TD TechDiversity

U★RBACT
INTEGRATED
ACTION PLAN
LARNAKA

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1. City's mayor statement

«The Municipality of Larnaka has stood shoulder to shoulder with our partners from the TechDiversity project and the local stakeholders believing in the power of research, innovation and technology to transform not only our city, but the broader landscape of Cyprus. **Larnaka is actively promoting digital transformation and innovation within the city**. The city is engaged in various **initiatives to foster a digital ecosystem**, including collaborations with research institutions, support for local businesses, and efforts to attract foreign investment in technology. Recent key initiatives include the development of a School of Marine Sciences, Technology and Sustainable Development in collaboration with the Cyprus University of Technology (CUT) and the establishment of the Cyprus Marine and Maritime Institute., which is more than a Centre of Excellence—it is a symbol of what Larnaka stands for: vision, resilience, and forward thinking.

Our city takes lot of effort **in creating a modern, sustainable city that attracts residents, visitors, and investors by integrating technology, education, and green initiatives**. As a Municipality, we will back all efforts with real, tangible support to **nurture start-ups and spin-offs** that will shape our local economy—**high-value, high-tech, and high-impact ventures** emerging right here in Larnaka**. Our vision is research, development, innovation, and talent to flourish** but as well to encourage equal employment opportunities for all citizens and invests in education and advanced technologies, in a sustainable manner».

2. TechDiversity

TechDiversity is an URBACT network of eight partners representing small and medium-sized European cities, that aim to boost and facilitate diverse local communities that are not active in Tech & Digital sector, facing specific challenges in terms of diversity, gender equality and inclusion. Furthermore, the partner cities will mainly focus on an identified pressing aspect and will support at least one diverse local group in each of the participating cities, through the action plans.

The network operated from July 2023 to December 2025.

- e-Trikala
- Amarante
- Municipality of Arezzo
- Bielsko Biala Regional Development Agency
- Bucharest District 6
- Idrija
- Larnaka
- National and Kapodistrian University of Athens (for Psahna)

3. URBACT Integrated Action Plans

An URBACT Integrated Action Plan (IAP) is a city-level output that defines actions to be implemented within the city in order **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) 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 not only sets out what the city intends to do on its specific topic, but also has a **strong implementation focus,** for example through the identification of

specific funding opportunities, governance structures and timelines for how the actions will be implemented and monitored.

The IAP links with the overall URBACT Action Planning Cycle.

4. Context, needs and vision

4.1. Overall theme being addressed – Current situation

Population statistics and demography

Larnaka is one of the oldest cities of Cyprus and is located in the south-east part of the island, situated at the crossroads of three continents in the eastern Mediterranean basin. It is the third-largest city in Cyprus, in area and population, covering an area of approximately 32,5 Km2 and a population of 84,900 inhabitants according to the latest census of 2021 with a population density approximately 2,612 inhabitants per square kilometre.

Figure 1: Map of Larnaka

Economic and Employment statistics

The service sector, including tourism, employs three-quarters of Larnaca' s labour force. Many travel and tour operators and other travel-related companies have a head office in Larnaca. It is a tourist resort that has a commercial port as well as the main international airport of the country. Larnaka has started to become a modern, European city, with upgraded existing and new infrastructure, with services to its residents and visitors that highlight its advantages, turning it into an attractive place to live, to do business and a unique tourist destination. Below we can see some employment statistics per gender and unemployment rates in the District of Larnaka.[1] As we can see from Table 1, especially the primary and secondary sector is dominated by men employment while the tertiary sector from women with them to be employed mostly in trade sector, hotels and accommodation and public service sector.

Table 1: Employment Statistics per Gender, District of Larnaca (2021)

Sector	Total	%	Men	%	Women	%
Primary	2,187	3,1%	1,715	78,4%	472	21,6%
Secondary	13,966	19,5%	11.907	85,3%	2,058	14,7%
Tertiary	55,371	77,4%	25,156	45,4%	30,215	54,6%
Total	71,524		38,778	54,2%	32,645	45,8%

Unemployment rate in Larnaca is approximately 6% bit higher that the national average which is 4,4% (data of June 2024). What is interesting is that for young persons aged 15-24 years old, the unemployment rate rises to 18,6% of the labour force with males to record 21,2% and females 16,1%). As far as the duration of unemployment is concerned, 57,0% of the total unemployed persons searched for a job for a period of less than 6 months, 15,5% for a period of 6-11 months, whereas a percentage of 27,5% were long-term unemployed.

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[1] Data from the Statistical Service of Cyprus

Technology, Innovation and Digitalization

In regard to technology, innovation, and digitalization, Larnaka is making a lot of efforts to build important research and innovation collaborations to support the digital and green transformation of the city of Larnaca. This transformation will help the city to respond effectively to adverse effects caused by climate change. Also, Larnaka is in process to develop and implement innovative technological solutions, which will transform Larnaca into a "smart city" and make its critical infrastructures more efficient, sustainable, and secure.

It is worth noting that since 2019 Larnaca has its own Centre of Excellence, the Cyprus Marine and Maritime Institute (CMMI) for marine and maritime research, innovation, and technology development. CMMI's vision is to drive sustainable Blue Growth by addressing the needs of industry and society within the spectrum of the marine and maritime sectors. CMMI has now become an integral part of Cyprus and especially of Larnaka in an attempt to transform the city to a blue city.

The Cyprus Marine and Maritime Institute

Larnaca has the Youth Makerspace, an innovative space of technology, creativity, and education. The program Youth Makerspace Larnaka, is based on the standards of "makerspaces" that are developed around the world and was created to recommend and cultivate the culture of "making" in the youth of Cyprus. It has high-tech equipment and is aimed at amateurs and professional makers of all ages, as well as at schools, educational institutions, and organized ensembles. Its main goal is to equip and educate children and young people, while at the same time, it aims to develop their social and creative skills. At the Youth Makerspace Larnaka, makers can acquire knowledge of construction and design, carry out actions, develop 21st-century skills through educational workshops and activities in STEAM (Science, Technology, Engineering, Arts, and Mathematics) themes, and implement their ideas in technological and business projects.

A new School of Marine Sciences, Technology, and Sustainable Development is being developed in Larnaca, Cyprus, with plans to open its doors in 2027. The school, a joint initiative of the Cyprus University of Technology (TEPAK) and the Cyprus Marine and Maritime Institute (CMMI), will focus on marine biology, marine technology, and sustainable development. It will initially offer master's programs in Marine Technology and Marine Biology, with plans to expand to include bachelor's and additional master's programs in Marine Science and Technology, and Sustainable Development. The development of this school is seen as a vital step in fostering local talent, boosting the regional economy, and enhancing Larnaka's reputation as a hub for education and innovation in the marine and maritime sectors.

Larnaca is emerging as a tech hub in Cyprus, leveraging its strategic location and developing infrastructure to attract technology companies and foster a diverse digital ecosystem. Initiatives like the "TechDiversity" project to promote diversity and inclusion within the tech sector, and the creation of a Technical School for Green Professions in Larnaca shows the advances of Larnaka. Furthermore, Larnaca is actively working to diversify its economy beyond tourism, with a growing emphasis on technology and innovation.

It is worth mentioning, that Larnaka has 23 start-ups which represents about 7% of Cyprus's start-ups and is consider the 3rd best start-up ecosystem in Cyprus, after the capital city Nicosia and Limassol. Further, the city is actively promoting digital transformation through initiatives like the "Larnaka 2030" project, focusing on cultural development and inclusion.

Challenges and other content around the policy issue

The Larnaka Municipality's mission is to make Larnaka a humane and functional city for its residents, as depicted in the triptych: Larnaka is compassionate and functional for its citizens, friendly to local and foreign visitors, and appealing to investors and entrepreneurs.

One of the most pressing issues confronting Larnaka is the high unemployment rate among young people, as well as a lack of skills in the technology and digital sectors. Based on this, Larnaka intends to address these issues using best practises and initiatives, while also recognising and emphasising the importance of including under-represented communities. The challenge for Larnaka is to enable any effort that will result in a more inclusive digital ecosystem by incorporating young people and upskilling the elderly.

