



# volunteering cities+ improvement roadmap



## 1. Introduction

### 1.1. The City Profile

*Geography:* Athienou, as seen in Figure 1, is located at the edge of the “Mesaoria plains” between the capital city of Nicosia and the city of Larnaca. The Municipality is located 149 meters above sea level.

*Status:* Athienou has a special status, following the invasion and occupation of the northern part of Cyprus by the Turkish army in 1974. Ever since the urban area of Athienou is within the buffer zone and 60% of its rural area is occupied by the Turkish army. As a result of not controlling its vital geographical area, Athienou is isolated from the rest of the island.

*Economy:* The main economic activity of the territory is related with intensive livestock farming and agricultural production. Although economic activity is distributed by 60% of premises in the tertiary sector, 23% in the Secondary and 17% in the Primary Sector, the activities in the Secondary and the Tertiary sectors are often related with livestock farming and agricultural production. Only 8% of the premises belong to the tourism and catering sector and to other service activities. The main industries of Athienou are milk and meat production, dairy industries, bread industries and meat processing industries.



Figure 1: The location of Athienou

*Demographics:* Athienou has a population of about 7000 inhabitants (5017 census 2011). Table 1 shows the population composition by age group (2011 census). The composition of the population by age group is rather reasonable when compared with many other European Municipalities. However, Athienou is not an exception in regards to the ageing population trend when comparing the data of both Census 2001 and 2011, respectively, 1013 people versus 853 in the group 0 – 14 and 687 people versus 491 in the group 65+.

Table 1: Population composition by age group (2011 census)

2011 census	Total	Ages		
		0 - 14	15 – 64	65+
Population	5017	853	3673	491
Population (%)	100%	17%	69%	14%

## 1.2. Improvement needs analysis

Table 2 presents four specific policy areas to be further developed as part of the Good Practice improvement. These areas were identified by the Athienou URBACT Local Group.

Table 2: Good Practice Improvement Roadmap

Improvement Goals	Timeline														
	2021		2022												
	Nov 1	Dec 2	Jan 3	Feb 4	Mar 5	Apr 6	May 7	Jun 8	Jul 9	Aug 10	Sep 11	Oct 12	Nov 13		
<b>Activities to engage elder citizens (M2, M3)</b>	Identify stakeholders & engage the youth				materialise activities				co-create activities for the elder in a collaborative fashion					dissemination/Sharing	
<b>New types of volunteerism (M1, M3, M4)</b>	Identify new types of volunteerism & engage new volunteers				Integrate within the MCV governance structure				co-develop and integrate sustainable policies for volunteers				dissemination/Sharing		
<b>Transfer the Good Practice at the national level (M1)</b>	Update communication plan		Develop the Good Practice transfer								Approach national volunteering network / Vertical integration			dissemination/Sharing	
<b>Improve the Volunteering Registry (M1, M3, M4)</b>	Update communication plan (new target groups, new communication channels)								dissemination/Sharing					develop e-governance tools for volunteers (online communication material, electronic registry with structured information, mobile app)	

The first improvement goal is to develop, as a policy, activities that engage the elderly population of Athienou. The policy has the main slogan “no elder alone” and it will be in collaboration with the government program “Sports for All”. The main steps to develop the policy are:

1. The identification of relevant stakeholders, including younger ages towards working for Transfer Modules 2 - intergenerational activities and 3 - young volunteers.
2. Activities should be developed using a collaborative, participative approach to develop new activities for the elder, and should engage the elders themselves. Some proposed activities are exercise, music, singing, dancing, theatre, etc.
3. During the lifetime of the improvement map the volunteers will implement these activities.
4. Document the process and disseminate during the sharing period.

A second area of improvement is to integrate new types of volunteering in the activities of the MCV:

1. Participative approach to decide on new types of volunteerism that are relevant in the context of Athienou, e.g., environmental volunteerism and cultural volunteerism have already been suggested and discussed in the ULG.
2. Engage new stakeholders that are relevant to the new types of volunteerism together with the ULG stakeholders.
3. Develop activities and integrate them with the principles on sustainable development: participative approach, new volunteering actions, raise awareness, educate the public.
4. Integrate within the MCV structure by creating the appropriate new policies/programs.
5. Document the improvement progress and disseminate during the sharing period.

Make an effort to transfer of the Good Practice at the National Level, and in particular other areas that operate or are willing to operate an MCV:

1. Update the communication strategy to include national communication channels.
2. Contact national bodies for volunteerism and inform other MCVs in Cyprus about the capability of the Athienou MCV to transfer its Good Practice. Examples of national bodies of volunteerism include the regional coordination council of volunteerism, the national coordination council of volunteerism, the Commissioner for Citizen, etc.
3. Design and develop a transfer process to other MCVs and NGOs with actions such as visits, meetings, support and consulting, and volunteering actions.
4. Disseminate the results through the sharing period.

Update the Volunteering Registry:

1. Include the new volunteering types, identified in step 2, in the registry and engage new volunteers with various interests.
2. Update the communication strategy with new target groups (new volunteering types), new communication material, and create new communication channels. One suggestion for a communication channel is to create a mobile app to communicate directly with registered volunteers, based on their volunteering type preference.
3. Disseminate results during the sharing period.

## 2. The URBACT Good Practice

The Municipal Council of Volunteerism (MCV) in Athienou, the core element of the Good Practice, was established in 1970 in the context of a national Programme. With the exacerbation of the social problems that followed the Turkish occupation of a northern part of Cyprus it was necessary to rethink the model and to give it a more comprehensive role.

