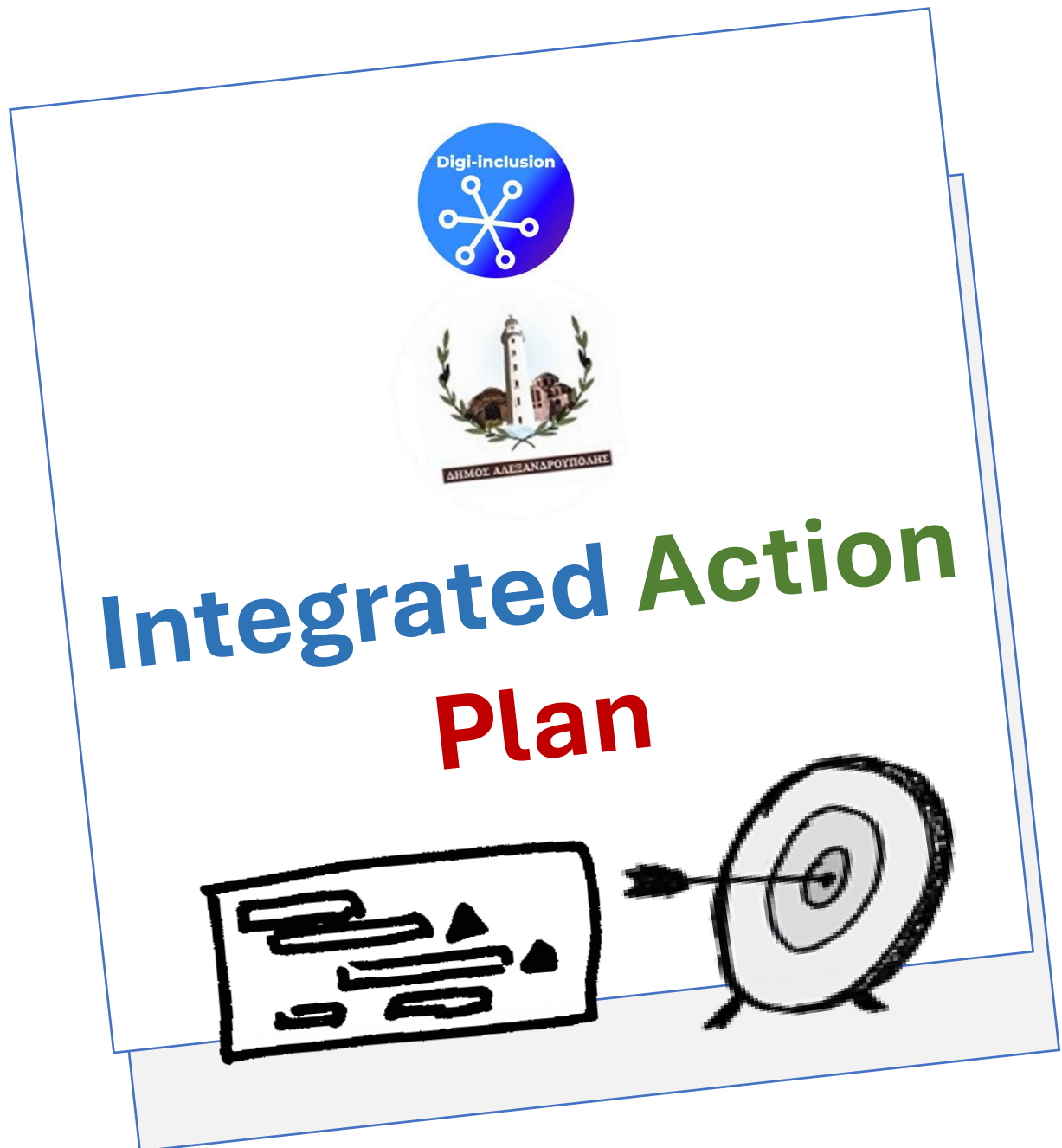


Municipality of Alexandroupolis



October 2025

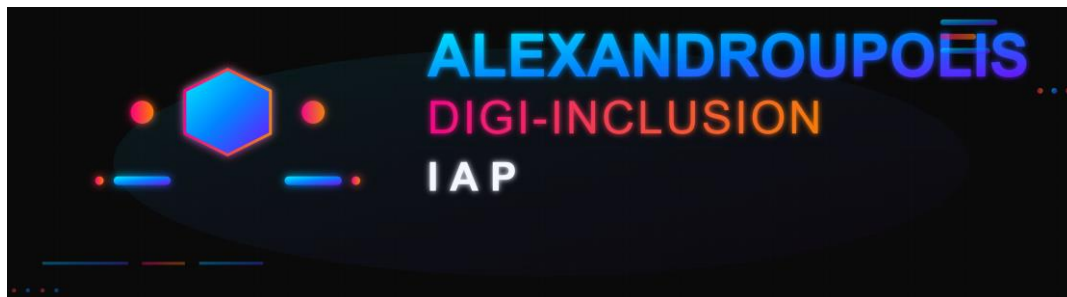
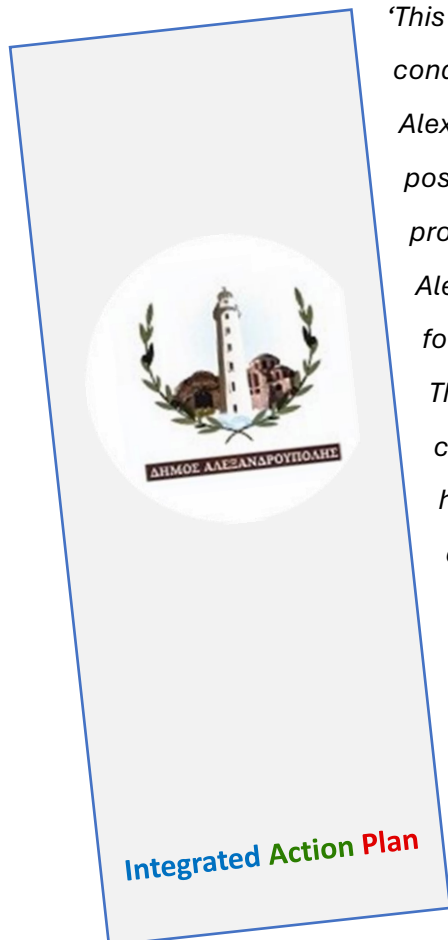


Table of contents

0 Introduction	3
1. Context, needs and vision	5
1.1 Overall theme being addressed – Current situation	5
1.2 Problem identification by local stakeholders	6
1.3 City's local stakeholders: Inputs & methodology	8
1.4 (Overall) Vision.....	11
2. Overall Logic & Integrated Approach.....	11
a. Objectives & Intervention Logic Model.....	11
b. Alexandroupolis Testing actions (Pilots)	12
c. Actions Overview and their main expected outputs	14
d. Integration approach	16
3. Action Planning Details	17
4. Implementation framework	35
4.1 Governance processes.....	36
4.2 ULG continuation	37
4.3 Monitoring and Reporting	38
4.4 Overall Timeline	40
4.5 Overall costings and funding strategy.....	40
4.6 Risk Assessment.....	42
4.7 Final Remarks (Conclusions – Next Steps).....	45

0 Introduction

0.1 Alexandroupolis' Mayor statement



'This Integrated Action Plan (IAP) defines the local level actions to be conducted in response to the specific urban policy challenges that Alexandroupolis faces to overcome as many digital transition barriers as possible that the citizens are facing. Our IAP has a clear action-focus providing both a focal point and end goal.

Alexandroupolis IAP is future oriented and has a strong implementation focus based on all possible available funding sources.

The municipality project team fully understood our starting point and our citizens' needs. The team has also an overall and complete local picture of how things are and ensures a shared understanding of the context across our core ULG members.

All details are included in our IAP, that will hopefully be implemented over the next few years, to achieve our municipality's digital inclusion vision.'



Zampoukis Ioannis – Mayor of Alexandroupolis Municipality

0.2 URBACT program & integrated Action Plans

An URBACT Integrated Action Plan (IAP) is a city-level output that defines actions to be implemented within the city to **respond to a specific urban policy challenge** - reflecting the lessons learned from local stakeholders, transnational partners and the testing of actions at local level.

IAPs thus provide both **a focal point and end goal of the action planning journey** that cities undertake within their URBACT Action Planning Network (APN). IAPs help to ensure that both local-level discussions (within the URBACT Local Group - ULG) and transnational exchange (between the network partners) have a practical focus on planning a coherent set of actions to address the local policy challenge in each participating city, embedding an integrated and participative approach.

IAPs are **future oriented** – setting out the actions that cities will implement beyond the life cycle of the URBACT network. For this reason, each IAP follows the Action-Planning Circle.



0.3 Digi-inclusion project

Summarised description of the issue addressed by the network



The objective of DIGI-INCLUSION is to reduce social exclusion by bridging the digital divide. It was conducted between June 2023 and December 2025. The DIGI-INCLUSION network was formed by 9 partners from Spain, Italy, Portugal, Greece, Romania, Latvia, Poland, France and Bosnia Herzegovina.

Thanks to the different transnational exchange, network learning activities and local actions, partners improved digital inclusion putting citizenship at the core of public policies definition.



1. Context, needs and vision

1.1 Overall theme being addressed – Current situation



Reducing social exclusion by bridging the digital divide is the main subject of the Digi-Inclusion project and the overall theme being addressed for the city of Alexandroupolis through **this Integrated Action Plan**.

The content following introduces the starting point for this IAP, necessarily to understand the local context and the specific policy and practical challenges being addressed.

Some key points from the **Digi-Inclusion Baseline Study**, as also some updated context to set up the scene for the Integrated action Plan are following:

Population statistics and demography

Alexandroupolis is a coastal city, 40km from the border with Turkey. The municipality covers the central urban area of the city and various local peri-urban communities. It has a port, airport and key road connections, as well as rail and has various historical and cultural aspects. The city has a population of 59.723 inhabitants while the wider municipality encompasses 71,151 residents as of the 2021 census. This population size positions Alexandroupolis as a moderately populated urban area within the region, capable of sustaining a vibrant local economy and community life.

Critical statistics & other content for a core city overview

- Service economy - 80% employed in tertiary sector
- A “portal” city to/from the Eastern Mediterranean due to the transport infrastructure.
- Largest age group is 25–39-year-old.
- Tourism seen as an increasingly important market to be developed.

Economic profile

Alexandroupolis stands for the most important and dynamic local, regional and cross border center in the region and the main portal of Greece towards the Balkans and Turkey.