In the meantime, there are no local plans in Larnaka focussing on the project issue, other from national strategies. The main barriers that Larnaka is currently facing, which makes it difficult for the city to successfully support Diversity and Inclusion in knowledge-based digital and technological ecosystems, are political will from the central government, which primarily decides the means to support Cyprian cities' digital and technological ecosystems, leaving very few options for cities to implement any initiatives to support these issues on their own. Furthermore, a barrier is the financial expense that Larnaka must incur as a local authority for any policy-related support efforts. The budget for such initiatives must be funded by city finances, as well as addressing the issue of a lack of skills in technology and diversity. Possible funding sources include the Cyprus Operational Programme 2021-2027 - EU Structural Funds.

4.2. Problem identification by local stakeholders

4.2.1. Problem identification

One of Larnaka's biggest challenges is its high unemployment rate among young people, particularly those under the age of 25. Also, we detect a significant gap in digital and computer skills, particularly among persons over the age of 50 who are either employed or looking for work. At the same time, Larnaka has made little progress in digital transformation, and the application of emerging technologies remains in its early phases.

Larnaka turns it focus to maximising equal employment opportunities for every citizen, regardless of race, age, nationality, and religion with special emphasis on young people, women, people with disabilities, senior and immigrants by providing appropriate infrastructure and education programs to facilitate lifelong learning and improve the skills in digital and technological ecosystems.

The SWOT Analysis relating to technology and diversity can be summarised below (Figure 2). As we can see from the SWOT analysis, Larnaka has a mismatch of the demanded skills and the skills supply to the tech economy as well as lack of skilled and upskilled personnel to cover the needs of the local labour market. In general, there is a lack of a digital and innovation mindset and support mechanisms for young entrepreneur. That can been see from the absence we have in specific
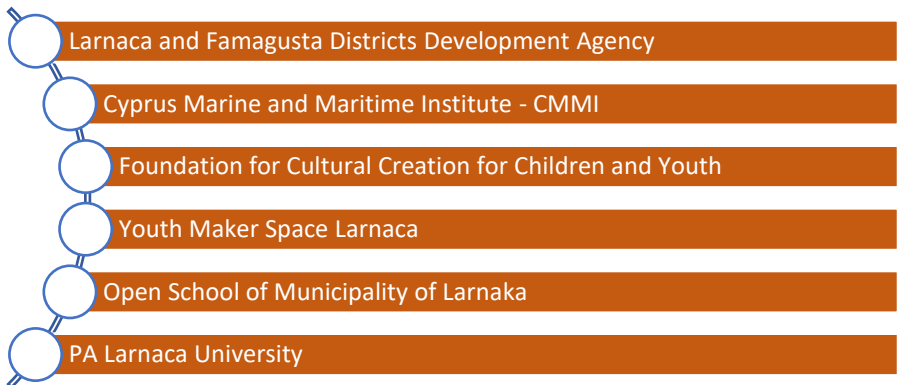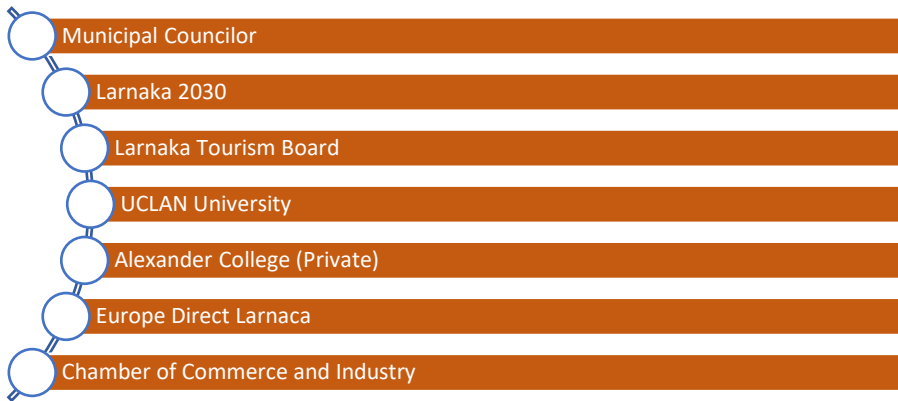
digital and tech training programmes as well as support entrepreneurial mechanisms like mentorship programmes, crowdfunding schemes, and business incubators. However, Larnaca is a city that is putting a lot of effort to digital and green transformation and few years ago it has established the CMMI Centre of Excellence focusing on education, training, research and technological development and innovation in the marine and maritime sectors.

STRENGHTS

1. Scientific staff in abundance
2. Existence of local universities with a good mass of skilled professionals, and graduates with expertise in various tech-related fields
3. Collaboration between stakeholders
4. Existence of a Centre of Excellence in Marine and Maritime Sector focusing also on blue technologies (decarbonization, robotics, etc) as well as the new development for the Marina of Larnaca.
5. A critical mass of tech companies that are cooperating in different common projects and initiatives.
6. Diverse and multicultural populationa with a significant number of foreign residents.
7. A positive national framework supporting the development of innovation and technology

WEAKNESS

1. Mismatch between demanded skills and supply skills in the tech economy.
2. Lack of educational programs and tech skilles
3. Lack of access to funding for aspiring tech entrepreneurs to develop and scale their venture
4. No mentorship programmes, crowdfunding schemes and business incubators
5. Shortage of professionalpeople for the tech and digital sectors
6. Lack of awareness and flow of information.
7. Low love of tech start-ups
8. Digital Transformation Lag: lack of significant progress in digital transformation, and the implementation of emerging technologies is still in early stages.
8. Integration challenges: integrating diverse communities, including immigrants and refugees, can be challenging, requiring tailored integration programs and policies.

SWOT

OPPORTUNITIES

1. Effort to digital and green transformation of the city of Larnaca
2. Collaboration with the local universities for developing training programmes needed by the tech sector
3. Growth in Fintech: The growth of fintech startups presents an opportunity to establish Cyprus as a regional fintech hub.
4. Developing digital skills: investing in digital skills development can address the weaknesses in digital transformation and create a more competitive workforce.

THREATS

1. Intensifying competition: As other cities (Nicosia, Limassol) develop their tech ecosystems, Larnaka faces increased competition for talent and investmen/ New scientists are mostly looking for job opportunities in Limassol and Nicosia than Larnaka.
2. Lack of knowledge on the TechDiversity policy issue
3. Lack of interest from the workforce and/or entrepreneurs
3. Limited funding
4. Lack of digital technologies and mindset
5. Lack of awareness: Limited public awareness about the opportunities and support available for innovation and technology can hinder progress.

Figure 2: SWOT Analysis

4.2.2. City's local stakeholders: Inputs & methodology

The local stakeholders are critical to the city's development and sustainability. They provide a variety of perspectives, knowledge, and resources that are essential for good planning, development, and governance. Throughout the project's duration, it was critical to engage with local stakeholders through the organisation of ULGs and discuss critical problems of technology and diversity in the local ecosystem. Their knowledge, experience, ideas, and helpful suggestions and input were critical to the creation of the IAP. Below we can see the ULG stakeholders:

- Municipal Councilor
- Larnaka 2030
- Larnaka Tourism Board
- UCLAN University
- Alexander College (Private)
- Europe Direct Larnaca
- Chamber of Commerce and Industry

- Larnaca and Famagusta Districts Development Agency
- Cyprus Marine and Maritime Institute - CMMI
- Foundation for Cultural Creation for Children and Youth
- Youth Maker Space Larnaca
- Open School of Municipality of Larnaka
- PA Larnaca University

1st ULG Meeting (29.02.2024)

The 1st ULG identify the main problems of Larnaka in regard to tech and diversity. That is the absence of digital technologies, innovation, research, and development even though with the establishment of CMMI (Centre of Excellence) and other local universities research efforts have been put forward. Another critical issue is the lack of diverse social groups (young, women, people with disabilities, immigrant) in the digital and technological ecosystems and labour market as well as of lack of advanced technological and digital skills. At the same time there is lack of training modules to improve and promote technological/digital skills that match the needs of the current market. All stakeholders agree that if Larnaka needs to change; digitalization, ICT technologies are essential, and Larnaka needs to support their development.