The MCV is institutionally integrated under the Regional Council of Volunteerism, which in turn is integrated under the National Coordinating Committee for Volunteerism. The entire institutional structure is supported by the Welfare Office, which is under the Ministry of Labour and Social Insurances. Despite the institutional structure, the MCV has a very high degree of autonomy in deciding and implementing actions. The integration with national authorities provides support, standards, monitoring and auditing services, and additional resources.

Private stakeholders are companies and individuals with a high degree of social responsibility and citizenship that provide funding and volunteering resources. Some of these stakeholders are not represented in the General Assembly of the MCV but they are in constant collaboration with its members.

### 2.1 Description of the Athienou Good Practice

Athienou has, since 1974, a special status with its urban area within the buffer zone controlled by the United Nations and with 65% of its rural area under Turkish occupation. This situation creates a difficult accessibility and, consequently, isolation. Many people were in need to restart their lives and volunteerism was one of the main tools used to forge and sustain social integration and as a result to achieve social development and growth.

Athienou today has a highly functioning society because its particular situation reinforced the territory's social cohesion that was already a tradition. The established MCV was a great opportunity to develop further the solidarity through an intensive volunteerism practice, giving Athienou a real self-organised citizenship scheme aiming social inclusion and reduction of poverty.

The total number of MCV General Assembly members is 49, all elected and each one paying a fee of 10 Euro/year to be a member. This Assembly elects an executive Committee with 10 members chaired by the Mayor, the 11th member. All the 49 members, including the 10 of the Executive Committee members, are volunteers.

The members of the MCV understand the aim of the Council mainly based on three big objectives:

- a) To identify the people's social problems by collecting information from various sources
- b) To find solutions for the problems
- c) To raise the necessary funds to implement the solutions

Due to the composition of the MCV there is a wide range of possibilities of mapping the social problems, namely through the teachers and the social workers. Athienou is a small city with a big tradition in solidarity among its members since everybody knows each other. Already in the old days the families joined together to help each other build their houses. There is a high engagement of

people in the MCV activities and the fact that the Committee is elected reinforces the legitimacy and acceptance of its members.

The MCV operates four programs, all of them in the Municipal sphere:

- a) the “Kleanthios Elder House” (established in 1983),
- b) the “Konstanileneion Center for Adults” (established in 2001);
- c) the “Municipal Nursery Center” (established in 1991); and
- d) the Social Welfare Committee (established in 2012).

Besides the General Assembly, each member of the community can be a volunteer and take part in the Volunteering actions approved by the MCV. Volunteers declare their participation interest either towards the programs or the MCV itself. The MCV and its programs maintain a network of citizens/volunteers that informs the community about the various decisions and actions.

The MCV uses a bottom-up approach promoting vertical and horizontal integration allowing volunteers to take decisions but within structures closely related to the Municipality and Athienou itself (vide Figure 2).

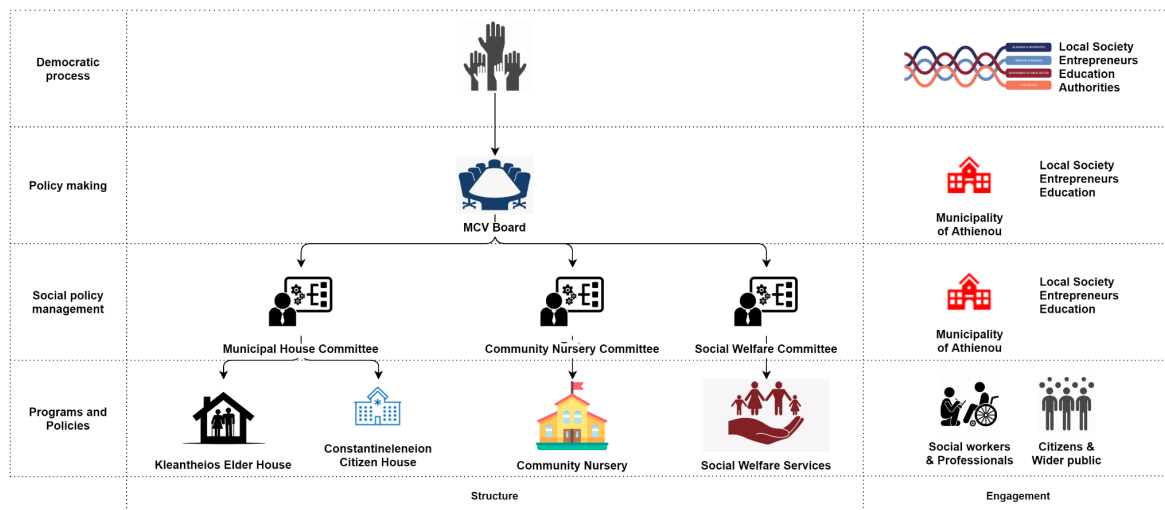


Figure 2: The governance model of the Municipal Council of Volunteerism

The participating teachers have a big role in launching activities to foster and keep the spirit since they can involve the children to ensure reproductive cycles and to reach the families through the children and young people. Likewise, the church due to the high involvement of the families is also an important player. Initially, the MCV had a strong political orientation but later it was decided that social problems should be considered by themselves, without political interference.