The total number of people employed in the Municipality of Alexandroupolis amounts to 25,044 people, which corresponds to 34.3% of the total population and 82.9% of the economically active population, while the employees amount to 5,175 people (percentage of 7.1% of the total population population). The total number of economically inactive people amounts to 42,740 (58.6% of the total population).

Related local strategy - policy

For the proper integration of ICT in the city the municipality is based mostly on its Strategic Plan 2021-2025, which will lead to what is called Digital Alexandroupolis for the orderly functioning of the municipality internally and in terms of various offered services to citizens.

Starting point – position of the city

The process of transforming the territory into a "smart Municipality" sets as the main goal the best quality of life for all residents, while minimizing the consumption of resources, by adopting integrated digital innovative solutions and technologies.

1.2 Problem identification by local stakeholders

Following the projects' methodology as it is included in the Digi-Inclusion Baseline Study and the involvement of the local stakeholders, Alexandroupolis project team worked during the first 12 months of the project lifetime and identified core aspects of the problems faced by various community groups in the digital inclusion ecosystem of the city.

The biggest digital division of the city is identified among women, Muslims and elderly people.

Citizens that are not capable (or cannot make full advantage of them) to use smart phones and tablets, computers mostly available digital services and for their personal needs and interests.

The most important problem for the city is that specific community groups cannot have access to the special digital platforms operated by the Greek state to apply specific documents that various procedures need. For example, the undereducated unemployed citizens cannot easily apply and upload their resume and documents at the employment state agency platform, or the elderly cannot apply for specific services at the platforms of the Institution of Health Care of the Ministry of Health.

Finally, other citizens digital undereducated cannot upload their application and documents at the new platforms of the Ministry of Finance, concerning their taxes.

City ambition

Alexandroupolis would like to implement the current IAP and to **boost** as municipality the digital divide to the direction of digital inclusion, as also to tackle digitalisation challenges in local level for specific community minorities, **which are considered as a pressing issue in terms of social exclusion**. The city

would like to act mostly as **facilitator** in specific small-scale actions and mostly in open seminars or similar basic training tools, cooperating for this purpose with the core ULG members.

Core local needs & challenge(s) – Areas of focus

Alexandroupolis faces a big local challenge to improve its social inclusion operation, which is considered as a critical citizenship tool. Digital inclusion is a core part of this social inclusion challenge. Other challenges identified for the Digi-Inclusion Baseline Study needs include community target groups who are not that easy to approach.

The city of Alexandroupolis has a focus on supporting specific groups of citizens to improve their skills to use the digital services available. Local traders also need support to digitise their business and keep pace with changes, to ensure they stay viability and provide sustainable trading income.

Digital transition is considered as a critical tool to improve accessibility and to change the way of interactions between the public sector, the municipality, and the citizens. Alexandroupolis is trying to be as active as possible, to reduce digital division, with ICT and other tools, used to reduce exclusion and to enhance integration.

Specific problems identified

A pressing aspect of the selected policy issue of the city is the lack of abilities in the use of available digital technologies by specific community groups, like

- disabled people,
- elderly people and
- less educated unemployed groups (particularly Muslim groups).

The core members of the ULG stated that any training support should be customised to specific groups' needs.

Core Strengths, Existing Practices & Opportunities identified for the city's IAP

- Local members association "Technology Association of Thrace" is a key local asset & an existing good practise for digital promotion and inclusion
- The city through Digi-Inclusion project has an opportunity to build digital inclusion into the new municipality digital strategy

Core Threats - Barriers & Risks identified for the city's IAP

- shortage of municipal funding
- lack of initiatives for citizens for them to keep up with the procedures of the project

Learning Needs

Any aspects related to digital inclusion could act as knowledge feeds for the municipality learning needs on the policy and the most pressing issue. Topics that are considered the center of interest for the current city's Integrated Action Plan are:

- Efficient access - use of available or future applications.

- Digital health & social services for community minorities.
- Be inspired from various good practices and lessons learned in project level.
- Citizenship approach to digital transition from 2025 and on.

The exchanges with the Digi-Inclusion partners were very critical for the elaboration of the IAP on digital socialization and on specific issues arose from the exchanges in local level through the project's ULG.

1.3 City's local stakeholders: Inputs & methodology

The URBACT methodology foresees the creation of a Local Group (ULG), adding a set of entities to strategically think the city centre, resulting in an articulated intervention. For the constitution of the Digi-Inclusion Local Group, the Alexandroupolis project team identified the entities that considered as related with the policy issue and asked them officially to join the ULG. The interaction with all partners was always done through an official representative, making the communication more fluid and certifying the presence in the meetings of the ULG.

The entities and their representatives that constituted the ULG were:

Table 1: Alexandroupolis Digi-Inclusion URBACT Local Group

Institution	Representative	Role
UNIVERSITY of THRACE - MEDICAL SCHOOL & EDUCATION SCHOOL	VARIOUS	HIGHER EDUCATION ORGANISATION
DEMOCRITUS UNIVERSITY OF THRACE (DUTH) -SCHOOL OF EDUCATION- DEPARTMENT OF PRIMARY EDUCATION (PTDE)	HADJILEONTIADOU SOFIA	HIGHER EDUCATION INSTITUTION
CHAMBER OF COMMERCE	KASAPIDIS VASILIS	BUSINESS SUPPORT CONSULTANT
COMMERCIAL ASSOCIATION	KOURTIDIS GEORGIOS	MEMBER
UNION OF WOMEN OF GREECE	APOSTOLIDOU EIRINI	PRESIDENT
DISABLED ASSOCIATION	KALAMARI VASO	PROFESSOR OF COMPUTER SCIENCE
NATIONAL CONFEDERATION OF PERSONS WITH DISABILITY	LIMBAIOS IOANNIS	PRESIDENT
TECHNOLOGY ASSOCIATION	BOURKELIS IOANNIS	PRESIDENT
"Alexandroupolis' Employment Promotion Center of the Greek Public Employment Service"	KONTAKIDOU ERMINA	Employment Counselor of job seekers
COUNSELING CENTER AGAINST WOMEN'S VIOLENCE	GASIDOU CHRISTINA	SOCIAL WORKER
COMMUNITY CENTER	MIRTSIDIS DIAMANTIS	CAREER GUIDANCE COUNSELLOR

COMMUNITY CENTER - ROMA DEPARTMENT	KESKINI XANTHI	COORDINATOR – SOCIAL WORKER
REPRESENTATIVE OF THE CENTER FOR OPEN PROTECTION OF THE ELDERLY	TSARE PARTHENA	EMPLOYEE
MUSLIMS MEDIATOR	MOUSTAFAOGLU DUDU	
COMPUTER ACTION	RIGHA ELEFThERIA	OWNER OF A COMPUTER TRAINING CENTRE
LIFELONG LEARNING CENTER	MAKRI KAITI	EMPLOYEE
MUNICIPALITY OF ALEXANDROUPOLIS: SOCIAL SERVICES DEPARTMENT	GIANNAKOU CHRYSI	HEAD OF SERVICE
MUNICIPALITY OF ALEXANDROUPOLIS: CITY PLANNING DEPARTMENT	ARABATZI EFTHIMIA	HEAD OF SERVICE
MUNICIPALITY OF ALEXANDROUPOLIS: PRESS OFFICE	BORAS PASCHALIS	HEAD OF SERVICE

Throughout the two and a half years of the Digi-Inclusion project, various ULG meetings were held, and various topics were discussed, agreed and approved, according to the following table:

Table 2: Alexandroupolis Digi-Inclusion URBACT Local Group meetings' core topics

DAY	CORE TOPICS
29/11/2023	Round table discussion on the needs, weaknesses and challenges for digital socialization and elimination of digital exclusion as well as on ULG members' expectations of the project
22/01/2024	Group work with the Problem Tree tool to identify core aspects around the project's policy issue
28/03/2024	Discussion and agreement on the city's vision for the project (with the use of the Newspaper of Tomorrow tool) and the strategic objectives of the Integrated Action Plan
29/05/2024	Discussion on challenge areas and specific objectives & on the next small scales activities for digital socialization
22/10/2024	Discussion the Action Tables and preparation on the upcoming pilot actions
16/12/2024	Presentation and evaluation of the implementation of the 1st Pilot Action for the elderly - Further discussion of the 2nd Pilot Action - Examination of the barriers to Muslim inclusion in pilot initiatives
17/03/2025	Agreement on the rationale of the intervention, the vision, the objectives, and the initial actions of the IAP. Evaluation of the 1 st pilot action and discussion on the 2 nd pilot action
02/07/2025	Evaluation of the 2 nd pilot action. Discussion and consensus over the content of the Action Tables
10/2025	Meeting dedicated to the final and agreed IAP

A collage of pictures of ULG meetings follows ...



1.4 (Overall) Vision

The following is the Vision that the Alexandroupolis ULG members have agreed upon:

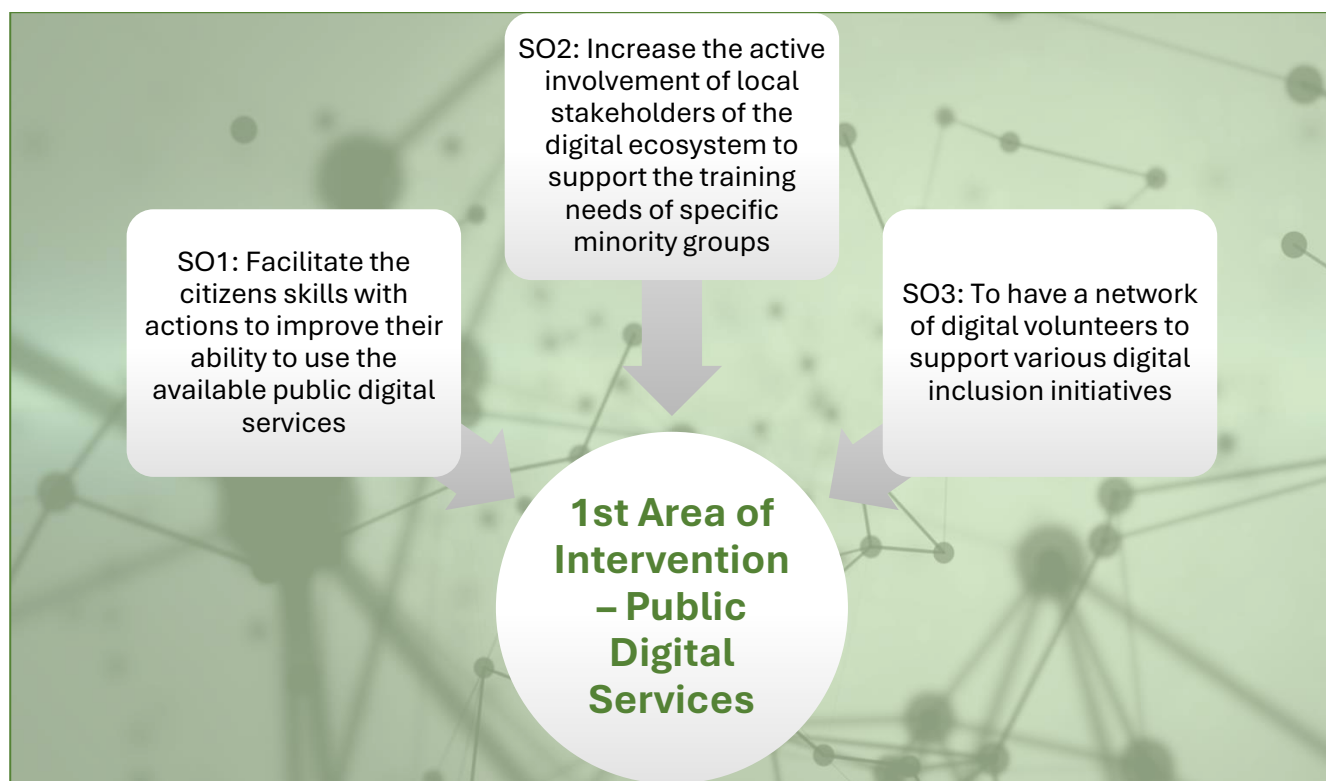


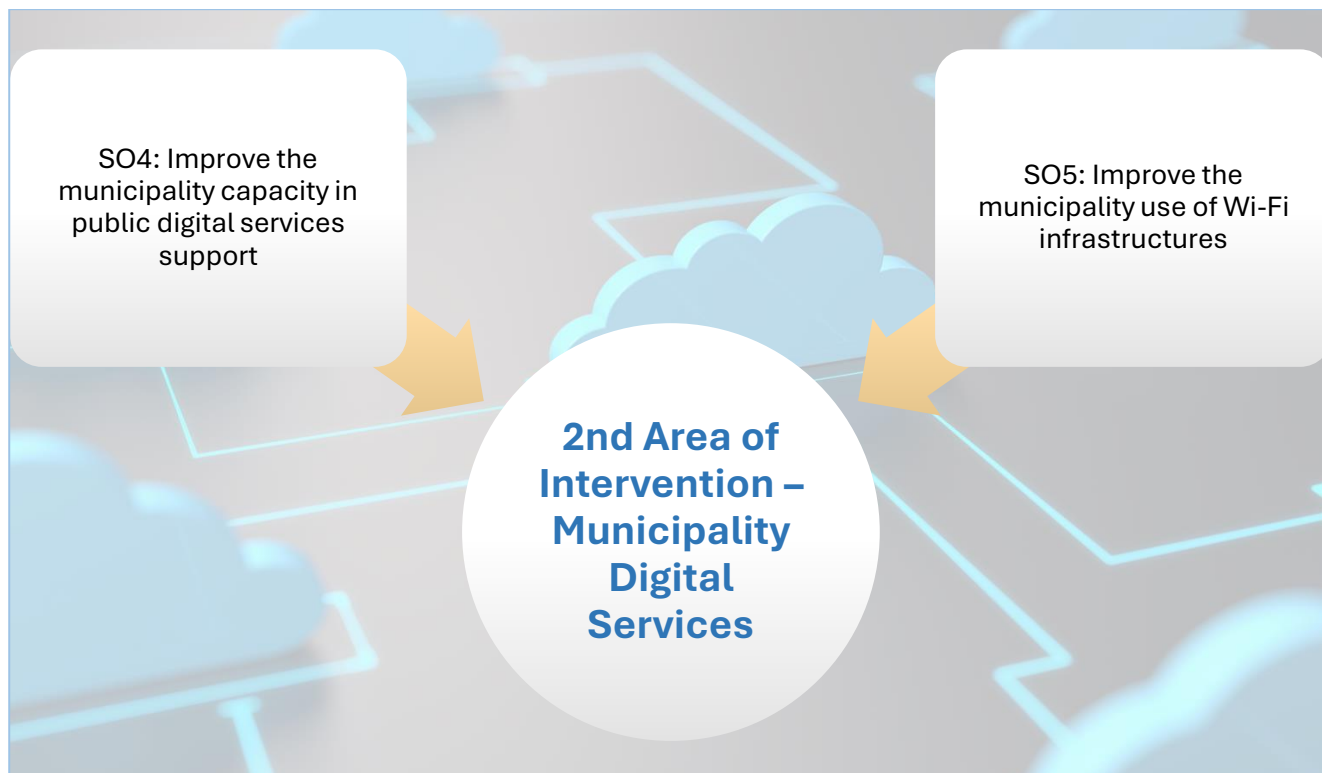
“Access to digital services for all, mainly through technology training opportunities and other supporting actions for the citizens, with a clear focus to diverse community groups.”

2. Overall Logic & Integrated Approach

a. Objectives & Intervention Logic Model

The **Two Areas of intervention** and the **Five Specific Objectives** that the Municipality project team selected with the contribution and agreement of the Alexandroupolis Digi-Inclusion ULG are following:





b. Alexandroupolis Testing actions (Pilots)

The municipality organized **two Testing actions** as pilots that influenced specific actions of the Plan.

1st Pilot – December 2024

A challenge for the city was to test in practice, as a pilot a Training Workshop:

- a. This Workshop was addressed to one of the selected community groups that is one of the Digi-Inclusion pressing issues for the city (women over 55 with no or very limited capability to use Free Online Resources and mostly how to use and navigate the internet safely).
- b. Alexandroupolis wished to examine several training workshop components, including participant involvement, topic interest, interactions with the trainer, degree of app proficiency, queries raised, and additional training requirements.
- c. The 1st pilot action that took place in December 2024 was entitled “Training Workshop Simulation”. It was a simulation of a workshop in practice, aimed at providing feeds for the planned IAP Action A.2 : Use of Free Online Resources with the support of Alexandroupolis Technology Club.
- d. Main results of the Testing Action were the number of participants and some conclusions on the aspects as mentioned in subsection b.



Women members of the Creative Employment Group of the municipality of Alexandroupolis were informed about the safe use and navigation of the internet and had their questions answered, which they had previously expressed during the needs assessment for their information.

The women were trained in creating secure passwords, recognizing fake news & online threats, as well as using digital tools for everyday life. They also provided some of their needs for any similar actions in the future. Prior to this, the women of the Group had submitted relevant questions and concerns for exploratory purposes, so that the training could be more targeted. In fact, they showed significant interest in digital fraud and how to identify it in order to protect their personal data and avoid "digital" traps.

2nd Pilot – April 2025



The 2nd pilot action was another challenge for the city that took place on April 29 in the Municipal Council Room of the of Alexandroupolis. The aim of the action was to implement an educational workshop lasting two (2) hours, with the purpose of upgrading the digital skills of unemployed individuals registered with the Public Employment Service (DYPA), as well as facilitating their use of the DYPA digital platform, such as renewing unemployment cards, submitting applications, accessing training programs, and navigating electronic services of gov.gr.

The group of participants consisted of 4 unemployed women who belong to vulnerable community groups:

- 20-year-old woman, high school graduate,
- 61-year-old woman, graduate of Higher Education (HE),
- 45-year-old woman, Compulsory Education (CE), Roma, Beneficiary of the Minimum Guaranteed Income (MGI),
- 38-year-old woman, high school graduate, Roma, beneficiary of the Social Solidarity Income (KEA) and person with a disability (PWD).

The initiative focused on personalized support for the participants, tailored to their needs and capabilities. The workshop contributed to their empowerment as digital citizens, improving their autonomy and access to critical services related to employment and social inclusion. The pilot implementation yielded useful insights into the importance of face-to-face guidance and empathy in the learning process, especially for populations facing multiple barriers.

The planning of the subsequent IAPs Actions 2, 3, 4, and 8 was impacted by the findings of both testing actions. The impact for each Action is included in each detailed Table Activities.



c. Actions Overview and their main expected outputs

Table 3: Specific Objective 1

1 st AREA OF INTERVENTION: Public Digital Services	
SO1: Facilitate the citizens skills with actions to improve their ability to use the available public digital services	
ACTION (title - including short description)	Outputs
A1. Activate the 'Digital Help Desk', a free tool operating during set hours at the community center, where municipal employee assist people with any digital issue	Digital help desks establishment to support citizens struggling with the use of digital tools and services
A2. Organise workshops for the use of Free Online Resources: Promote free digital literacy programs and resources like Google's Digital Garage, Coursera's free courses, or YouTube tutorials	Citizens familiarized with various accessible online platforms

Table 4: Specific Objective 2

1 st AREA OF INTERVENTION: Public Digital Services	
SO2: Increase the active involvement of local stakeholders of the digital ecosystem to support the training needs of specific minority groups	
ACTION (title - including short description)	Outputs
A3. Organise workshops, online courses, and community events focused on teaching basic digital skills, such as using smartphones, computers, and navigating the internet	Citizens familiarized with digital tools
A4. Facilitate a Collaboration with PTDE, DUTH students and IN-ESameA to offer digital literacy training in local groups (elderly women)	Citizens familiarized with common apps use
A5. Facilitate Local Startups Support: Provide incentives for local entrepreneurs to develop innovative solutions (apps, platforms, etc.) that address digital inclusion	Entrepreneurs trained to develop digital solutions

A6. Organise Community Outreach Campaigns: Launch awareness campaigns highlighting the importance of digital literacy and the benefits of digital inclusion for economic growth, education, and health and eliminate fear and/or ignorance	<p>Increase user involvement</p> <p>Facilitate learning and adaptation to new technologies</p>
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Table 5: Specific Objective 3

1st AREA OF INTERVENTION: Public Digital Services SO3: To have a network of digital volunteers to support various digital inclusion initiatives	
ACTION (title - including short description)	Outputs
A7. Set up a long-term Supporting System including a helpline as a tech support hub facilitated by peer communities	Citizens supported in maintaining their digital skills and resolve issues they may encounter.