2nd ULG Meeting (17.04.2024)

On the 2nd ULG the discussion was focused on defining a vision for Larnaka. Using the 'Newspaper of Tomorrow' stakeholders envision Larnaka as a city that gives incentives to attract talents and business to locate in Larnaca as well having the necessary infrastructure (incubator, tech hub) to provide specialized support and trainings to them. Having this positive insight for the future, stakeholders elaborated a vision for the city and agreed on the first strategic objectives.

3rd ULG Meeting (22.05.2024)

At the 3rd ULG meeting the focus was on activities of matching the needs of the business with skills. It was agreed that a good state of the art analysis on the current needs of the business in Larnaka is needs. Based on the needs, an appropriate training program is to be designed to facilitate upskilling and skilling of the employees not only for elderly but also for diverse social groups. Also, stakeholders agreed that changing the mindset of the local business especially towards immigrants and disable people to be accepted as a workforce needs to be addressed. The idea of creating a business support centre to assist local and foreign talents to come and leave and work in Larnaka was put on the table as a possible action.

4th ULG Meeting (25.07.2024)

At the last 4th ULG the discussion was focused on the different activities focusing on training courses, on relevant research in the companies so as to record their real needs. Also, a possible action that was put on the table was the creation of a tool that will help to support Job Brokers to track placement and post 'match and attached' progress with both clients and companies (management systems, online counselling). Finally, discussion was raised about finding ways to change the mindset of the local people by having communication campaign with awareness raising activities to schools.

5th ULG meeting (31/10/2024)

The 5th ULG focused on completing the projects scoreboards and discussing the testing action, the organization of the matchmaking event. It was decided to organize a matching event that will bring as match as tech companies of Larnaka to a place where they can connect with a diverse group of people that are looking for job and have the relevant skills.

6th ULG meeting (19/12/2024)

The aim of this meeting was to discuss the organisation of the testing action. It was suggested to make a change; instead of implementing the matchmaking event that needs lot of resources a proposal was submitted by CMMI to co-organize with the Municipality of Larnaca two specialized training courses in marine robotics, geotechnical engineering, and maritime archaeology to upskill specialists and non-specialists working in the sustainable management of ocean resources and ecosystems. The change was accepted and the steps for the organization of the training was agreed.

7th ULG meeting (25/2/2025)

The ULG was focused on the action table and the different activities that they were already defined in the previous ULGs. The action table was presented to finalize it and define as well possible funding sources for each activity.

4.3. Our Vision

4.4. Main integration challenges

The analysis of the current situation shows that Larnaka has advanced recently in research and development, focusing more on blue technologies with the establishment of the CMMI Centre of Excellence as well as the recent effort to transform Laraka to a digital and green city. However, ensuring digital inclusion for all citizens, especially young, women, foreigners, addressing the digital skills gap, fostering collaboration between stakeholders, and promoting diversity and inclusion within the tech sector itself is something that the city needs to put lot of effort to be able to achieve it.

To improve the integrated approach and ensure that the city's vision is achieved a series of integration challenges have been identified during the preparation of the Integrated Action Plan (IAP) for the city of Larnaka. They are the following:

- **Engaging local stakeholders**: Collaboration and stakeholder engagement are crucial. Working together with all the quadrable helix ecosystem (NGOs, business, civil society, academia, national/local authorities) is vital for shaping innovation and societal development. Collaboration should be focused on achieving the shared vision and objectives, by involving all relevant stakeholder and encourage their participation to ensure the ownership of the supported activities. Effective collaboration and stakeholder engagement requires open communication, transparency, and a culture that values input from all parties involved.
- **Addressing digital skills:** significant miss match exists between demand skills and offered skill in the in the technology sector. Bridging these gaps requires targeted skill development programs focusing on the needs of the tech sector, particularly for young people, women, people over 50 and foreigners. There is a need to upskill and align local skill with the evolving demands of the digital and technological market. Efforts should be put to enhance and upgrade digital skills and provide the relevant infrastructure and training programmes.
- **Mindset shift:** promoting diversity and inclusion requires a fundamental shift in the city's perceptions and attitudes, alongside practical measures to foster inclusivity within the technological ecosystem. This involves actively raising awareness about the benefits of diversity and working to

create a culture that embraces different perspectives and backgrounds. These are not simple tasks; they require sustained effort and commitment to overcome existing challenges. Education and awareness initiatives highlight the value of diverse perspectives in technology are crucial as well as encouraging empathy and understanding towards individuals with different experiences can help build a more inclusive environment.

- **A favourable entrepreneurial ecosystem:** supporting entrepreneurial environment is crucial for fostering sustainable local business growth, especially for graduates and diverse groups. Creating an inclusive ecosystem requires structured support like mentorship, access to resources, connections, positive investment climate, progressive business ecosystem, and entrepreneurial opportunities. This comprehensive approach helps nurture talent and ensures that diverse individuals can thrive as entrepreneur.
- **Policy alignment:** alignment of the IAP with the national digital and inclusion strategies to lead to thriving tech sector and a diverse and inclusive society. This will support the city's digital transformation, attract tech investment, and enhance digital skills while also focusing on equality and inclusion within the tech industry and broader society.

Successfully tackling these integration challenges will enable Larnaka to transform into a dynamic center for inclusive digital innovation and entrepreneurship, providing advantages to all members of the community.

4.5. Testing Action at Local Level

One of the most significant difficulties in Larnaca is the high unemployment rate among young people in the technology industry due to a lack of specific technological skills required by the market. To enforce young people's talents, we organised a training module, in partnership with CMMI, that addresses the technological capabilities expected by the tech labour market, allowing young people to learn new skills and develop their creativity and tech skills.

The Centre of Excellence CMMI, one of the project's main stakeholders, conducted a search for the skills required in the marine and maritime sectors in order to begin developing specialised training programmes for young scientists, with a particular emphasis on new technologies and the implementation of courses on the field. Two training

courses were developed in partnership with the Southampton Marine and Maritime Institute. The first course was titled «Seafloor Exploration and Characterisation for Infrastructure, Heritage and Marine Planning» and the second was titled «Reimagining subsea imaging: How robots uncover Earth's inner space». The courses were open to both specialists and non-specialists interested in the sustainable management of ocean resources and ecosystems and was conducted by experts of the field and distinguished professors and researchers of CMMI and SMMI.
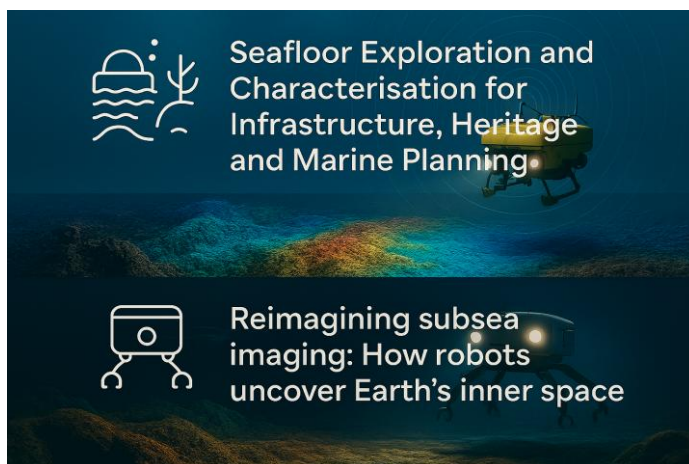
These two two-day courses provided a specialization to the technologies and best practices in seafloor characterisation, set in the context of applications linked to infrastructure, heritage, and ecosystems. This interdisciplinary course addressed the critical need for accurate seafloor data to support offshore infrastructure projects, protect underwater heritage, and guide sustainable marine spatial planning. Key topics included geology, geophysics, marine robotics, geotechnical engineering, and maritime archaeology. The course activities included informal lectures and hands-on practical activities. Some of these activities were computer-based, and some use virtual and augmented reality to bring the seafloor to the classroom. The participants had the opportunity to gain skills in the analysis techniques, and to work with real data from offshore sites. The course instructors include academics and researchers from SMMI and CMMI, with expertise in geology, geophysics, maritime archaeology, marine robotics, and geotechnical engineering.

The trainings took place at the Multipurpose Social Centre of the Municipality of Larnaca, the first course on Tuesday-Wednesday 21-22 January from 9am-5pm and the second course on Thursday- Friday 23-24 January from 9am-5pm. In total we had 34 participants.