### Key achievements of the Volunteering Initiative in Athienou

- It has increased the resilience of the territory by promoting common goals and activities that reinforce the social cohesion
- It increased the number of services being provided to the population, especially those that are in need, without increasing the financing burden of the social protection policies

- It brings together individuals of different generations that can learn and share with each other allowing the sustainability of the initiative through the young people and a better quality of life to elderly people.
- It has given a high visibility to Athienou at national and European levels with indirect social and economic impacts
- It has raised the social balance among all the citizens of Athienou since it brings support to those that, by themselves, could not reach an acceptable quality of life (home care, meals, transportation to health care needs, etc)

### Key success factors

- High social cohesion among the population from the territory (even emigrated)
- Geographical location between Nicosia and Larnaka (airports)
- Wealthy business community due to the major production and processing of livestock and agricultural products (60% of the national production)
- High sense of social responsibility from the side of the business sector
- Rich archaeological and historical/religious heritage that has been exploited
- (especially the associations of cattle breeders and of cereals producers)
- Structured, participated and coordinated social Municipal Programmes under the Municipal Council for Volunteers including elderly care (residential and home based, nursery for children and welfare support)
- Intergenerational activities fostering the sustainability of the volunteering model of Athienou

## 2.2 Development of the Good Practice since the first Transfer Network

Below the table of lessons learned by Module, is shown, and the consequent improvements introduced in the GP (Guide Transfer produced in the first wave)






*Table 3: Lesson Learned - Volunteering Cities Transfer Network*

<b>M</b>	<b>Lessons Learned with Transfer</b>	<b>Improvement Introduced</b>
1	Structure of CLAS - Arcos De Valdevez Operation of Stellwerk - Altena	Creation of Municipal Office of Active Citizenship and Volunteerism
1	URBACT Secretariat for Transfer Networks	Update communication material and communication strategy
2		Develop new policies/programs: program for the engagement of people with disabilities
2	Volunteering activities involving schools in Pregrada	Collaboration with schools

2	Overall Transfer Process	Document intergenerational and other volunteering activities
3	All partners discussion in Altena transnational meeting	Volunteering Certification to increase number of Volunteers
4	Social responsibility and SDGs	Branding of the Good Practice of Volunteerism

**Good Practice's potential for transfer<sup>1</sup>:** In the first wave Network there were 5 transfer elements that constitute the Good Practice and allow the partial or global transfer of it. The set of Thematic Modules that can facilitate the transfer are:

*Table 4: Transfer modules of the Good Practice*

Thematic Modules	Name/Transfer Element	Objectives
 M1	Participative Governance	Achieve coordination of volunteering actions and increase participative mechanisms
 M2	Increase Intergenerationality	Increase the activities with young and elderly people
 M3	Mobilize Young volunteers	Attract young people to volunteerism and increase their community participation
 M4	Corporate Citizenship	Increase involvement of companies in volunteering through citizenship
 O1	Social Entrepreneurship	Tackle unemployment

The Modules 1 to 4 were considered essential for reaching a wide participative Governance Model of Social Policy based on Volunteering. However, each Partner can also opt by transferring only part of the Modules. The O Module is an additional one that can emerge from the interventions in the other Modules as happened in two cities in the first wave. However, it is not essential to the fully transfer of the GP.

**MODULE 1** is the final Goal: to change the Municipal Social Policy Model of Governance. Modules 2,3,4 and O are the necessary intermediary objectives to reach the final Goal as illustrated in the Sunflower diagram.

<sup>1</sup> The focus here might be on the modular components of the GP or some key lessons from the first wave of Transfer Networks



The first wave network has proved that all elements of the GP can be successfully transferred and the key success factors by each Module can be seen in the **“Transfer Guide Social Participative Model using Volunteerism”** produced by all partners<sup>2</sup>.