Table 6: Specific Objective 4

2ND AREA OF INTERVENTION: Municipality Digital Services SO4: Improve the municipality capacity in public digital services support	
ACTION (title - including short description)	Outputs
A8. Organise Digital Mentorship Programs: Encourage volunteers or local digital-savvy individuals to mentor those who need help navigating the online world, particularly in vulnerable groups	Mentors to promote the city's digital transformation
A9. Establish the Municipal Digital Hub	Citizens supported in their digital activities by a municipality infrastructure

Table 7: Specific Objective 5

2ND AREA OF INTERVENTION: Municipality Digital Services SO5: Improve the municipality use of Wi-Fi infrastructures	
ACTION (title - including short description)	Outputs
A10. Extension of the Alexandroupolis existing WIFI4EU network and awareness campaign	Increase citizens use of available WIFI4EU points

d. Integration approach

Alexandroupolis Municipality will try to organise its activities **to address economic, social, and environmental challenges**. Related policies like the Sustainable Urban Development Strategy & Strategic Plan, as also other connected City Plans (for example the Sustainable Urban Mobility Plan), are considered as elements of this challenging integration. **These strategies aim to promote** urban resilience, sustainability, & inclusivity by combining structural investments with social & human capital development. The Municipality has developed very strong local partnerships involving all core key stakeholders that were interested in and motivated to take part in the Digi-Inclusion project and journey to the final IAP.

In addition, **all related directorates** of the Municipality took part in various objects of the project journey to make sure that horizontal integration ensures that diverse voices contributing to the municipality's plans & that collaborative solutions are crafted to address urban challenges on the digital sector.

As it was strongly mentioned during the preparation of the projects' Baseline Study, **the Municipality must align its local initiatives** (with very limited funding possibility) with the regional, and mostly with national initiatives and projects on the full digital ecosystem & public services, by the available funding mechanisms, that are mostly centralised.

Addressing the **vertical integration challenge** will help the city to use resources and support from higher levels of governance to implement its local strategies effectively. This is also the point with the cooperation with limited neighbouring municipalities from the broader Thrace Region, that is considered as critical to addressing similar aspects and challenges that outrun the municipal boundaries, for example the digital tools available for local / regional transportation, daily & environmental issues, as also the local/regional economic development. Alexandroupolis strategic plans consider these regional dynamics to ensure coherent and complementary development.

Alexandroupolis integrates various infrastructure projects with initiatives aimed at building strong human capital. This will include hopefully in the future more targeted investments in smart city technologies and social programs designed to promote digital inclusion mostly to vulnerable groups of citizens.

Alexandroupolis challenges & engagement in the Digi-Inclusion project highlights the municipality's commitment to **integrating gender perspectives** into urban planning. The municipality has implemented **gender-sensitive policies & initiatives** to promote gender equality in urban spaces, focusing on safe & accessible public spaces for all genders & increasing women's participation in the digital ecosystem.

Digital Transition is among the municipality's future challenges to address as cornerstone the city's development. The city's focus on digital inclusion aims to ensure that all citizens have access to and can benefit from digital technologies.

Green Transition is finally also a core issue and a challenge for the municipality and the city, being the new energy hub of Greece. These strategies promote renewable energy use, energy efficiency, and sustainable transportation options to reduce the city's carbon footprint. In some cases – projects it is strongly connected with the Digital Transition future challenges.

3. Action Planning Details

Following the ULGs activities & proposals the Municipality project team decided & worked to present 10 Actions. For this purpose, the team prepared the following detailed Action Tables including short description of all IAP Actions, as also timeline, indicators and other core additional information.

5 of them are considered critical (Top Actions) for reaching a new situation in the policy issue (For these a specific table is also prepared including the core Activities planned for each Top Action).

Table 8: Action 1


Action 1	Digital Help Desk		Action Owner Municipality of Alexandroupolis	
Short Description Activation of the ‘Digital Help Desk’, a small supporting structure acting as a free tool and operating during set hours at the Community Center, where municipal employees assist people with any digital issue		Stakeholders <ul style="list-style-type: none">• Community center• DYPA	Link to Specific Objective SO1: Facilitate the citizens skills with actions to improve their ability to use the available public digital services	
Action Summary The Digital Help Desk will be a small-scale support tool based on human resources. Municipality employees will be available to assist citizens who are unable to use PCs, tablets, and mobile phone apps for their daily needs, primarily those related to taxes, social needs, and health issues. The services will be delivered at a special well-equipped and friendly place, located in the Municipality's community center. The Digital Help Desk staff will be available during working days and from 08.00 pm to 13.00 am.			Main Risks <ul style="list-style-type: none">• There are hazards, such as digital divide issues and cybersecurity concerns, but with good planning, implementation, and support, a Digital Help Desk may considerably benefit both the municipality and its residents.• Lack of municipal staff availability	Action Readiness High
				
Results Indicators <ul style="list-style-type: none">• Average Resolution Time• Positive Feedback Rate for municipality services			Output Indicators 1 Digital Help Desk operating	
Budget 2026 – 50.000 € (including equipment) 2027 – 40.000 €			Timeline 2026-2027	

Table 9: Action 2


Action 2		Free Online Resources Workshops	Action Owner Municipality of Alexandroupolis	
Short Description Organisation of open-to-citizens workshops for the use of Free Online Resources		Stakeholders <ul style="list-style-type: none"> • Technology Club of Thrace • Alexandroupolis Municipal Library 	Link to Specific Objective SO1: Facilitate the citizens skills with actions to improve their ability to use the available public digital services	
Action Summary During the workshops - that will be organized with the support of the Technology Club of Thrace (TTT) (<i>as the main community organisation related to digital inclusion aspects and located in Alexandroupolis</i>) - various community groups will be able to attend free digital literacy programs. Many citizens can be trained in various applications and programs like Google's Digital Garage, Coursera's free courses, or YouTube tutorials. The TTT will conduct all workshops and handle all organizational requirements, while the Municipality will fund, facilitate, spread and evaluate the initiative. 			Main Risks <ul style="list-style-type: none"> • Lack of municipal budget • Low interest of specific community groups 	Action Readiness High
Results Indicators Average increase of citizens familiarized with various accessible online platforms			Output Indicators <ul style="list-style-type: none"> • 6 Annual thematic workshops • 180 citizens trained per year 	
Budget 10.000 €			Timeline 2026-2027	

Table 10: Action 2 - Activities

ACTION TITLE: Free Online Resources Workshops				
DESCRIPTION: Organisation of open-to-citizens workshops for the use of Free Online Resources				
Activity	Implementation Details & Possible Problems or Other Issues	Other IAP Connected Activities	Outputs	Timescale
1 - Annual thematic workshops planning	The project team needs to clarify the purpose of each workshop: e.g., improving digital literacy, helping citizens	A3, A4	Number – Curricula & Agenda of all	March 2026/7

	access public services, or using e-learning tools		planned workshops	
2 - Conduct targeted outreach campaigns to inform - attract participants	The municipality takes over a small-scale campaign to inform citizens of the workshops content, venue and schedule. The stakeholders could inform possible participants in person during their specific daily community activities (local markets, social services premises etc.)	A3, A4, A6, A9	Increased number of possible participants	January – February 2026/7
3 - Launch tailored training workshops	Based on Activity 1 the workshops will take place following a simple, but concrete, framework supported by the core stakeholders involved in the action	A3	Average increase of citizens familiarized with various accessible online platforms	March – December 2026 January – Dec 2027
4 - Monitor, and evaluate the thematic workshops	A municipal officer involved in the Action should serve as an external observer and propose ongoing improvements	-	Annual results based on simple “Citizen Satisfaction Score”	December 2026/7

Table 11: Action 3

Action 3	Workshops, online courses, and community events		Action Owner Municipality of Alexandroupolis	
Short Description Organisation of workshops, online courses, and community events focused on teaching basic digital skills, such as using smartphones, computers, and navigating the internet		Stakeholders <ul style="list-style-type: none"> Alexandroupolis Chamber of Commerce 	Link to Specific Objective SO2: Increase the active involvement of local stakeholders of the digital ecosystem to support the training needs of specific groups	
Action Summary During the activities that will be organized with the support of the Alexandroupolis Chamber of Commerce (<i>as the main public level local organisation related to employment and entrepreneurship and located in Alexandroupolis</i>), specific minority groups will be able to attend free workshops, online courses, and community events.			Main Risks <ul style="list-style-type: none"> Lack of municipal budget The Chamber of Commerce lacks a budget Low interest of specific minority groups 	Action Readiness Medium


<p>The exact structure and focus content of the action will be decided once the Chamber of Commerce has completed its related research (Activity 1).</p> <p>The Chamber of Commerce will host and support all activities and handle all organizational requirements, while the Municipality will co-fund, facilitate, and spread the initiative.</p> 		
<p>Results Indicators</p> <p>Average increase of citizens familiarized with digital tools</p>	<p>Output Indicators</p> <ul style="list-style-type: none"> • 2 Annual thematic workshops (1 per year) • 2 Online courses (1 per year) • 2 Community Events (1 per year) • 60 citizens trained (30 per year) 	
<p>Budget</p> <p>12.000 €</p>	<p>Timeline</p> <p>2026-2027</p>	

Table 12: Action 3 - Activities

ACTION TITLE: Workshops, online courses, and community events				
DESCRIPTION: Organisation of workshops, online courses, and community events focused on teaching basic digital skills, such as using smartphones, computers, and navigating the internet				
Activity	Implementation Details & Possible Problems or Other Issues	Other IAP Connected Activities	Outputs	Timescale
1 – Research to identify real needs of specific community groups	The project team needs to identify groups of citizens encounter professional issues due to digital isolation or inclusion.	A2,A4	Curricula & Agenda of the 3 planned and connected activities per year	January – March 2026
2 - Conduct targeted outreach campaigns to inform participants	The municipality takes over a small-scale campaign to inform citizens of the actions’ scope.	A2, A4,A6,A9	Increased number of possible participants	March 2026/7
3 - Launch workshops, online courses, and community events	Based on Activity 1 the workshops, online courses, and community events will take place back-to-back	A2,A4	Average increase of citizens familiarized	March – December 2026 January – December 2027

			with various digital tools	
4 - Monitor, and evaluate the action	A municipal officer involved in the Action should serve as an external observer and propose ongoing improvements	-	Annual results based on simple “Citizen Satisfaction Score”	December 2026/7