The training was of a great success. Based on the evaluation survey, 85% were very satisfied from the course. 87% answered that the course covered tech skills and knowledge that are needed in the labour market, while the 85% answered that if such trainings will be organized, they would like to attend again even by paying a specific fee. Also, the 92% of the participants answered that such training modules are useful, and they should be continued to be offered. Also, all agree that the update of the tech skills needed should be done regularly and trainings to be designed according to the real needs.

The testing action is linked to the Intervention Area 1 of the IAP, Upskilling Larnaka and the Strategic Objective Development of Local Skills that will Match the Local Technological Needs and more specifically with the activities 1) State of the art analysis on local technological needs and 2) - Design of training programmes to facilitate the lifelong learning. The training courses offered showed that there is a need to survey the real skills needed and offered specific training modules that will have a value added for the participants.

5. Overall logic and integrated approach
5.1 Integrated Approach

The Larnaka IAP has a holistic and integrated approach, based on a co-design process including a variety of stakeholders. The incorporation of a co-design approach as well as many features and challenges of great relevance to the city assures a well-balanced and inclusive ecosystem that is consistent with the city's strategic vision for technological innovation, entrepreneurship, and social inclusion. As previously said, the co-design process is a significant part of this integration in all of its stages, beginning with the identification of the difficulties, defining the actions, and proceeding with their implementation. Larnaka Municipality has made significant efforts to ensure the engagement and active participation of various stakeholders, including municipal councillors, local universities, business representatives, non-governmental organisations (NGOs), and civil society, in co-designing and defining the city's vision, strategic objectives and actions. The co-design process ensures that the program is supported by society and is in line with local requirements and challenges.

To maintain the coherence of the IAP existing strategies it aligns with the Sustainable Urban Development Strategy for the city and wider Larnaca region 2021 – 2030 and the Larnaka District Strategy for Intercultural Integration 2023-2025. By embedding its actions within established frameworks, the city prevents duplication and leverages and supplements ongoing actions to have a high impact and value added for the city.

Additionally, Larnaka's IAP prioritizes collaboration between key sectors such as technology, education, and urban planning while also engaging surrounding regions. Actions such as the creation of a matchmaking platform, the creation of a business information and support center and the creation of a Technology Hub and business observatory are actions that are supported by different stakeholders not only local but also regional and national.

5.2 Challenge Areas & Strategic Objectives

The City Vision of Larnaka Municipality will be achieved though the five key strategic objectives. The ULG members after in depth discussions identified the strategic objectives covering the two of the TechDiversity project priority Topics, that is the Tech talent and the Tech Entrepreneurship. They have been aligned with the Larkana's strategic interventions areas. Below we can see the areas of intervention and the relevant strategic objectives.
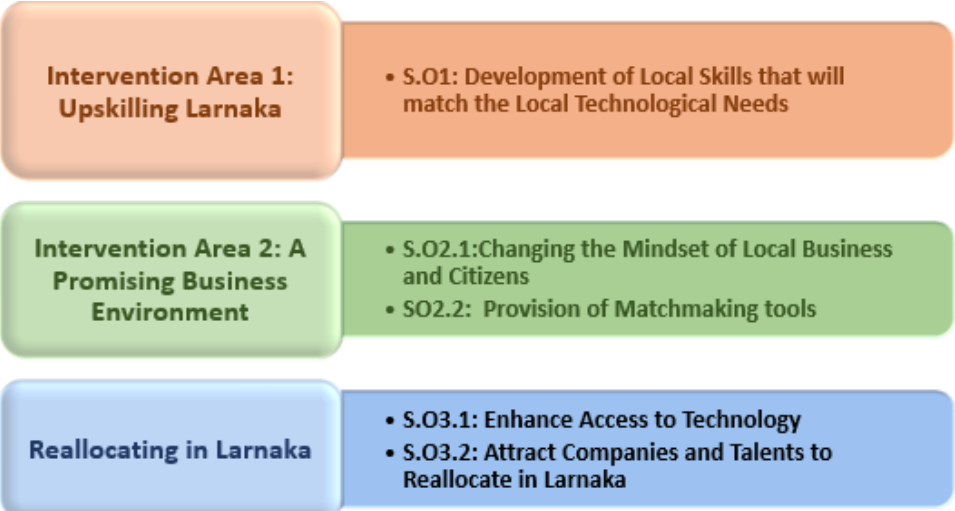
Intervention Area 1: Upskilling Larnaka	• S.O1: Development of Local Skills that will match the Local Technological Needs
Intervention Area 2: A Promising Business Environment	• S.O2.1:Changing the Mindset of Local Business and Citizens • SO2.2: Provision of Matchmaking tools
Reallocating in Larnaka	• S.O3.1: Enhance Access to Technology • S.O3.2: Attract Companies and Talents to Reallocate in Larnaka

Figure 3: Areas of Intervention and Strategic Objectives

The Larkana's Municipality overall logical structure (Figure 2) is organized starting from the City Vision and going all the way though the areas of intervention and strategic objectives until the planned actions with their description of the needed resources and the main results and outputs from their implementation.

Figure 4: Larkana's Municipality Overall Logical Structure

5.3. Actions Overview

The following section outlines the key actions of the IAP that have developed based on local needs and challenges, the different stakeholders' input and the testing action ensuring an integrated approach aiming to achieve the vision of the City of Larnaka.

Intervention Area 1: Upskilling Larnaka

Strategic Objective 1: Development of local skills that match the local technological needs

- 1.1 State of the art analysis of the local technological skill needs
- 1.2 Training programmes to facilitate the lifelong learning

Intervention Area 2: A Promising Business Environment

Strategic Objective 2.1: Changing the Mindset of Local Business and Citizens

- 2.1 Awareness campaigns
- 2.2 Yearly matchmaking event for young people and diverse local groups
- 2.3 Annual competition for diverse young tech and digital entrepreneurs

Strategic Objective 2.2: Provision of Matchmaking tools

-2.4 Matchmaking platform

Intervention Area 3: Reallocating in Larnaka

Strategic Objective 3.1: Reallocating in Larnaka

- 3.1 Technology Hub and business observatory

Strategic Objective 3.2: Attract Companies and Talents to Reallocate in Larnaka

- 3.2 Business information and support center

6. Action Planning Details

6.1 Detailed Planning

This section presents a detailed plan of the proposed activities for Larnaka Municipality. The actions are described in detail, including a brief description, the parties involved, the risks and barriers, indicators, appropriate outputs, and a budget. A connection with potential funding is also provided.

The action plan is critical for Larnaca Municipality in attaining its aim of becoming a city that promotes fair job opportunities for all inhabitants while investing in education and modern technology. Larnaka seeks to encourage innovation and technology advancement while connecting it to the commercial environment.

Action 1.1	State of the art analysis of the local technological skill needs	Action Owner Larnaka Municipality		
Short Description Identifying the actual technological skill requirements of the various tech sectors. It will aid in better identifying the educational and training requirements for the tech ecosystem. To identify the technical skill requirements, a survey will be conducted using a standardised questionnaire.	**Stakeholders** • Larnaka Municipality (responsible to implement) PA and Alexnader Universities (involved) • Larnaca Chamber of Commerce and Industry (involved)	**Intervention Area** Intervention Area 1: Upskilling Larnaka	**Strategic Objective** Strategic Objective 1: Development of local skills to match the local technological needs	**Links to Strategy** Sustainable Urban Development Strategy for the city and wider Larnaca region 2021 – 2030 Larnaca District Strategy for Intercultural Integration 2023-2025
Action Summary A comprehensive questionnaire with open and closed questions will be created to discover the abilities that local businesses seek. Furthermore, the barriers and opportunities for various groups (young, over 50, and disabled) will be explored. Structured interviews with technological firms to uncover genuine demands for developing unique training modules that are focused on the real needs by the tech industry. The mapping analysis will be updated every two years.	**Risks** • Limited engagement or response from local business.	**Barriers** • To cover all sectors means high cost. Suggestion to focus on two sectors: tech in tourism and marine and maritime. • Companies not well informed on the subject	**Action Readiness** • Collaboration has been established between the involved stakeholders for the implementation of the action. • The structured questionnaire is in preparation process. • Students will be assigned for the survey having the support of the Larnaca Chamber of Commerce and Industry (EVEL). • Analysis of results has been assigned to the university professors • Publication in journal about the results.	