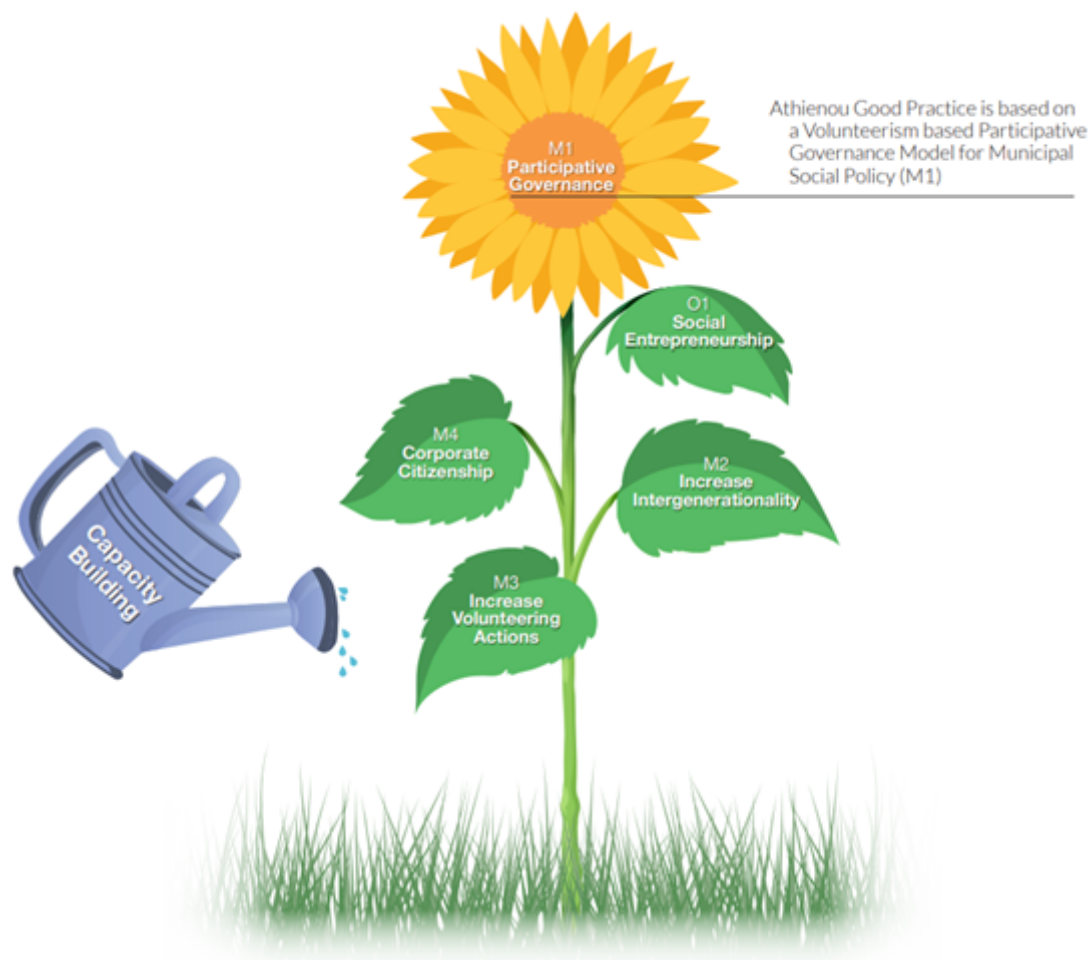


Figure 3: The sunflower diagram

### 3. Our starting point

#### 3.1 The local challenge and how we have addressed it

The Good Practice of Volunteerism in Athienou is a long-standing tradition that involves the municipality of Athienou in its entirety. The way volunteerism operates in Athienou covers the integration axes as set by the URBACT framework. The integration aspects of the Athienou Good Practice are set as a baseline for the further improvement of the Good Practice.

*Horizontal Integration:* The MCV integrates through its general assembly all the key local stakeholders of the Municipality. This includes the local society organisations (political, cultural,

<sup>2</sup> [https://urbact.eu/sites/default/files/media/03\\_transfer\\_guide.pdf](https://urbact.eu/sites/default/files/media/03_transfer_guide.pdf)

athletic, etc.), entrepreneurs and business organisations, schools, and the church. The general assembly elects the MCV Executive Board, composed by volunteers and presided by the elected mayor. The general assembly also elects the management boards for managing the policies and programs of the MCV. All the board members are volunteers, with the exception of the elected mayor that presides over the executive board and the Social Welfare board. The management boards are linked with the executive board through common members. The wide range of these organisations have elected representatives offering a structured participatory approach and embracing a large number of quality volunteers. Furthermore, the local stakeholders are a catalytic factor to the success of the Good Practice. They are actively involved in the processes and the actions of the MCV through their representatives.

*Vertical Integration:* The MCV uses a bottom-up approach with the local administration institutions through the elected mayor, achieving a vertical integration allowing the volunteers to take decisions with the necessary validation. The Municipality of Athienou links the MCV with the state structures that support volunteers and welfare. In addition, the MCV is linked with the Regional Volunteering Coordination Board of Larnaca, which is under the National Volunteering Coordination Board.

*Political Integration:* The elected Mayor that presides over the executive board and the Social Welfare board. This provides a strong link with the local authorities that support the MCV programs with expertise and legal validation.

*Territorial Integration:* The MCV of Athienou is responsible for achieving its objectives within the geographical territory of the Municipality of Athienou. There are also links with the Regional Volunteering Coordination Board of Larnaca, which is under the National Volunteering Coordination Board. This forms a network of local MCVs at regional and national level.

*Hard and Soft Investments:* The MCV programs have their own resources that result from: income from professional care services, state funding, local authorities funding, and sponsors both entrepreneurs and citizens. However, the biggest investment is human resources, with volunteers offering at every level. The main characteristic of the actions of the volunteers is intergenerational collaboration. Groups of volunteers of all ages work together with people in need in a way that achieves social cohesion.

**First wave Good Practice improvement:** “Volunteering Cities+” transfer network will adopt the successful transfer and improvement methodology from the “Volunteering Cities” Transfer Network. The Good Practice of Volunteerism of Athienou was successfully transferred, as well as improved, as part of the activities of the first wave “Volunteering Cities” Transfer Network. The Network has successfully identified and transferred (or improved) the elements that composed the Good Practice. The first wave improvements are going to be used as a baseline for the current improvement road map, and are summarised in the table below:

Table 5: Improvement of the Good Practice - Volunteering Cities

Improvement Introduced	Sustainability of Improved Model
Municipal Office of Active Citizenship and Volunteerism	Integrate local government structure into volunteerism Support from the Commissioner of Volunteerism

	Organised based on a ULG bottom-up participatory approach Part of the sustainability of the ULG
Update communication material and communication strategy	Renew the communication material on a regular basis Review the communication strategy on a regular basis
Develop new policies/programs: program for the engagement of people with disabilities	Bottom-up participatory design of the program Research on the interest within the community Collaborate with government structures
Collaborate with schools	Study the analytical programs of schools that operate in the community Teachers to design volunteering activities in collaboration with ULG
Document intergenerational and other volunteering activities	Issue a manual for volunteering activities Distribute to schools, teachers, families, and the community
Volunteering Certification	A need for students and young professionals to develop their CV To support certified persons that want to continue volunteering activities
Branding of the Good Practice of Volunteerism	Formal collaboration with companies & entrepreneurs Work with companies for their sustainable development through volunteerism

### 3.2 Our motivation

The motivation of the Athienou comes from the successful practice of Volunteerism itself and the strong sense of offering that was developed over the years in the municipality of Athienou. The improvement of the Good Practice through the structured approach adopted by URBACT is expected to eventually achieve sustainable development not just for Volunteerism itself but also for the quality of life within the society of Athienou.