Table 13: Action 4

Action 4	Digital Literacy Training		Action Owner Municipality of Alexandroupolis	
Short Description Facilitation of a Collaboration with PTDE, DUTH, DYPA and IN-ESAmEA to offer digital literacy training in local groups		Stakeholders <ul style="list-style-type: none"> • PTDE, DUTH • DYPA • IN-ESAmEA 	Link to Specific Objective SO2: Increase the active involvement of local stakeholders of the digital ecosystem to support the training needs of specific groups	
Action Summary During the training events - that will be organized with the support of the PTDE, DUTH (<i>as the core educational organisation located in Alexandroupolis</i>) - specific groups will be able to be trained following free digital literacy programs. Additionally, the PTDE, DUTH will work with IN-ESAmEA in two capacities: as a co-organizer, with some of its disabled members taking over particular classes, and as a means of raising awareness of the action among its members. These specific groups can be trained in various applications and programs like Google’s Digital Garage, Coursera’s free courses, or YouTube tutorials. The PTDE, DUTH will conduct all training events and handle all organizational requirements, while the Municipality will fund, facilitate, spread and evaluate the initiative.			Main Risks <ul style="list-style-type: none"> • Lack of municipal budget • Low interest • Any bureaucratic aspects arising from the PTDE, DUTH’s operational framework 	Action Readiness High
Results Indicators Average increase of people familiarized with various accessible online platforms			Output Indicators <ul style="list-style-type: none"> • 4 Annual thematic events • 120 people trained per year 	
Budget 8.000 €			Timeline 2026-2027	

Table 14: Action 4 - Activities

ACTION TITLE: Digital Literacy Training				
DESCRIPTION: Facilitation of a Collaboration with PTDE, DUTH, DYPA & students and IN-ESAmEa to offer digital literacy training in local groups				
Activity	Implementation Details & Possible Problems or Other Issues	Other IAP Connected Activities	Outputs	Timescale
1 - Annual events' planning	The project team needs to customise each annual training events mostly focusing in improving elderly women digital literacy	A2,A3	Number – Curricula & Agenda of all planned events	March 2026/7
2 - Conduct targeted outreach campaigns to inform - attract participants	The municipality takes over a small-scale campaign to inform citizens of the events content, venue and schedule.	A2, A3,A6, A9	Increased number of possible elderly women that will participate	January – February 2026/7
3 - Launch tailored training events	Based on Activity 1 the events will take place following based on the profile of the target group to be trained The events are expected to be very interactive based on formats matching the profile of the target group following the PTDE, DUTH's knowledge and experience	A3	Average increase of elderly women trained in Digital Literacy	March – December 2026 January – Dec 2027
4 - Monitor, and evaluate the events' added value	A municipal officer involved in the Action should serve as an external observer and propose ongoing improvements	-	Annual results based on simple "Citizen Satisfaction Score"	December 2026/7

Table 15: Action 5

Action 5	Small-scale Accelerator Program for Entrepreneurs to develop digital solutions	Action Owner Municipality of Alexandroupolis
Short Description Facilitation of Local Startups Support: Provide incentives for local entrepreneurs to develop innovative solutions (apps, platforms, etc.) that address digital inclusion.	Stakeholders <ul style="list-style-type: none"> • Chamber of Commerce • Light Hub Chamber 	Link to Specific Objective SO2: Increase the active involvement of local stakeholders of the digital ecosystem to support the training needs of specific groups


<p>Action Summary</p> <p>Light Hub is the entrepreneurship support structure of the Evros Chamber of Commerce. Based in Alexandroupolis, the coordinators flanked by the scientific committee and leading people from the market, are working together to get you access to practical knowledge that meets market needs.</p> <p>During the small-scale Accelerator Program that will be organized with the support of the city's Chamber of Commerce & the Light Hub Chamber (<i>as the main public level local organisation related to employment and entrepreneurship and located in Alexandroupolis</i>), young entrepreneurs and mainly those coming from minority groups will be supported on the interconnection of their innovative business ideas (to develop digital solutions) with the market.</p> <p>They will be supported also to improve the marketability of possible new products and services, to strengthen through synergies with a wide network of international partnerships. The exact structure and focus content of the action will be decided once the Light Hub Chamber has completed its related research (Activity 1) to identify any interested entrepreneurs to develop digital solutions.</p> <p>The Chamber of Commerce will host and support all activities and handle all organizational requirements, while the Municipality will co-fund, facilitate, and spread the initiative. The Light Hub will provide essential guidance and networking to help making the entrepreneurial vision of people with drive and enthusiasm a reality.</p> <p>Local entrepreneurial talents will relate to the right mentors, and to accompany them with expertise through appropriate training to achieve innovative and sustainable business results.</p> 	<p>Main Risks</p> <ul style="list-style-type: none"> • Low interest of local entrepreneurs to develop digital solutions 	<p>Action Readiness</p> <p>High</p>
<p>Results Indicators</p> <p>Average increase of entrepreneurs to develop business digital solutions</p>	<p>Output Indicators</p> <ul style="list-style-type: none"> • 1 Accelerator Program • 15 entrepreneurs supported 	
<p>Budget</p> <p>70.000 €</p>	<p>Timeline</p> <p>2026-2027</p>	

Table 16: Action 5 - Activities

ACTION TITLE: Small-scale Accelerator Program for Entrepreneurs to develop digital solutions				
DESCRIPTION: Facilitation of Local Startups Support: Provide incentives for local entrepreneurs to develop innovative solutions (apps, platforms, etc.) that address digital inclusion				
Activity	Implementation Details & Possible Problems or Other Issues	Other IAP Connected Activities	Outputs	Timescale
1 – Research to identify real needs of (mostly young) entrepreneurs to start up or even to scale up	The project team needs to identify entrepreneurs that need mentoring and other support to develop digital solutions	A3	Accelerator program content	April – June 2026
2 - Conduct targeted outreach campaigns to inform entrepreneurs	The municipality and the Hub take over a small-scale campaign to inform entrepreneurs of the actions' scope	A3	Increased number of possible entrepreneurs	June – July 2026
3 - Launch the Accelerator Program	Based on Activity 1 the Program take place at the selected venue	A3	Average increase of entrepreneurs developing digital solutions	September 2026 July 2027
4 - Monitor, and evaluate the action	A Light Hub expert evaluates the action	-	Annual results based on simple "Entrepreneurs Satisfaction Score"	September 2026

Table 17: Action 6

Action 6	Community Outreach Campaigns	Action Owner Municipality of Alexandroupolis
Short Description Organisation of Community Outreach Campaigns: Launch awareness campaigns highlighting the importance of digital literacy and the benefits of digital inclusion for economic growth, education, and health and eliminate fear and/or ignorance	Stakeholders <ul style="list-style-type: none"> • Municipality Press & Communication Office • Schools • Alexandroupolis Municipal Library • Local media • Municipal council • DYPA • PTDE, DUTH 	Link to Specific Objective SO2: Increase the active involvement of local stakeholders of the digital ecosystem to support the training needs of specific groups

<p>Action Summary</p> <p>Outreach campaigns focused on digital literacy and inclusion can be quite impactful for various community groups.</p> <p>The Community Outreach Campaigns on Digital Literacy Framework:</p> <p>1. Main Objective</p> <p>To reduce fear and disinformation while increasing understanding and educating marginalized people – specific community groups about the value and advantages of digital literacy in improving health, education, and economic prospects.</p> <p>2. Core Components</p> <p>a. Needs Assessment - Surveys or community consultations are needed to identify gaps in digital skills and access and map target groups (e.g., elderly, low-income families, minority groups).</p> <p>b. Campaign Design - Campaigns' suggested Theme: "Digital Skills for All: Empowering local community groups through digital technology" based on a Core Message: Focus on economic empowerment, access to education, telehealth benefits, and combating misinformation.</p> <p>c. Outreach Methodology & Tools - Public info sessions, street teams, and friendly flyers – Targeted Social media campaigns and local radio/TV - Collaboration with schools, NGOs, and related municipal offices & directorates.</p> <p>d. Main Campaigns' Activities - Free digital literacy workshops (in-person and online), Hands-on training on basic computer skills, internet safety, and e-services (e.g., e-banking, e-government), testimonials and peer guidance from beneficiaries in the community.</p> 	<p>Main Risks</p> <ul style="list-style-type: none"> • Lack of municipal budget • Low interest of specific community groups 	<p>Action Readiness</p> <p>High</p>
<p>Results Indicators</p> <ul style="list-style-type: none"> • Average increase of citizens informed for digital tools • 10.000 informed citizens 	<p>Output Indicators</p> <p>1 Set of Outcomes by the Outreach Campaigns</p>	
<p>Budget</p> <p>15.000 €</p>	<p>Timeline</p> <p>2026 – 2027</p> <ul style="list-style-type: none"> • Months 1-2: Planning & stakeholder engagement • Months 3–6: Campaign rollout & events • Month 7: Feedback collection & impact assessment • Month 8: Reporting & future planning 	

Table 18: Action 6 - Activities

ACTION TITLE: Community Outreach Campaigns				
DESCRIPTION: Organisation of Community Outreach Campaigns: Launch awareness campaigns highlighting the importance of digital literacy and the benefits of digital inclusion for economic growth, education, and health and eliminate fear and/or ignorance				
Activity	Implementation Details & Possible Problems or Other Issues	Other IAP Connected Activities	Outputs	Timescale
1 – Set mission and clear expected goals	Clearly defining a mission to advance inclusivity and digital literacy. This entails dispelling myths and anxieties while teaching people about the advantages for health, education, & economic progress.	-	Campaign's Vision	February 2026
2 - Campaign Strategy	Developing diverse strategies such as workshops, webinars, & informational sessions tailored to different community groups. Considering partnerships with schools & community centers for wider reach.	A2,A3,A5	Campaigns' Plan	March – May 2026
3 - Target Audience	Identifying specific demographics that would benefit most from digital literacy programs, such as elderly individuals, low-income families, or minority groups like Muslims.	A2,A3,A5	Specific activities for minority groups	March – May 2026
4 - Collaborations	Forging alliances with tech companies, educational institutions, social and healthcare providers to enhance credibility and resource availability.	-	Number of collaborating organisations	March – May 2026
5 – Campaigns implementation	Implementing the Campaigns plan	A2,A3,A5	Campaign's results report	
6 - Measuring Impact	Establishing metrics to evaluate the effectiveness of the campaigns, including increased internet usage, enhanced digital skills, and broader community engagement	-	<ul style="list-style-type: none"> • Number of participants trained and participated • Pre/post digital skills surveys 	September – November 2027

			<ul style="list-style-type: none"> • Community feedback on perceived benefits and challenges 	
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Table 19: Action 7