Indicators
- Number of business interviewed
- Number of skills identified
- Number of new training programmes that cover the skills needed.

Outputs
- 1 Study that maps local technological skill needs
- 1 article in journal

Outcome
- Improve knowledge on needed skills
- Increase the offering of training programmes that are targeting the tech needs
- Match skills demand with the supplied skills.

Budget 30.000,00 €	**Timescale** April 2025 – April 2026
Financing Municipal Budget Sponsorships from stakeholders	**Monitoring, governance** • Regular Monitoring: every month for the questionnaire and interviews. • Monthly meetings for monitoring the process.

Action 1.2	Training programmes to facilitate the lifelong learning in the tech sectors	Action Owner Larnaka Municipality		
Short Description Design training modules for skilling and upskilling the diverse groups (young people, people over 50). Specific orientation to STEM with practical training using real data.	**Stakeholders** • Larnaka Municipality (organizer – co ordinator) PA and Alexnader Universities (collaborator) • Training Centres (involved) • CMMI center of Excellence (responsible to implement)	**Intervention Area** Intervention Area 1: Upskilling Larnaka	**Strategic Objective** Strategic Objective 1: Development of local skills to match the local technological needs	**Links to Strategy** Sustainable Urban Development Strategy for the city and wider Larnaca region 2021 – 2030. Larnaka District Strategy for Intercultural Integration 2023-2025.
Action Summary The results of the study (A1.1) will serve as basis for designing the training programme and modify existing courses that will respond to the needs of the local tech business – tech labour market. The training programme will include practical training-based on real life examples data and will be target to young people as well as people over 50. Efforts will be done so as the training programme to be offered by the Human Resources Development Authority, the Cyprus Productivity Centre, the Open School of Larnaka Municipality, and other local training centres.	**Risks** • Limited participation/ no interest • Lack of engagement in training • Availability of trainers/ experts	**Barriers** • Course format: needs to be attractive and practical (not only theory) • Difficulty sourcing training resources, and materials for so specific courses.		**Action Readiness** • Collaboration has been established for the implementation of the action. • A testing action has been implemented with positive results. • Available venue (Multifunctional Centre of Municipality of Larnaka) • Results of A1.1 (which is ongoing) are needed for proceeding with the design of the training programme.

Indicators
  • Number of training modules developed
  • Number of trained people
  • Number of training hours delivered
	Output
	  • Deliver 2 training programmes (one for young people and one for people ≥ 50)
	  • Organize 4 training sessions
	  • Educate 30 young people (≤ 25)
	  • Upskill 20 people ≥ 50
	  • 2 Evaluation and final reports
	Outcome
	  • Increase local skills and job performance
	  • Reduce unemployment level by 2% among young people
	  • Increase enrolment of young people and people over 50 in local companies.			

Budget 60.000,00 €	**Timescale** May 2026 – December 2027			
Financing Municipal Budget Sponsorships from stakeholders	**Monitoring, governance** Regular monitoring every two months. Assessment forms/ satisfaction survey of each training			

ACTION TABLE 1.2 Training programmes to facilitate the lifelong learning

Description: Design training modules for the tech ecosystem for skilling and upskilling young people and people over 50.

Activity	Implementation details and possible problems	Other related IAP actions	Responsible entity and Stakeholders involved	Cost and source of funding	Output/Result	Timing
A1.2.1: Study of the local technological needs	Analysis of the study on local technological needs: Identify local technological needs, assess current skill levels, gap analysis	Act. 1.1	PA and Alexnader Universities	Internal resources	Identified technological needs with the current skill levels to pinpoint the specific skill gaps that need to be addressed through training.	6 months before the first training programme
A1.2.2 Define Learning Objectives:	Based on the identified skill gaps, clearly define the learning objectives for the training programs.	Act. 1.1	PA and Alexnader Universities	Internal resources	Objectives should be specific, measurable, achievable, relevant, and time-bound	6 months before the first training programme
A1.2.3 Develop Training Materials	Create or curate relevant training materials based on the results of the study. Create training modules and relevant material (presentations, exercises, case studies, and resources).	Act 1.1	PA and Alexnader Universities	15000€	2 Training programmes (for young people and people over 50)	4 months before the first training programme
A1.2.4 Promotion and open registration	Advertise and disseminate the training. Open registration forms.	Act 2.1	Larnaka Municipality	2000 €	Increase participation	2 months before the first training programme
A1.2.5 Implementation of the two training programmes	Roll out the two training programs to the target audience		PA and Alexnader Universities	43000 €	Match local needs with skills	
A1.2.6 Evaluation and final report	Regularly evaluate the effectiveness of the training programs. This could involve assessing participant learning, tracking skill improvements, and measuring the impact of the training on job performance. Prepare final report of the implementation of the training programmes.		PA and Alexnader Universities	Internal resources	Survey data Report	15 days after the end of each training programme

Action 2.1	Awareness campaigns	Action Owner Larnaka Municipality		
Short Description Organization of an awareness campaign to raise the importance of integration, inclusion and diversity in local community and tech ecosystem, to raise the importance of digitalization and of technological skills. Aim is to connect young people with the tech ecosystem and develop a digital mindset.	**Stakeholders** • Larnaka Municipality (responsible to implement) Involved Stakeholders - Collaborators • CMMI • Local pioneer SMES • Europe Direct • Foundation for Cultural Creation for Children and Youth • Youth Maker Space • Larnaka 2030 • ANETEL	**Intervention Area** Intervention Area 2: A Promising Business Environment	**Strategic Objective** Strategic Objective 2.1:Changing the Mindset of Local Business and Citizens	**Links to Strategy** Sustainable Urban Development Strategy for the city and wider Larnaca region 2021 – 2030. Larnaka District Strategy for Intercultural Integration 2023-2025.
Action Summary Different evets will be organized aiming to raise the awareness of the local people and especially young people, in inclusion, diversity and technology/ digitalization. Visit schools and activities will be organized in collaboration with the local stakeholder. Also, in collaboration with local SMEs, events will be organized to showcase good examples and young people to get inspired.		**Risks** • Limited participation • Limited interest • No reach out	**Barriers** • Objectives not clearly defined and communicated • Failure to grab attention and inspire people	**Action Readiness** • Best practises of SME's have been identified • Venue places have been identified • First Youth Camp is currently under design • Callendar of events has been decided. • Organization of the 1st event in May 2025.
Indicators • Number of people engaged and reached in the awareness activities • Number of events organized • Number of SMEs participating to the events. • Number of publications to the press		**Outputs** • Organization of at least 2 Youth Camps • Organization of at least 12 workshops/ events/ activities • 1 Story fest event (young people speak about their experience – best practises) • 50 articles in local media, social media, local press • 500 people reached • 20 local companies participating to the events. **Outcome** • Cultivate the culture of technology, creativity, and education in the local youth. • Develop social and creative skills. • Create talents for the tech ecosystem • Equip and educate children and young people		
Budget 50.000,00 €		**Timescale** May 2025– December 2028		
Financing Municipal Budget Sponsorships from stakeholders and local companies Local Fisheries Strategy 2021-2027		**Monitoring, governance** Regular monitoring (every two months). Assessment forms/ satisfaction survey		