The Volunteering Sustainability Cycle in

Figure 4, shows how the Good Practice of volunteerism creates a cycle of sustainability in the local society:

1. Volunteerism greatly contributes to the increase of the quality of life and the evolution of society.
2. Improved quality of life and a society with tradition on volunteerism leads to the engagement and participation of more volunteers, organisations, and stakeholders.
3. Bigger engagement and participation of stakeholders increases the effectiveness of the actions and programs that sustain the quality of life and the social evolution.

*Engage local society in volunteering activities and urban development policies and social integration.*



*Volunteerism greatly contributes in the **quality of life** of the community.*

*Community growth leads to more local society engagement that **increases the efficiency** of policies and actions and contributes to the **sustainability of the society**.*

*Figure 4: Volunteering Sustainability Cycle*

### 3.3 Our assets and barriers

Table 6 summarises the assets and barriers by main category of stakeholders and resources.

*Table 6: Assets and Barriers*

Areas	Assets	Barriers
Organisations willing to participate and add value	Municipality of Athienou Management of MCV programs Local political parties Schools and the Church Local entrepreneurs and local industry	Maintain the motivation of the participating stakeholders. More participation from stakeholders at the state level (i.e., beyond the local administration level)
Political support	There is strong political support from the mayor and all the main political parties are actively involved in the improvement and transfer process.	
Resources (including funding and people)	The MCV programs have their own resources that result from: income from professional care services, state funding, local authorities funding , and sponsors	Due to the high standards of the professional care services and facilities provided by the MCV programs, there is a permanent increased need for

	<p>both entrepreneurs and citizens.</p> <p>However, the biggest investment is human resources, with volunteers offering at every level. The main characteristic of the actions of the volunteers is intergenerational collaboration. Groups of volunteers of all ages work together with people in need in a way that achieves social cohesion.</p>	<p>funding.</p>
<p>Facilities (buildings, equipment, innovation spaces etc.)</p>	<p>There are high standards facilities for hosting the MCV programs, as well as hosting volunteering activities.</p>	<p>Lack of innovation spaces.</p>
<p>Existing collaborative governance bodies</p>	<p>Local administration.</p> <p>Municipal Council of Volunteerism.</p> <p>Participation of the political parties</p>	<p>Not much direct involvement from governance bodies, however these bodies can be involved if requested by the ULG stakeholders.</p>
<p>Experience in transnational working</p>	<p>The “Volunteering Cities” Transfer Network offered vast experience to the stakeholders of Athienou.</p>	<p>There is still a need to increase the capacity into new tools, methods, and standards.</p>

#### 4. Our Network transfer model

##### 4.1 The Network methodology

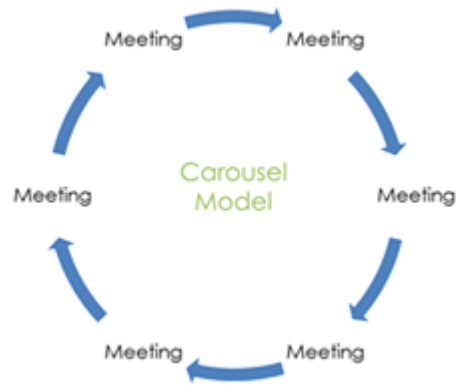
The “Volunteering Cities+ Network” will follow a Carousel Transfer Model that has resulted extremely well in the first wave. It will cover transnational meetings in each one of the partner cities. This does not exclude bilateral exchanges between partners according to their interests and needs.

In each one of the transnational meetings, partners of the first wave will be invited, in presence or online, to give their contribution and reinforce the exchange and learning process.

In each one of the transnational meetings, the members of the ULG of the host city will be invited to participate with active roles, aiming the reinforcement of their commitment and ownership.

The intensive contact and collective work of the partners has advantages such as:

- To enable wider enrichment and mutual learning and transfer
- To foster more cohesion in the group of City partners



The transfer will be always modules based with the necessary adaptations to the context (i.e. Legal framework, existing actions and initiatives). Therefore, there was a first identification of the modules and priorities in each partner city.

However, the modules will be fully adapted and re-used in each city context.

After each transnational meeting, each partner city will meet again with the ULG to do the “Post-Mortem” and agree the further steps on the light of the meeting conclusions and recommendations.