Action 7		Helpline as a tech support hub		Action Owner Municipality of Alexandroupolis			
Short Description Set up a long-term Supporting System including a helpline as a tech support hub facilitated by peer communities		Stakeholders • Technology Club of Thrace		Link to Specific Objective SO3: To have a network of digital volunteers to support various digital inclusion initiatives			
Action Summary This action entails the development of a long-term, sustainable support system intended to promote knowledge sharing and help users with persistent technical issues. A specialized technical hotline will be at the heart of this system, acting as the main point of contact for advice, support, and troubleshooting pertaining to the use, upkeep, and resolution of technological issues. Simultaneously, the support system will harness the strength of peer communities to enable user cooperation, mentoring, and experience sharing. Through frequent forums, online resources, and neighbourhood gatherings, these peer networks will be set up to promote involvement, support among members, and ongoing education. Trained experts and community leaders who foster an inclusive, responsive environment and guarantee prompt and accurate help will staff and oversee the system. This strategy seeks to increase local capability over time, lessen dependency on outside technical specialists, and encourage user base resilience and autonomy. A pilot phase is suggested to be implemented for 2 years, with possible extension to 5 years full operation.				Main Risks • Lack of municipal budget		Action Readiness Medium	
Results Indicators % of Positive Feedback Rate for helpline’s services				Output Indicators 1 Long-term Supporting System			
Budget 2026/7 – 20.000 € (including equipment) Pilot Phase 2028/2030 – 45.000 € - Follow up Phase				Timeline 2026-2030			

Table 20: Action 8

Action 8	Digital Mentorship Programs	Action Owner Municipality of Alexandroupolis	
Short Description Organization of Digital Mentorship Programs: Encourage volunteers or local digital-savvy individuals to mentor those who need help navigating the online world, particularly in vulnerable groups		Stakeholders <ul style="list-style-type: none"> • PTDE, DUTH • Secondary education schools • DYPA 	Link to Specific Objective SO4: Improve the Municipality capacity in public digital services support
Action Summary In order to close the digital divide, especially for marginalized or disadvantaged groups, this initiative focuses on creating and implementing digital mentorship programs. The program will enlist volunteers or locally proficient digital workers to serve as mentors, providing individualized advice and assistance to people with low levels of digital literacy or access. Practical help with fundamental digital skills, such using smartphones, logging in to online services, handling email accounts, and utilizing social media or e-government platforms, will be part of the mentoring activities. The empowerment of the elderly, Muslims, and others who are at risk of digital exclusion will receive particular attention. Accessibility and adaptation to various learning needs will be ensured by the program's flexible framework, which will include one-on-one sessions, small group seminars, and virtual support circles. In addition to improving digital inclusion, the effort seeks to create local support networks that can develop and endure over time by encouraging peer learning, trust, and community solidarity.		Main Risks <ul style="list-style-type: none"> • Lack of municipal budget • Low interest of members of society minority groups • Any bureaucratic aspects arising from the PTDE, DUTH's operational framework 	Action Readiness Small
Results Indicators Percentage increase in digital literacy skills among marginalized or disadvantaged groups		Output Indicators 100 citizens supported per year	
Budget 60.000 €		Timeline 2027-2030	

Table 21: Action 9


Action 9		Alexandroupolis Digital Hub	Action Owner Municipality of Alexandroupolis	
Short Description The Municipality of Alexandroupolis will launch its Digital Hub, a state-of-the-art center for innovation, digital education, and entrepreneurship. The Hub will be housed in the historic former Bank of Greece building, which is now officially owned by the Municipality following its recent acquisition.		Stakeholders <ul style="list-style-type: none">• Various non profit organisations	Link to Specific Objective SO4: Improve the municipality capacity in public digital services support	
Action Summary The Digital Hub will offer: <ul style="list-style-type: none">• Training programs and labs on cutting-edge technologies (AI, robotics, digital literacy)• Lifelong learning opportunities for residents of all ages• Mentorship, networking, and support for startups and young entrepreneurs• Events, seminars, and innovation forums in collaboration with academia, the private sector, and civic institutions The symbolic value of repurposing the Bank of Greece building is significant: a landmark of the past becomes a gateway to the future, reinforcing Alexandroupolis’ emerging role as a digital and developmental hub in the Thrace region. Through this bold move, the Municipality establishes a foundation for a smart, connected, and forward-looking city that empowers its citizens and attracts innovation.			Main Risks <ul style="list-style-type: none">• Insufficient stakeholder engagement• Unsustainable business model• Dependency on EU or national funding• Technological Risks	Action Readiness Small
				
Results Indicators 1 Supporting Structure operating			Output Indicators Number of local SMEs, startups, freelancers & citizens supported through digital services and infrastructure	
Budget 200.000 €			Timeline 2026-2030	

Table 22: Action 10

Action 10		Extension of the Alexandroupolis existing WIFI4EU network and awareness campaign		Action Owner Municipality of Alexandroupolis	
Short Description		Stakeholders		Link to Specific Objective	
Organisation of an awareness campaign for the existing WIFI4EU points to notify locals of the locations and accessibility of WiFi4EU stations. Main goal is to encourage digital inclusion, particularly among those that are underserved by technology, as also to boost the municipality's reputation as a forward-thinking, tech-savvy community.		• Municipality Press & Communication Office • Municipal Council		SO5: Improve the municipality use of Wi-Fi infrastructures	
Action Summary				Main Risks	Action Readiness
1. Main audiences to Target - locals, particularly the elderly, young people, and marginalized groups. 2. Possible Takeaways - "There is free and quick Wi-Fi close by!" and "Connect without passwords, safely, and with ease." 3. Channels of Communication - A. Offline: Posters and flyers at transportation hubs, schools, and public buildings Signage at WiFi points: WiFi4EU branding on clear, bilingual (Greek and English) signs, Community centers and municipal noticeboards. B. Online: Municipal Website & Social media campaigns C. Information on Events with kiosks that show how to use and offer advice in public squares. 4. Phases of a Campaign and 5. Equipment and Supplies will be decided once the budget is approved				• Lack of municipal budget • Low interest of specific community groups	Medium
Results Indicators				Output Indicators	
• 5% increase in daily/monthly unique users • 10.000 informed citizens				• Number of flyers/posters distributed • Website/social media reach and engagement • Number of event participants or info day attendees • Increase in WiFi4EU connection logs (before/after campaign)	
Budget				Timeline	
25.000 €				2026 – 2027	

The section closes with the two following Tables (23 and 24):

Table 23: Specific Objectives - Actions & Core Stakeholders

Specific Objectives	Actions	Activities	Various Municipality Departments	DYPA	Technology Club of Thrace	Alex-polis Chamber of Commerce	PTDE, DUTH	IN-ESAmEA	Light Hub Chamber	Various non profit organisations
SO1: Facilitate the citizens skills with actions to improve their ability to use the available public digital services	A1 Digital Help Desk									
	A2 Free Online Resources Workshops	1 - Annual thematic workshops planning								
		2 - Conduct targeted outreach campaigns to inform - attract participants								
		3 - Launch tailored training workshops								
		4 - Monitor, and evaluate the thematic workshops								
SO2: Increase the active involvement of local stakeholders of the digital ecosystem to support the training needs of specific minority groups	A3 Workshops, online courses, and community events	1 – Research to identify real needs of specific community groups								
		2 - Conduct targeted outreach campaigns to inform participants								
		3 - Launch workshops, online courses, and community events								
		4 - Monitor, and evaluate the action								
	A4 Digital Literacy Training	1 - Annual events' planning								
		2 - Conduct targeted outreach campaigns to inform - attract participants								
		3 - Launch tailored training events								

Municipality of Alexandroupolis – Digi-Inclusion IAP

		4 - Monitor, and evaluate the events' added value								
	A5 Small-scale Accelerator Program for Entrepreneurs to develop digital solutions	1 – Research to identify real needs of (mostly young) entrepreneurs to start up or even to scale up								
		2 - Conduct targeted outreach campaigns to inform entrepreneurs								
		3 - Launch the Accelerator Program								
		4 - Monitor, and evaluate the action								
	A6 Community Outreach Campaigns	1 – Set mission and clear expected goals								
		2 - Campaign Strategy								
		3 - Target Audience								
		4 - Collaborations								
		5 – Campaigns implementation								
		6 - Measuring Impact								
SO3: To have a network of digital volunteers to support various digital inclusion initiatives	A7 Helpline as a tech support hub									
SO4: Improve the municipality capacity in public digital services support	A8 Digital Mentorship Programs									
	A9 Alexandroupolis Digital Hub									
SO5: Improve the municipality use of Wi-Fi infrastructures	A10 Extension of the Alexandroupolis existing WIFI4EU network and awareness campaign									

Table 24: Timeline Table – GANTT for Actions

2026															2027												2028	2029	2030	
Specific Objectives	Actions	Activities	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12				
SO1: Facilitate the citizens skills with actions to improve their ability to use the available public digital services	A1 Digital Help Desk		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12				
	A2 Free Online Resources Workshops	1 - Annual thematic workshops planning			3												3													
		2 - Conduct targeted outreach campaigns to inform - attract participants	1	2											1	2														
		3 - Launch tailored training workshops													12	1	2	3	4	5	6	7	8	9	10	11	12			
		4 - Monitor, and evaluate the thematic workshops													12											12				
SO2: Increase the active involvement of local stakeholders of the digital ecosystem to support the training needs of specific minority groups	A3 Workshops, online courses, and community events	1 – Research to identify real needs of specific community groups	1	2	3																									
		2 - Conduct targeted outreach campaigns to inform participants			3												3													
		3 - Launch workshops, online courses, and community events			3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12				
		4 - Monitor, and evaluate the action													12											12				
	A4 Digital Literacy Training	1 - Annual events’ planning			3												3													
		2 - Conduct targeted outreach campaigns to inform - attract participants	1	2											1	2														
		3 - Launch tailored training events			3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12				
		4 - Monitor, and evaluate the events’ added value													12											12				

4. Implementation framework

Beyond the precise planning details connected to the individual actions that have already been described, **this Section completes the IAP by addressing implementation considerations** for the IAP as a whole. The section on the Implementation Framework delineates the primary structures and mechanisms that will facilitate the delivery of Alex-polis Municipality Integrated Action Plan (IAP). To guarantee the successful execution of the IAP actions, it specifies the organization of governance, funding, stakeholder engagement, timeline, risk management, and monitoring activities.

This Section includes:

Governance and project management

- **Governance processes including project and program management and arrangements** that are being put in place to ensure IAP implementation, after URBACT support has come to an end. A body is entitled as responsible for coordinating, monitoring and updating the IAP implementation (while other decision-making bodies are mentioned when needed).
- **ULG continuation** that is addressing Stakeholder roles – responsibilities to ensure that the participatory approach promoted by URBACT is taken forward in the municipality (Ongoing stakeholder engagement plan)
- **Monitoring framework, which includes a brief reporting strategy** outlining how progress will be monitored, reported, and assessed using particular indicators connected to the strategic goals of the IAP.

Implementation

- **Implementation context – plan, as also recourse allocation and management**, providing a comprehensive view of key milestones and deadlines through a Gantt chart.
- **Overall Funding strategy**, identifying specific funding opportunities for all actions planned throughout the implementation period.
- **Risk analysis (assessment)**, offering an overall analysis of the potential risks to implementation and the strategies to prevent or mitigate them, complementing the action-specific risk analyses already presented.