Action 2.2	Matchmaking event	Action Owner Larnaka Municipality		
Short Description Organize on a yearly basis, a matchmaking event to connect young people/ diverse local groups with local tech business.	**Stakeholders** • Larnaka Municipality (responsible to implement) • Europe Direct • Larnaca Chamber of Commerce and Industry • Foundation for Cultural Creation for Children and Youth • Youth Maker Space	**Intervention Area** Intervention Area 2: A Promising Business Environment	**Strategic Objective** Strategic Objective 2.1:Changing the Mindset of Local Business and Citizens	**Links to Strategy** Sustainable Urban Development Strategy for the city and wider Larnaca region 2021 – 2030. Larnaka District Strategy for Intercultural Integration 2023-2025.
Action Summary Organization on a yearly basis of a matchmaking event to facilitate the connection between job demand and supply in the tech and digital sectors. The aim is to connect the diverse groups (youth, women, disabled people, and people over 50) that have tech and digital skills or have a business idea to connect with tech companies and investors.		**Risks** • Limited SMEs participation and interest • Lack of mature ideas for SMEs • Lack of offered skills	**Barriers** • Lack of funding and interest for continuing the event • Need of a very good organization and structured modelling of the event.	**Action Readiness** • Support from local stakeholders • Event format • Venue place (Multifunctional Centre of Municipality of Larnaka) • Design of an effective Communication • Design of the evaluation form • Inspiring people to talk to the event
Indicators • Number of SMEs participating to the event • Number of networking session • Number of connections made • Number of new business collaborations formed during the event • Number of people connect/ found job in local business		**Outputs** • 1 annual matchmaking event • 20 companies participating to the event • Participation: minimum 65 people • At least 3 connected made • At least 3 people from diverse groups to be employed in companies **Outcome** • Connect local talents/ skills with business • Attract talents to Larnaka • Reduce Unemployment • Increase employment level of diverse groups in the tech companies • Potential for business deals • Job creation and career advancement • Support for small business		
Budget 20.000,00 €		**Timescale** May 2025– December 2028 (Annual basis)		
Financing Municipal Budget Sponsorships from stakeholders and local companies Public funds RESTART programme		**Monitoring, governance** Regular monitoring (every month). Assessment forms/ satisfaction survey		

ACTION TABLE 2.2: MATCHMAKING EVENT

Description: Organize on a yearly basis, a matchmaking event to connect young people/ diverse local groups with local tech business.

Activity (yearly recurrent)	Implementation details and possible problems	Other related IAP actions	Responsible entity and Stakeholders involved	Cost and source of funding	Output/Result	Timing
A2.2.1 - Stakeholder analysis and mapping	Identify all interest groups, organizations, SMEs that have a vested interest in the activity.	Action 1.1, Action 2.3, Action 3.2	Municipality of Larnaka Larnaka Commerce and Industry Youth Maker Space		Stakeholder's mapping	Starts 6 months before the event and it is updated after the end of each event
A2.2.2 – Communication strategy	Establish a communication strategy to ensure participation of the companies and of young people. Communicate the event in the media, press, stakeholders' websites.	Action 2.1	Municipality of Larnaka Larnaka Commerce and Industry Youth Maker Space Europe Direct Foundation for Cultural Creation for Children and Youth	Internal resource of the coordination of the communication activities. Support by the involved stakeholders 1000 € paid advertisement	Communication Plan, Social Post, Online and paper newspaper articles, podcasts.	4 months earlier
A2.2.3 – Logistics Plan and Agenda	Create a logistics plan for the necessary place, equipment, invited speakers, catering of the event.	Action 2.1	Larnaka Municipality	Venue: internal resources (from the building of the Municipality that have also the necessary equipment) 4000 € (catering)	Logistic plan of the event Material for assembly	4 months earlier
A2.2.4 - List of companies involved	A list of the companies to participate to the event.		Municipality of Larnaka Larnaka Commerce and Industry	Internal resources	List of participating companies	2 months before
A.2.2.5 - Registration of young people for the event	The young people must register for the event (areas of interest)		Municipality of Larnaka Youth Maker Space	Internal resources	Registration form	One week before

A2.2.6 - Event agenda	Draft and agenda with detail schedule for the event		All stakeholders of the activity	Internal resources	Event agenda and activity plan	2 months earlier
A.2.2.7 – Satisfaction surveys	Satisfaction surveys after the event for companies and young people		Municipality of Larnaka	Internal resources	Survey data	The day of the event
A2.2.8 - Event report	Final report and recommendations on the event (mention participating associations) . Shared with stakeholders and discussed.		Municipality of Larnaka	Internal resources	Event report	15 days after

Action 2.3	Annual competition for digital entrepreneurs	Action Owner Larnaka Municipality		
Short Description Organize on a yearly basis an annual competition for diverse young tech and digital entrepreneurs. Prize for their start up and connection with other businesses will be offered.	**Stakeholders** • Larnaka Municipality (responsible to implement) • Youth Maker Space (responsible to implement) Involved Stakeholders • Europe Direct • Foundation for Cultural Creation for Children and Youth • Larnaca Chamber of Commerce and Industry • CMMI Centre of Excellence • ANETEL	**Intervention Area** Intervention Area 2: A Promising Business Environment	**Strategic Objective** Strategic Objective 2.1:Changing the Mindset of Local Business and Citizens	**Links to Strategy** Sustainable Urban Development Strategy for the city and wider Larnaca region 2021 – 2030. Larnaka District Strategy for Intercultural Integration 2023-2025.
Action Summary Organization on a yearly basis of a business idea competition. To be organized in parallel with the matchmaking event. The winner will be paired with an enterprise mentor, who will create an individual plan focused on the key priorities. This could be addressing knowledge gaps or helping match with contacts or services to help get their business off the ground. Also, all the finalists, will get a series of exclusive classes with a variety of tech and digital experts including business finance, legal structures & R&D. Also, a monetary prize will be offered and a connection with a local tech company. The aim of the activity is connected local talents with local business, attract talents and investors.		**Risks** • Limited SMEs participation and interest • Lack of mature ideas for SMEs to be interested • Lack of diversity in the participants	**Barriers** • Lack of funding and interest for continuing the event • Lack of local investors	**Action Readiness** • Support from local stakeholders • Design the event format/ competition • Venue place • Effective Communication • Design the evaluation form • Inspiring people to talk to the event

Indicators
- Number of SMEs participating to the events.
- Number of networking session
- Number of connections made
- Number of new business collaborations formed during the event
- Number of people connect/ found job in local business

Outputs
- 1 annual matchmaking event
- At least 20 companies as participants
- Participation: minimum 100 people
- At least 3 connected made
- At least 3 people from diverse groups to be employed in companies

Outcome:
- Connect local talents/ skills with business
- Attract talents to Larnaka
- Reduce Unemployment
- Increase employment level of diverse groups in the tech companies
- Potential for business deals

	• Job creation and career advancement • Support for small business
Budget 40.000,00 €	**Timescale** May 2025– December 2028
Financing Municipal Budget Sponsorships from stakeholders and local companies Public innovation funds RESTART programme	**Monitoring, governance** Regular (monthly) monitoring Assessment forms/ satisfaction survey

Action 2.4	Matchmaking platform	Action Owner Larnaka Municipality		
Short Description Develop a digital matchmaking platform to connect job seekers and companies in the tourism sector.	**Stakeholders** • Larnaka Municipality (responsible to implement and maintain the platform) • Larnaka Tourism Board (responsible to implement) • Europe Direct (collaborator)	**Intervention Area** Intervention Area 2: A Promising Business Environment	**Strategic Objective** Strategic Objective 2.2: Provision of Matchmaking tools	**Links to Strategy** Sustainable Urban Development Strategy for the city and wider Larnaca region 2021 – 2030 Larnaka District Strategy for Intercultural Integration 2023-2025
Action Summary Generation of a novel, digital tool for the job brokers, job seekers and also employers. A methodology will be developed based on authoritative and underpinning methodological concept and approach for the MAAS (Match, Attach, and Sustain) methods required by Job Brokers and employment counsellors. They face new occupational challenges and expectations to extend employment counselling and beyond the matching of people to vacancies – to direct 'attachment' engagements to crystallise job placements – and 'aftercare' methods to sustain them. Added to this are systemic digitalisation in guidance techniques and new demands from their job-seeking 'clients'. It will focus specifically on 'methods' for meeting skills shortages and the new job opportunities, specifically in Tourism and with refugees and vulnerable job seekers. Then we will design and apply a technology-based 'CRM' (customer relationship management) approach with three specific objectives to: • Support Job Brokers to track placement and post 'match and attached' progress with both clients and companies (management systems, online counselling) • Enable job seekers to digitally store evidence of work-based learning experience (portfolio building) • Provide employers with an easy validation mechanism to support the tracking and portfolio-building process.	**Risks** • Complexity of the tool/ need to keep it simple and test it • Limited SMEs participation and interest • Lack of interest from employers • Lack of interest from job seekers	**Barriers** • Lack of interest • Laack of funds for continuation	**Action Readiness** • The project has been approved and is now in the implementation face.	
Indicators • Number of Jon seekers • Number of Employers		**Outputs** • Generation of one novel, digital tool for the Job Brokers, job seekers and also employers • At least 100 job seekers to be registered on the digital platform • At least 50 companies to be registered on the digital platform		