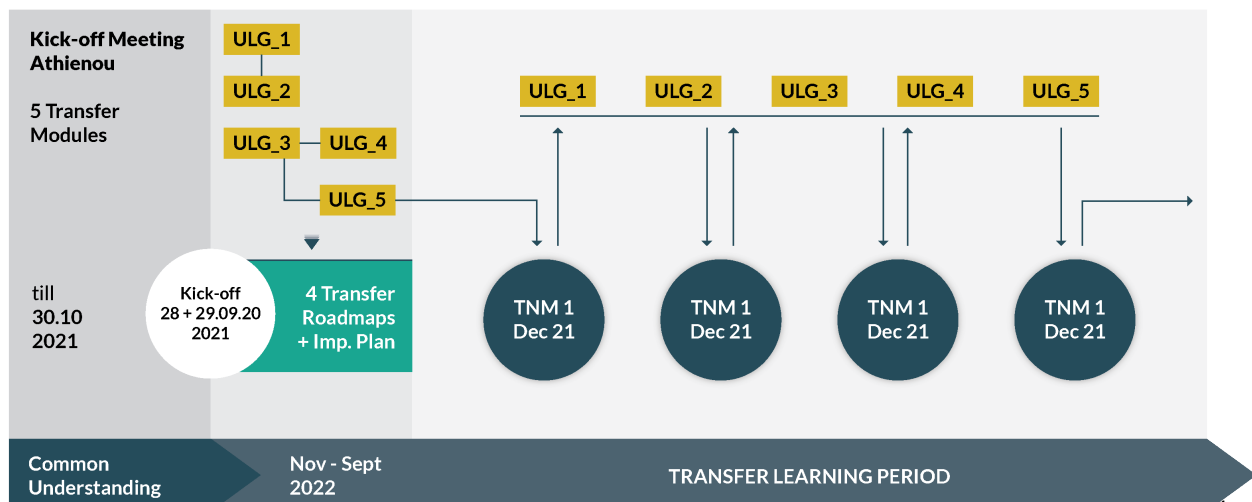
In parallel, Athienou ULG works out a further improvement of its own Model based on the experience and learning process with the partner cities.

The designed methodology is covering all the above-mentioned requisites and has the flexibility to be adjusted along the process following a navigation at sight process.

The next diagrams show the methodology of transfer that will be implemented with the activities related to implementation and to share.

Along the whole process, there will be a strong joint work with the Lead Expert and online meetings will take place between transnational meetings.

**volunteering**  
**cities+**  
methodology



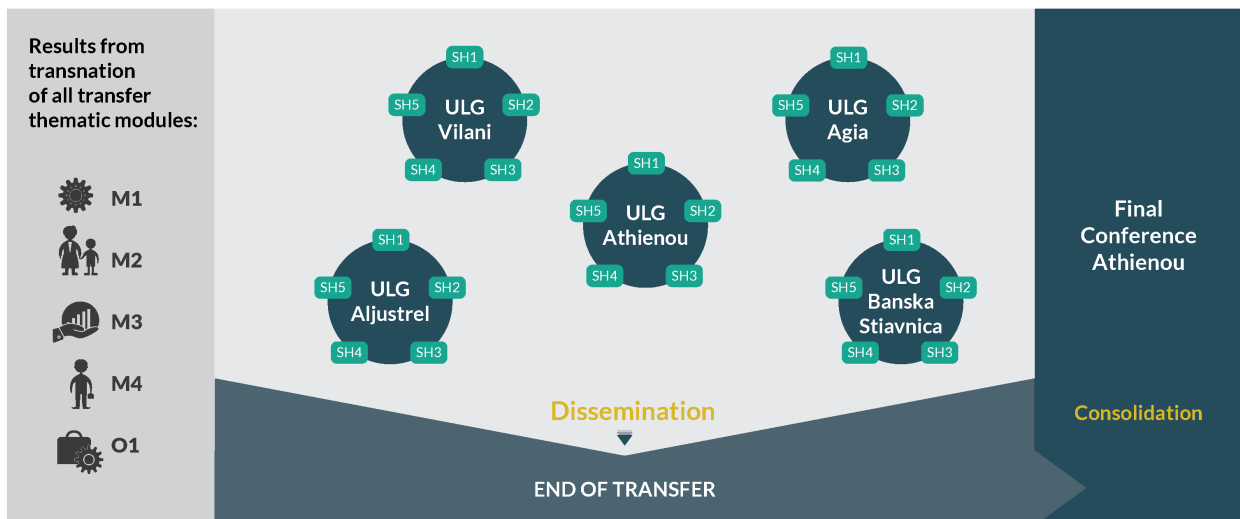


Figure 5: (Above) The Transnational transfer methodology. (Below) The local level transfer and improvement activities

## 4.2 Our local level activity

At the local level, the URBACT Local Groups will include all key stakeholders that will work in a collaborative way to achieve the outputs of the Network. The ULGs will decide and co-create sustainable volunteering policies either for improving the volunteering structures in the city or for adopting the Good Practice. This process is expected to create highly dynamic interactions between all the involved stakeholders towards achieving the improvement goals.

