaged, and the resonance of projects managed by AP, I am encouraged by the power of collaboration and the future we are creating together for Greece.”

Georgios Kaminis  
Mayor, City of Athens, 2011-2019

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# FINANCIALS

January 1, 2018 — December 31, 2018

## SUPPORT AND REVENUE

Contributions and Grants 2,734,912 €

## OPERATING EXPENSES

Program Services 1,364,586 €

Management and General Operating 286,812 €

Fundraising 7,229 €

Total Expenses 1,658,627 €

Balance of Contributions and Grants 1,076,285 €

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. In partnership with the King Baudouin Foundation, a 501(c)(3) public charity, AP accepts donations in the U.S. through the Athens Partnership U.S. Fund. Since 2015, AP has raised approximately 12 million euros to support its work in Greece.

# SUPPORTERS

The Athens Partnership is grateful to its growing list of donors and in-kind contributors:\*

## LEAD DONOR

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\*Contributions received January 1 – December 31, 2018

The Stavros Niarchos Foundation’s (SNF) support for AP is part of a €10 million grant to the Municipality of Athens aimed at helping improve quality of life for the city’s residents and visitors. The grant funded Athens Open Schools, Design for Better Learning, the Municipal Maker Space, Athens Culture Net, Athens World Book Capital, the Commercial Triangle revitalization, and Athens Coordination Center for Migrant and Refugee issues, among other projects. The Athens Digital Lab was made possible by an additional SNF grant.





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