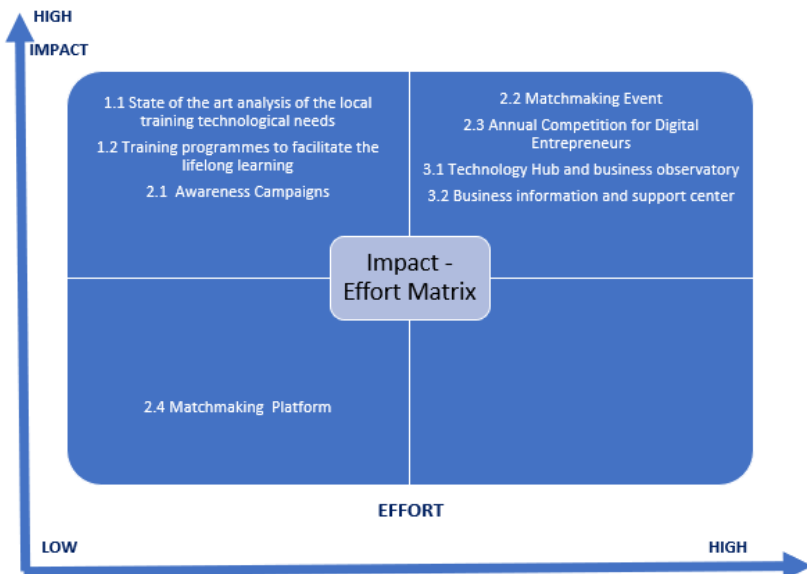|	
	• Offer 2 trainings for the use of the digital platform • User manual of the digital platform **Outcome** • Improved job matching and placement • Reduce unemployment levels
Budget 30.000,00 €	**Timescale** May 2025– December 2026
Financing European Project Mass funded from European Education and Culture Executive Agency (EACEA).	**Monitoring, governance** Regular monitoring (monthly).

Action 3.1	Technology Hub and business observatory	Action Owner Larnaka Municipality		
Short Description Creation of a technology hub and business observatory that will become a regional center of innovation, technology commercialization and quality job creation.	**Stakeholders** • Larnaka Municipality (responsible to implement) Involved stakeholders • Larnaka Chamber of Commerce and Industry • CMMI Centre of Excellence • ANETEL • Local Universities • Local Industry	**Intervention Area** Intervention Area 3: A Promising Business Environment	**Strategic Objective** Strategic Objective 3.1: Reallocating in Larnaka	**Links to Strategy** Sustainable Urban Development Strategy for the city and wider Larnaca region 2021 – 2030 Larnaka District Strategy for Intercultural Integration 2023-2025
Action Summary A technology hub and business observatory will be crated aiming to develop business and talents, support to young start-ups, have an incubator, access to funding and specialized mentoring services, enhance collaboration and synergies, create mentoring programs for technology start-ups as well as under-performing businesses.		**Risks** • Insufficient funding, • Lack of interest young people • Low start participation • Dropout rates	**Barriers** • Legal barriers • Long term engagement • Lack of funding/ human resources for continuation	**Action Readiness** • Space owned by the Municipality for the establishment of the Hub • Business plan for its operation underway • Initial partnership already set up
Indicators • Number of offices offered • Number of local business partnerships • Number of start-ups • Number of program materials developed, • Number of mentors, • Number of start-ups or entrepreneurs enrolled in the mentorship programs		**Outputs** • 1 Technology HUB • 1 business observatory • Host 10 start-ups • 5 start up in the mentorship programme • Communication campaign **Outcomes** • Increase the creation of start-ups • Provide start-up acceleration • Attract talents and business in Larnaka - more attractive for young people and young families to relocate and start life and business • Increased presence of small businesses founded by new-commers and local people.		
Budget 300.000,00 €		**Timescale** Long term activity by end of 2029		
Financing Operational Program Thalia 2021-2027 Municipal Budget		**Monitoring, governance** Set up a monitoring committee to meet every month.		

Action 3.2	Business information and support center	Action Owner Larnaka Municipality		
Short Description Creation of a business information and support center	**Stakeholders** • Larnaka Municipality (responsible to implement) Involved Stakehodlers • Larnaka Chamber of Commerce and Industry • CMMI Centre of Excellence • ANETEL • Local Universities • Local Industry • Local actors	**Intervention Area** Intervention Area 3: A Promising Business Environment	**Strategic Objective** Strategic Objective 3.2: Attract Companies and Talents to Reallocate in Larnaka	**Links to Strategy** Sustainable Urban Development Strategy for the city and wider Larnaca region 2021 – 2030 Larnaka District Strategy for Intercultural Integration 2023-2025
Action Summary The aim to create a business information and support center to provide information and support to people that want to establish their business in Larnaka or to immigrants and local people to come and live in Larnaka providing them with information such as housing, schools, job opportunities, etc. Also, the information centre will provide legal and financial advice, access to funding opportunities and access to education opportunities.	**Risks** • No interest/ limited participation	**Barriers** • Need to be update constantly on legal issues and issues involved business • Needed collaboration with lawyers, accountants	**Action Readiness** • Office at the Municipality of Larnaka • Need to hire specialized human resources • Connection with lawyers, accounts, and all local actors.	

Indicators
- People asking for support
- Business asking for support
- New Business established in Laraka
- People relocating and working in Larnaka
- Satisfaction rates

Outputs
- 1 business information centre
- Help 100 people/ business per moth
- At least 5 new business in Larnaca

Results
- Decrease unemployment rates
- Attract talents and business to reallocate in Larnaka
- Increased presence of small businesses founded by new-commers and local people

Budget 50.000 (annually)	**Timescale** By end of 2027
Financing Municipal Budget	**Monitoring, governance** Regular monitoring by the Municipality on a weekly basis. Satisfaction surveys.

6.1 Action Prioritization

Below we can see the impact-effort matrix which a visual tool is to prioritize used to prioritize the different activities of the Larnaka's IAP based on their potential impact and the amount of effort required to implement them. This will help us to quickly identify high-impact, low-effort activities that can be tackled first, as well as low-impact, high-effort tasks.

The state-of-the-art analysis, the training programmes and the awareness campaigns are the activities that have high impact and low effort and are the ones to start implementing first. A "state of the art analysis" of local training technological needs is of high impact because it helps ensure training programs are effective and relevant to current needs. By understanding the latest technological advancements and their potential impact, organizations can optimize training strategies, improve learning outcomes, and ultimately enhance employee performance and organizational success. At the same time, the awareness campaigns focusing on diversity and inclusion in the technology sector can have a high impact by promoting a more inclusive and equitable environment for all. These campaigns can address issues like unconscious bias, unfair treatment, and lack of representation, ultimately leading to better innovation and a more positive work culture.

HIGH IMPACT

1.1 State of the art analysis of the local training technological needs

1.2 Training programmes to facilitate the lifelong learning

2.1 Awareness Campaigns

2.2 Matchmaking Event

2.3 Annual Competition for Digital Entrepreneurs

3.1 Technology Hub and business observatory

3.2 Business information and support center

Impact - Effort Matrix

2.4 Matchmaking Platform

EFFORT

LOW   **HIGH**

The activities that have the higher impact and effort, are the matchmaking events, the competition as well as establishing a technology hub and a business information centre. The organisation of the matchmaking events and competitions for technology foster connections between innovators, investors, and businesses to accelerate the development and adoption of new technologies. These events facilitate collaborations, knowledge exchange, and the formation of strategic partnerships. While the technology hub and a business information center both significantly impact Larkana's economy and innovation ecosystem. Technology hub will foster entrepreneurship and job creation by attracting talent and investment, while the business information center can provide crucial resources and support for businesses to thrive and expand.

Only the activity of the matchmaking platform has lower impact and low effort and is consider as a tool that will facilitate the rest if the activities of the IAP, especially connect job seekers with opportunities that suit their skills, experience, and preferences.