The selection of the ULG stakeholders will follow the URBACT importance/influence methodology and are also analysed based on the quadruple helix of sustainable development. Table 7 characterises these ULG stakeholders:

*Table 7:ULG Stakeholder analysis*

Stakeholder	Description	Quadruple helix sphere	Influence (1-5)	Importance (1-5)
Elected Politicians	Elected Mayor and members of the Municipal Council	State/ Government	5	5
Municipality of Athienou	Local administration public servants and professionals	State/ Government	3	4
Members of the MCV Boards	Key positions from the MCV executive and management boards	Civil Society	5	5
MCV programs managers	Management professionals of the MCV programs	Civil Society	4	5
Education institutions	Teachers and parents' associations from all local schools	Education	4	4
Church	Church Committee	Civil Society/ Education	4	3
Local companies	Sponsors of the MCV	Entrepreneurs	4	4
Trade associations	Local entrepreneurs	Entrepreneurs	3	3
The Municipal Council of Youth	Elected by citizens aged 15 to 35	Civil Society/ State	4	5
Political Parties	Political parties representing 85% of the total votes	Civil Society	5	4

Following the identification of the specific policy areas to be improved in Table 2, ULG will be divided into Working Groups (WGs), with each WG having a particular responsibility. WG organisation will be done based on each ULG stakeholder's capacity and expertise. Each WG will have a rapporteur responsible for WG and for documenting the WG work. The WG will provide its suggestions that will



be discussed and consolidated at the ULG level. Then, the ULG in collaboration with the MCV and with any other necessary stakeholders will design solutions or programs for GP improvement. Finally, if the resources (human resources, time and money) allow it, the ULG will implement these solutions. Following the stakeholder analysis in Table 7, Table 8 summarises a foreseen preliminary involvement of stakeholders in the improvement activities. Table 8 will form the basis for forming WGs.

Table 8: Stakeholders Involvement in the Improvement Roadmap

Elected Politicians	Municipality of Athienou	Members of the MCV Boards	MCV programs managers	Education institutions	Church	Local companies	Trade associations	The Municipal Council of Youth	Political Parties
---------------------	--------------------------	---------------------------	-----------------------	------------------------	--------	-----------------	--------------------	--------------------------------	-------------------









Activities to engage elder citizens	identify new stakeholders	x	x	x	x	x	x	x	x	x
	engage the youth				x				x	x
	co-develop activities	x	x	x	x	x	x	x	x	x

New types of volunteerism	identify new types of volunteerism	x	x	x	x	x	x	x	x	x
	engage new volunteers				x	x	x	x	x	x
	co-develop sustainable policies	x	x	x	x	x	x	x	x	x
	MCV integration	x	x	x	x					x

Transfer the Good Practice at National level	communication plan	x	x	x	x						
	national network of volunteers	x	x	x	x						x
	Good Practice transfer	x	x	x	x	x	x	x	x	x	x
Volunteering Registry	communication plan	x	x	x	x						
	e-governance tools	x	x	x	x	x	x	x	x	x	

**Improvement Success Indicators:** Table 9 is an indicative collection of indicators for the success of the improvement roadmap.

*Table 9:Improvement Success Indicators*

#	Area of Improvement	Success Indicator
1.	Activities to engage the elder	 Create 2 to 3 new activities
2.	Activities to engage the elder	 Engage a group of 5-10 younger volunteers to perform activities together with the elders
3.	New Types of Volunteerism	 Integrate 2 new types of Volunteerism in the MCV
4.	New Types of Volunteerism	 Organise at least 2 actions for each new type of Volunteerism
5.	New Types of Volunteerism	 Engage 10 more volunteers
6.	Transfer the Good Practice at the National level	 Perform 2 dissemination activities
7.	Transfer the Good Practice at the National level	 Design and perform transfer activities (meetings, visits, consulting, etc.) for at least 1 other organisation in Cyprus
8.	Volunteering Registry	 Volunteering registry as an online service
9.	Volunteering Registry	 Create 1 new channel of communication with volunteers
10.	Volunteering Registry	 Create communication material for volunteers

### 4.3 Our role in the transnational level activity

**Kick-off meeting:** Athienou as the Lead Partner already organised the kick-off meeting, where all the cities were hosted in Athienou and got to know the Good Practice of Volunteerism. During the 2-day kick-off meeting there was a lot of exchange of knowledge and experience:

1. The Partners visited the facilities of the Municipal Council of Volunteerism in Athienou.
2. The Partners met the ULG stakeholders and key persons in the decision-making process of the MCV and the Municipality of Athienou.
3. During the kick-off meeting, there were sessions and especially the deep dive sessions, many discussions, and exchanges between the partners. The partners asked many questions and a common understanding for the transfer process during the activities of the Transfer Network was developed.

**Transnational meetings knowledge exchange:** Athienou is expected to play the most important role as the Good Practice Partner during the transnational meetings:

1. During the visits, there will be onsite visits and deep dive sessions that will allow the stakeholders of Athienou to provide consulting based on their knowledge and experience from the Good Practice.
2. The Lead Partner is also expected to transfer knowledge from volunteering practices that are successful in the Transfer Partners.
3. Athienou is expected to engage in capacity building activities through the ad-hoc thematic sessions during the transnational activities.



**Planned Transnational Meeting Agenda:** The planned agenda, adjusted according to the development of the project of the TNMs is the following:

Kick-off Meeting, 28 and 29.09.2021: Feedback from Secretariat KoM, Transfer Roadmaps Guidelines, modules transfer Workshop, Visit the Good Practice, ULG establishment

TNM 1: Banska Stiavnica 22 and 23.11.2021 Review of the Transfer Roadmaps, Revisiting Thematic Modules adaptation, Visit and Deep Dive on the host city and discuss the communication Plan.