The Municipality of Alexandroupolis will be able to seamlessly move from planning to action thanks to this organized framework, producing significant and long-lasting outcomes that support social inclusion, diversity, and digital skills locally.

4.1 Governance processes

Supervision of Actions

The implementation phase of the Action Plan **will be handled by the Municipality of Alexandroupolis (Department of Programming, Organization & Informatics)**, primarily in terms of obtaining the required funding. In addition to organizing meetings regarding the status and the balance at the end of each action, it will be overseeing and monitoring the implementation of every specific action.

The Alexandroupolis Integrated Action Plan's governance structure is intended to maintain continuity, accountability, and efficacy during the implementation phase. It is based on the collaborative model created during the Digi-Inclusion URBACT network.

Lead Coordination Body

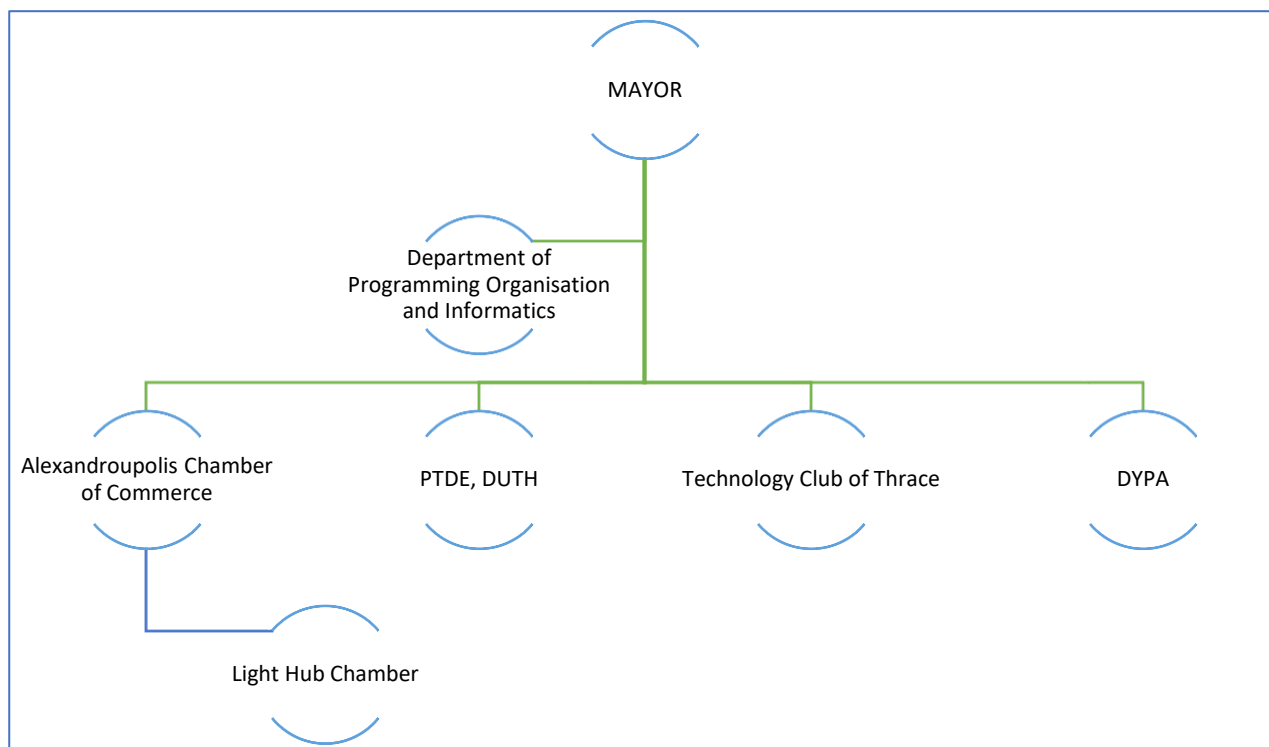
The Municipality of Alexandroupolis will act as the overall coordinating body responsible for overseeing the implementation of the IAP.

The **governance procedures** that will be in place to guarantee IAP implementation are the most crucial component of the Municipality of Alexandroupolis' implementation structure.

The governance framework foresees the following processes:

- Establishing the Municipality IAP Team, responsible for the IAP implementation, once funding is secured.
- Encouraging inter-organisational collaboration between the municipality departments, chambers & local companies, DYPA, PTDE, DUTH, associations and other public bodies included in the ULG.
- Tracking the progress of each action delivery.
- Identifying any challenges or delays and proposing alternatives and solutions.
- Monitoring that all actions continue to be in line with IAP's strategic goals.
- Coordinating reporting tasks and ensuring transparency.

The following graphic represents the organisations expected to be involved in the IAP implementation, under the supervision of the municipality's mayor, that is the head of the Department of Programming Organisation and Informatics:



4.2 ULG continuation

To guarantee that the city adopts the participatory approach encouraged by URBACT, the question of ULG continuity should be assured.

The **IAP Implementation Team** will be responsible for the continuous operation of the ULG that should include at least the following core members during the implementation phase:

- **Municipality of Alexandroupolis** (lead governance and public policy integration)
- **Municipality Press & Communication Office** (dissemination and communication tasks)
- **Alexandroupolis Chamber of Commerce & Light Hub Chamber** (entrepreneurship skills facilitators)
- **PTDE, DUTH** (academic expertise, research collaboration and digital skills facilitator)
- **Technology Club of Thrace** (social digital skills facilitator)
- **DYPA**

Core Roles and Responsibilities

- **Municipality of Alexandroupolis** (Political leadership, overall supervision, integration into city strategies)
- **Alexandroupolis Chamber of Commerce & Light Hub Chamber** (Facilitators for Digital Skills entrepreneurial aspects).
- **PTDE, DUTH** (Research and knowledge exchange, support for digital skills training actions).
- **Technology Club of Thrace** (Facilitators for social Digital Skills aspects)

Ongoing stakeholder engagement plan

The IAP Implementation team and the ULG members **will meet once a year to discuss IAP progress and goals for the upcoming year, and they will be in close communication for all implementing issues that require their involvement.** The IAP ULG team will have annual meetings for the **next six years** to discuss the IAP's progress, other updates on the policy issue, to evaluate performance and to provide suggestions for the following year. These discussions should be addressed and prepare actions for handling opportunities and hazards.

In order to maximize the success of the IAP, the **governance model & structure** combines strong political commitment, technical know-how, and community participation to guarantee that the participatory approach encouraged by URBACT continues during implementation.

4.3 Monitoring and Reporting

The successful execution, sustainability, and impact of the Alexandroupolis Integrated Action Plan (IAP) depend on efficient monitoring and reporting. Throughout the implementation phase, the city uses a straightforward, yet organized, and participatory monitoring approach that promotes accountability, openness, and ongoing learning.

The monitoring process will be coordinated by the IAP Implementation team. Core local stakeholders will be advised in case of need of clarifications for specific actions. Based on the ultimate design of each action within the IAP, a collection of qualitative and quantitative indicators will be refined. These indicators will show progress in areas like the involvement of different community groups and the enhancement of digital service utilization.

Key elements of the monitoring framework include:

- **Feedback loops**, which make sure that lessons learned on the ground guide the Plan's gradual adaptation and development.
- **Annual progress reviews**, led by the municipality responsible department, to assess milestones and address implementation challenges.
- **Stakeholder involvement monitoring**, where important ULG members engaged in carrying out particular tasks will be asked to give updates on their involvement, participation results, and any challenges they faced.

A **Monitoring Table** as a core monitoring tool is prepared to include not only data, but also critical comments from the stakeholders involved in specific actions. Additionally, in order to promote continued dedication and exposure at the local level, results will be shared via the annual ULG meetings.

Table 25: IAP Monitoring Table

Specific objective	Milestone	Result indicator			Output indicator		
		Baseline	Target	ULG Comments	Baseline	Target	ULG Comments
SO1 – Facilitate the citizens skills with actions to improve their ability to use the available public digital services	Activation of the 'Digital Help Desk'	No Digital Help Desk	Increase of the Average Resolution Time Positive Feedback Rate for municipality services		No Digital Help Desk	1 Digital Help Desk established	
	Annual thematic workshops planning based on secured funding	No Plans available	Average increase of citizens familiarized with various accessible online platforms		No specific plans for similar workshops	<ul style="list-style-type: none"> • 6 Annual thematic workshops • 180 citizens trained per year 	
SO2 – Increase the active involvement of local stakeholders of the digital ecosystem to support the training needs of specific minority groups	Research to identify real needs of specific community groups	No documentation of similar actions	Average increase of citizens familiarized with digital tools		No documentation	<ul style="list-style-type: none"> • 2 Annual thematic workshops • 2 Online courses • 2 Community Events • 60 citizens trained 	
	Annual events' planning of Digital Literacy Training	No documentation of similar actions	Average increase of people familiarized with various accessible online platforms		No documentation	<ul style="list-style-type: none"> • 4 Annual thematic events • 120 citizens trained annually 	
	Research to identify real needs of (mostly young) entrepreneurs	No documentation of similar actions	Average increase of entrepreneurs to develop business digital solutions		No Accelerator programs	<ul style="list-style-type: none"> • 1 Accelerator Program • 15 entrepreneurs supported 	
	Set mission and clear expected goals	No documentation of similar actions	<ul style="list-style-type: none"> • Average increase of citizens informed for digital tools • 10.000 informed citizens 			1 Set of Outcomes by the Outreach Campaigns	
SO3 – To have a network of digital volunteers to support various digital inclusion initiatives	Activation of the Helpline	No similar actions	% of Positive Feedback Rate for helpline's services		No similar actions	1 Long-term Supporting System	
SO4 – Improve the municipality	Setting the group of skilled Mentors	No similar actions	Percentage increase in digital literacy skills among marginalized or disadvantaged groups		No similar actions	100 citizens supported per year	

capacity in public digital services support	Finalising the technical studies needed for the venue	No similar actions	1 Supporting Structure operating		No documentation	Number of local SMEs, startups, freelancers & citizens supported through digital services and infrastructure	
SO5 - Improve the municipality use of Wi-Fi infrastructures	Setting the Campaigns' content by the Municipality Press & Communication Office	No similar actions	5% increase in daily/monthly unique users 10.000 informed citizens Increase in WiFi4EU connection logs (before/after campaign)		No similar actions	Number of flyers/posters distributed Website/social media reach and engagement Number of event participants or info day attendees	

4.4 Overall Timeline

A Gantt chart visualizing the timeline for the IAP Actions is presented in Section 3. This timeline allows all core involved parts to identify key milestones and better allocate resources over time.