TNM 3 : Visit and Deep Dive on host city work, Peer Review of Transfer Roadmaps progress, Agreement on Homework and next ULG meeting objectives, Communication and Administration. Ad-Hoc Expert (To decide which Thematic according to work progress), Assessment of the Meeting

TNM 4: Visit and Deep Dive on the host city, Sharing Learning Lessons and enlarging the experience dissemination, Communication and Administration, Assessment of the Meeting

TNM 5: Visit and Deep Dive on the host city, Review of achievements, Sharing Learning Lessons, planning the big final event and enlarging the experience dissemination, Communication and Administration. (WP2, WP3), Assessment of the Meeting

TNM 6: A Network final Meeting will take place within the Final Conference event (WP1+WP4)  
Online Meetings

**Online Meetings:** Regular Online Meetings will be organized using adapted tools (WebEx or other online tools) including all city partners and the LE in order to provide capacity building and a direct and often communication between the members of the network, facilitating also the work during the TNMs.

Online meetings are also an effective tool of communication between the LP, the LE and the host city for well organizing the TNMs. At least one online meeting including all partners will be organized between two TNMs and multilateral meetings will be organised according to the partners' needs. MIRO will be used for the online workshops since it was a good experience in the first wave project. Online meetings will also be used to communicate between ULG coordinators, during the ULG meetings, with the LE and for bilateral communication. For these meetings tools like WebEx, MIRO, Airmeeet, Zoom or others will be used.

**Customized Transfer Activities:** The city partners interested in modules not concerning all partners will participate in variable multilateral meetings and activities. These meetings will take place online and during the TNMs. The partners can also organize bilateral activities in order to effectuate in situ visits, case studies or staff exchanges encouraging the exchange.

## 5. The scale of our ambition

### 5.1 Our aspiration

The Good Practice improvement within the context of the “Volunteering Cities+” Network is part of the continuous effort to sustain a high quality of life in the local community of Athienou. The improvement focuses on persistent social problems that are found in Athienou. The ULG has identified the problems of ageing population and the demographic problem, youth engagement, the environmental problem, and the need to create territorial integration at the national level. These issues were successfully addressed by the partner cities in the first wave “Volunteering Cities” Transfer Network and will continue to be improved in Athienou as part of the “Volunteering Cities+” Transfer Network.

All the identified issues in Table 2 focus on the basic principles of the “Volunteering Cities+” Transfer Network. Through a participative approach and policy design, the “Volunteering Cities+” Transfer Network aspires to policies and numerous actions such as including the elders, helping people in need (individuals under the poverty, socially isolated, migrants), either with social welfare actions or by including them into the society, youth participation through policies in local schools and local actions for youth, integrating entrepreneurs in volunteering actions etc.

An issue that will be addressed as part of the Good Practice improvement is environmental sustainability. Action will be taken to reduce the carbon footprint of the local societies. The improvement process will implement actions and methods for carbon footprint calculation during its actions to raise the environmental awareness of the local societies. By measuring the environmental impact of the project, the cities can implement actions to mitigate the stress on the environment. Environmental sustainability is included in the development and integration of new types of volunteerism.

The improvement of the Good Practice also includes three horizontal issues: COVID-19 pandemic resilience; Sustainable Development Goals; and capacity building.

During the last year the stress that the pandemic has put on the economy and on individual rights, has created social integration needs that will persist even after the pandemic subsides. Therefore, the improvement process will consider actions that will strengthen the social cohesion and resilience towards facing the Covid-19 pandemic, as well as recovering from it. The experience of the first phase "Volunteering Cities" Transfer Network has shown that social cohesion is an excellent tool to face the social problems presented during the waves of Covid-19 pandemic. And the Welfare Committee, to protect and help vulnerable groups and individuals.

In addition, the "Volunteering Cities+" Transfer Network is a perfect opportunity to raise awareness and integrate the 17 Sustainable Development Goals that were set from the UN General Assembly. Almost all of the SDGs are relevant with the Good Practice, since social cohesion is an excellent tool to develop holistic policies and achieve a sustainable society.

Finally, Stakeholders are expected to acquire increased capacity that includes urban policy design models, learning the URBACT methodology, participative governance, corporate citizenship, Sustainable Development Goals, etc.

## 1.1 Risk assessment

Table 10 summarises an initial risk assessment for the implementation of the improvement roadmap in Table 2.

*Table 10: Risk Assessment*

<b>Risk</b>	<b>Impact *(L/M/H)</b>	<b>Likelihood *(L/M/H)</b>	<b>Mitigation measures</b>
Measures for the COVID-19 pandemic can slow down the improvement work.	L	M	Use online communication platforms for meetings and information exchange.
ULG members do not have the capacity to create new volunteering policies.	M	L	The ULG involves professionals/experts in the area of volunteerism and urban development.  Organise capacity building sessions in collaboration with the Lead Expert.
Engagement of volunteers in activities with the elders is not satisfactory.	M	L	Engage schools through teachers, and the Municipal Council of Youth to achieve intergenerationality.
A new type of volunteering does not present satisfactory interest by the citizens.	M	L	Identify new types of volunteerism early on and if there is no interest, then reiterate and shift focus to other types of volunteerism
Low interest in transferring the Good Practice at the	M	L	Formalise the collaboration using state

national level.			and government structures. Achieve transfer with minimal cost.
Citizens do not have experience in using e-governance tools.	L	M	Co-create the tools in a collaborative way within the ULG and arrange training sessions.
Volunteers not interested in electronic tools for communication	H	L	Design the tools in a collaborative way to meet end-user requirements. Have easy-to-use functionalities that specifically target volunteering actions.

\*L: Low, M: Medium, H: High