It also reflects the short-term planning approach adopted by the municipality, ensuring that all actions are aligned with specific objectives and follow a realistic and structured delivery pathway.

4.5 Overall costings and funding strategy

The implementation of the Integrated Action Plan (IAP) for Alexandroupolis requires a continuous funding approach & efforts to implement the planned actions. **The budget** foreseen for the IAP implementation is approximately € 555.000:

Table 26: Budget Allocation by Action

Action	Title	Budget (€)
1	Digital Help Desk	90.000,00
2	Free Online Resources Workshops	10.000,00
3	Workshops, online courses, and community events	12.000,00
4	Digital Literacy Training	8.000,00
5	Small-scale Accelerator Program for Entrepreneurs to develop digital solutions	70.000,00

6	Community Outreach Campaigns	15.000,00
7	Helpline as a tech support hub	65.000,00
8	Digital Mentorship Programs	60.000,00
9	Alexandroupolis Digital Hub	200.000,00
10	Extension of the Alexandroupolis existing WIFI4EU network and awareness campaign	25.000,00
	Total	555.000,00

Main Sources of Funding

The funding strategy is diversified and relies on the mobilization of multiple financing instruments, including:

Regional Programme East Macedonia - Thrace 2021–2027



ΕΙΔΙΚΗ ΥΠΗΡΕΣΙΑ ΔΙΑΧΕΙΡΙΣΗΣ
ΠΡΟΓΡΑΜΜΑΤΟΣ «ΑΝΑΤΟΛΙΚΗ ΜΑΚΕΔΟΝΙΑ, ΘΡΑΚΗ»

It can possibly fund actions from ESF+ related to training specific community groups. The related Strategic Programme Directions in the SP4 ESF+ are:

Improving access to employment and promoting lifelong learning, skills upgrading and specialisation of human resources with priority in entrepreneurial, digital skills and in S3 areas, in particular the long-term unemployed, young people, women and other disadvantaged population groups (Roma, immigrants, People with Disabilities, people with low socioeconomic & educational levels) and strengthening self-employment.

(Actions that could be funded by the Regional Program are 1,3,5,6)

Ministry of Digital Governance

The Alexandroupolis Digital Hub (Action 9) could be funded by the Ministry of Digital Governance as part of various local supporting structures. Action 9 could be funded by other municipal funds coming from the Public Investment Program. Another option is be funded by a future Interreg cross border program (Greece – Bulgaria, Balkan-Mediterranean)



Future EU Funding Opportunities

Additional applications will be explored through Horizon Europe, Digital Europe, and other innovation and research programs.

(All actions)

Human resources

Human resources contributions from local institutions (PTDE, DUTH, Chamber of Commerce, Light Hub Chamber, Technology Club of Thrace) will support ongoing activities.

4.6 Risk Assessment

Proactively identifying and managing possible risks that could impede development is necessary for the Integrated Action Plan's (IAP) effective implementation. Strategic planning requires risk assessment in order to foresee challenges, establish practical mitigation strategies, and guarantee process continuity and resilience.

To evaluate any administrative, financial, operational, and external risks that may emerge during the implementation phase, the municipality of Alexandroupolis' project team has carried out a comprehensive risk analysis. These risks, along with the accompanying preventative and mitigation techniques, were assessed according to their impact on the project and chance of occurrence. The objective of the analysis is to minimize disruptions and preserve a stable implementation environment, while also allowing for continuous refinement and adaptive management.

The following **Risk Analysis Table** outlines the key risks identified, along with their respective assessments and planned response measures. It identifies key risks associated with all planned actions - such as stakeholder coordination difficulties, low participation rates, cultural resistance, or funding uncertainties - and assesses them in terms of likelihood & impact. It will serve as a strategic tool to anticipate bottlenecks, guide resource allocation, and reinforce the governance and implementation capacity of the Municipality of Alexandroupolis and the local partners involved in the IAPs implementation.

Table 27: Risk Analysis table

Risks Type	Risks Description	Likelihood (high, medium, low)	Impact (high, moderate, low)	Measures	Mitigation
Administrative Risks	1. Decision-making delays brought on by ambiguous roles	Low	Low	Predefined governance	Put in place a timeline tracking system with rules for escalation
	2. Coordination amongst key players is inadequate. (Municipality of Alex-polis, Chamber of Commerce & Light Hub, PTDE, DUTH, Technology Club of Thrace)	Medium	Moderate	Regular coordination meetings, clearly defined roles and responsibilities	Assign a committed staff member to central coordinating and implement conflict-resolution procedures

Risks Type	Risks Description	Likelihood (high, medium, low)	Impact (high, moderate, low)	Measures	Mitigation
	3. Inadequate administrative capacity to supervise the involvement of numerous stakeholders	Medium	High	Capacity-building and resource allocation to the project team from the early beginning of the IAP implementation	Provision of external assistance by specialists or additional personnel
Financial Risks	4. Inability to obtain funding for actions	High	High	Funding alignment and pre-identification of funding sources	Ensure that municipal funds are allocated for the implementation of specific actions
	5. Delays in fund approval or disbursement	High	High	Early submission of documentation to managing authorities or other funding organisations	Adjust timelines
	6. Lack of human or technical capacity to implement digital training actions	Low	High	Partnerships with institutions that secure qualified staff; early engagement of skilled staff	Outsourcing or subcontracting where appropriate
	7. Delays due to procurement/legal complexity	Low	Moderate	Realistically schedule the procurement or direct assignment phases	Make of the procurement – direct assignment roadmaps of the Municipality
Operational Risks	8. Low participation from community groups despite inclusive aims	Medium	Moderate	Tailored communication strategy, awareness campaigns	Revise outreach methods; collaborate with NGOs and / or local associations
	9. Difficulties in monitoring the output indicators	Medium	Low	Choosing Output Indicators that are easy to monitor	Use adaptive indicators
Risks related with stakeholders	10. Weak involvement of academic & professional institutions despite planned partnerships	Medium	Moderate	Formal MoUs and involvement of academia & chambers in	Assign a specific position in the IAP implementation team to academia and chambers.

Risks Type	Risks Description	Likelihood (high, medium, low)	Impact (high, moderate, low)	Measures	Mitigation
				early-stage IAP actions	
	11. Stakeholder fatigue and declining interest over time	Medium	Moderate	Maintain engagement through value-driven collaboration and consistent communication	Host regular feedback sessions and recognize stakeholder contributions



4.7 Final Remarks (Conclusions – Next Steps)

The Integrated Action Plan (IAP) for Alexandroupolis **is a significant milestone in the city's ongoing dedication to promoting diversity and inclusion for all citizens.** The URBACT Local Group (ULG) and a diverse array of stakeholders have contributed to the development of this plan **through a collaborative process** that has established a strong foundation for sustainable impact and future action. The Digi-Inclusion Declaration on Digital Rights signed by all project partners is reflected in the IAP.

The IAP is a catalyst for change and a roadmap, **reflecting Alexandroupolis' aspiration to establish a digitally inclusive urban environment.** The Plan's Vision must be translated into tangible outcomes through the commitments enumerated above, which include mainstreaming digital inclusion objectives, consolidating partnerships, strengthening governance, and expanding stakeholder engagement. **Continuous monitoring, learning, and adaptation** will be essential to guarantee that the IAP provides enduring benefits for all citizens, with a particular emphasis on those from vulnerable target groups, as the city advances. Sustained collaboration, resourcefulness, and a shared commitment to constructing a more digitally inclusive future for Alexandroupolis will be necessary for the voyage ahead.

The Municipality will endeavour to incorporate the short- and medium-term actions of the IAP into other important strategic documents and frameworks in order to guarantee the sustainability and coherence of the plan's activities. This entails **coordinating the IAP with the economic, social, and urban development plans of Alexandroupolis** in addition to pertinent national, regional, and European policy agendas. By doing this, the municipality will strengthen its reputation as a pioneer in inclusive digital initiatives in Greece, optimize synergies, and take advantage of new funding opportunities.

Presenting the IAP to the municipality's mayor & the city council, the Managing Authority of East Macedonia - Thrace Programme 2021-2027 and other parties outside of the ULG membership that backed the APN initiative are the Alexandroupolis' first actions in 2026. Through this outreach, **a broader range of stakeholders**, including government agencies, business partners, academic institutions, and civil society, will be able to support the plan's goals and initiatives. The Municipality hopes to obtain the resources and support required to successfully carry out the IAP's goals by expanding the circle of engagement.

The Municipality decided to formally establish a long-term partnership with these members, building on the trust and collaboration that have been developed inside the ULG. In addition to sustaining the momentum created during the planning stage, this collaboration will offer in the near future a structured forum (initial title: Alexandroupolis Observatory for Inclusion) for continuous communication, co-design, and oversight of the IAP's operations, as also other similar activities by other organisations. **The ULG will remain a vital platform** for exchanging best practices, spotting new problems, and working together to create solutions that consider the changing requirements of Alexandroupolis varied neighbourhoods.

A critical next step is the formation of the specialized IAP Implementation Team among city officers. This team will be responsible for overseeing the implementation of the plan, coordinating with stakeholders, and ensuring alignment with the city's broader strategic objectives. By institutionalizing the management of the IAP, Alexandroupolis demonstrates its commitment to embedding digital inclusion as core value within municipal governance and policymaking.

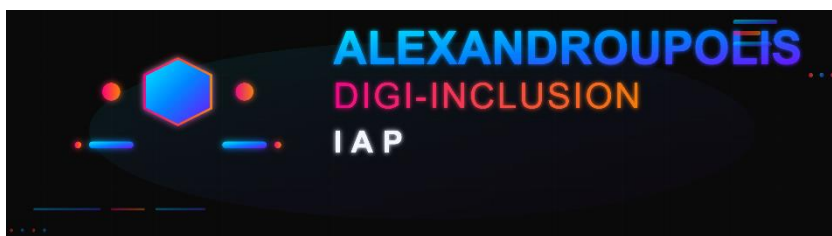
Finally, a **brief Communication Plan** will be prepared early 2026 following a simple framework:

- Introducing an annual report on the Action Plan point of situation in the local media.
- Introducing news during actions' implementation that serves as a tool for raising awareness of the results related with each action, as well as for communication and dissemination of these actions.
- Appealing to social networks.



The Lead Partner project team, the Lead & ad hoc Experts, and the Digi-Inclusion partners are all acknowledged by the Alexandroupolis project team for sharing their expertise.

The team hopes that this Action Plan will be successfully carried out for the benefit of the Municipality of Alexandroupolis' residents.



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