7. Implementation framework

Every method and structure that will aid in the execution of the Larnaka Municipality's Integrated Action Plan (IAP) is described in the Implementation Framework section. Specifically, the following are defined by the implementation framework:

- ✓ Governance structure: describes the roles, duties, and decision-making procedures for keeping an eye on how the IAP is being implemented. With clear channels of communication and accountability, this structure guarantees that the plan is carried out successfully and efficiently.
- ✓ Funding: shows the sources of financing that will be used for the IAP activities, including national, municipal, and EU funds.
- ✓ Stakeholder engagement: in order for the participatory strategy to be successful, it outlines how to keep the pertinent stakeholders engaged at every stage of carrying out the various activities
- ✓ Timeline: a detailed Gant chart with deadlines and milestones.
- ✓ Risk management: assessing and reducing any risks to guarantee a secure and positive and impactful IAP implementation.
- ✓ Monitoring: Regularly monitor progress and detect variations from planned actions.

In particular, for the successful implementation of the IAP and the achievement of the vision and the strategic goals the following basic requirements are necessary in the Municipality:

- ✓ The development and ongoing revision of the IAP through stakeholder consultation and participatory methods,
- ✓ The establishment of a central committee inside the Municipality of Larnaca to oversee the development, creation, adaptation, monitoring, and execution of the IAP,
- ✓ The establishment of training and ongoing education, as well as the provision of sufficient staffing for municipal services,
- ✓ The constant and close cooperation with the relevant stakeholders.

The successful implementation of the IAP will make Larnaka a city that offers a promising business environment where research, development, innovation, and talent can flourish. This structured framework will ensure that the Larnaka Municipality has a structured approach to move from planning to execution by using a systematic and organised approach to achieving the desired outcome.

7.1 Governance

For the implementation and monitoring of the progress of the IAP the Municipality of Larnaka has establish the appropriate structure, which consists of a relatively small and flexible core, which has representatives from various municipal departments and relevant stakeholders. This structure is called IAP monitoring Committee and is responsible for overseeing the implementation of the IAP, ensuring the timely implementation of the different activities, engage the relevant stakeholders and collaboration with them and with the different Municipality departments, produce every six months a progress reports to be presented at the Municipal Council, and finally identifying risks, proposing corrective measures and recommendations.

The IAP Monitoring Committee will meet every month to monitor the progress of the activities. Additional meetings should be scheduled, if necessary to complete the activities or redefine objectives and take corrective action. A Project and Financial managers will be assigned that will be

responsible for the timely implementation and financing of the activities, allowing with this wat to have an efficient implementation of the IAP.

Below we can see the governance structure of the Municipality of Larnaca. At the top level we have the Mayor and the Municipal Council. Under the Municipal Council we have the different Committees. Under the Committee of International Relations and European Programs, the IAP Monitoring Committee has been established and it consists of the following members:

- Municipal Permanent Secretary: Head of the Committee
- Representative from the Youth and Sport Committee
- Representative from the Committee of Entrepreneurial Development
- Representative from the Cultural Committee
- Representative from Youth Maker Space
- Representative from Larnaca Chamber of Commerce and Industry
- Representative from Cyprus Marine and Maritime Institute (CMMI)
- Representative from PA College
- Representative from Europe Direct
- Project Manager (from the Municipal Staff)
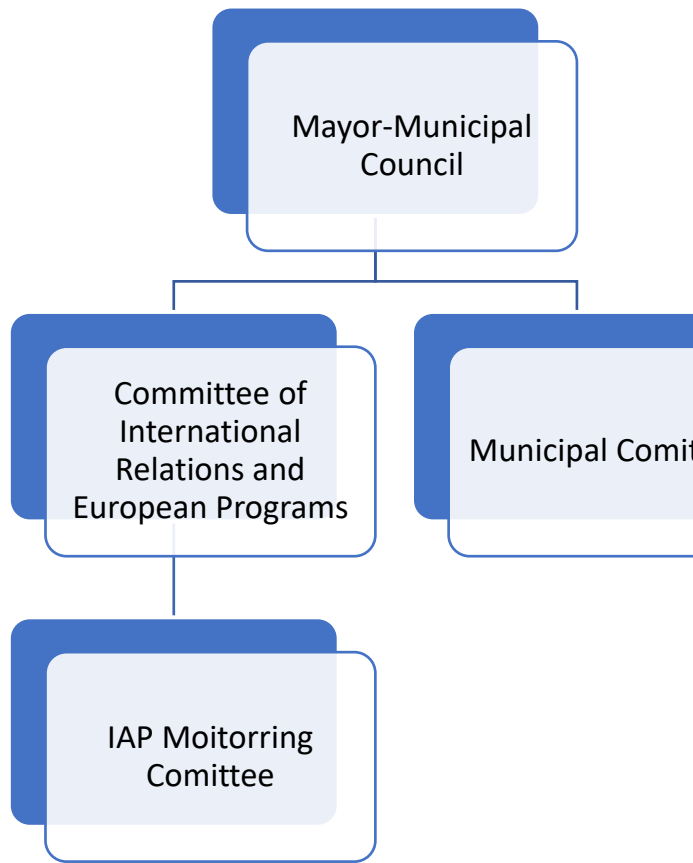- Financial Manager (from the Municipal Staff)

Figure 3: Governance Structure

7.2 Ongoing Stakeholder Engagement

Involving stakeholders is essential to the IAP's success. It guarantees that all pertinent parties with a stake in the result of the IAP are aware, involved, and supportive. Better decision-making, lower risks, and eventually more successful IAP implementation can result from effective stakeholder participation.

The core ULG members will maintain their active roles in the implementation of the IAP actions by having them as members of the IAP Monitoring Committee having roles and responsibilities. At the same time, collaboration during and beyond the implementation of the IAP with other

relevant stakeholders is also essential. For keeping all the stakeholders engaged and informed we will have ULG meetings every 4 months which all the stakeholders will be invited to inform them about the status of implementation of the different activities and also ensure their active participation in it. Also, they will be invited in the different events organize. Moreover, communication channels will be established for disseminating the activities implementation of the IAP, such as social media posts, podcasts, articles in press and on the local digital newspapers.

7.3 Funding the IAP

The Laraka IAP is funded in a diverse and sustainable manner, utilising both EU, national, and local resources, as well as financial sponsorship, internal resources, and support from many stakeholders. A financial manager has been hired to monitor, assess financial data, manage the IAP budget, and explore additional financing sources.

The budget of the Larnaka IAP is approximately €860.000 for 3 years implementation. The funding is covering a broad spectrum of activities that promote skilling ad upskilling, promote innovative business environment, awareness to diversity and innovation as well as activities for attracting companies and talents to reallocate in Larnaka.

Table 7.3.1 IAP Laraka – funding plan

Action	Title	Total Estimated Budget	Main Funding Sources
1.1	State of the art analysis of the local training technological needs	€ 30,000	Municipal Budget Sponsorships from stakeholders
1.2	Training programmes to facilitate the lifelong learning	€ 60.000	Municipal Budget Sponsorships from stakeholders
2.1	Awareness Campaigns	€ 50.000	Municipal Budget Sponsorships from stakeholders and local companies Local Fisheries Strategy 2021-2027
2.2	Matchmaking Event	€ 40.000 (for 3 events)	Municipal Budget Sponsorships from stakeholders and local companies Public funds RESTART programme
2.3	Annual Competition for Digital Entrepreneurs	€ 40.000 (for 3 events)	Municipal Budget Sponsorships from stakeholders and local companies Public innovation funds RESTART programme
2.4	Matchmaking Platform	€ 30.000	European Project Mass funded from European Education and Culture Executive Agency (EACEA).
3.1	Technology Hub and business observatory	€ 300.000	Operational Program Thalia 2021-2027 Municipal Budget
3.2	Business information and support center	€ 50.000 (annually)	Municipal Budget
	Total Budget	€ 860.000	

The main source of funding comes from the Municipal budget but there is also contribution for the core stakeholders and local companies as well as national funding mainly from the Deputy Ministry of Research, Innovation and Digital Policy and the Ministry of Education. Also, we will try to get funding from the Operational Program Thalia 2021-2027 to cover the cost for the creation of the Technology Hub and business observatory. For this, we have to wait for the relevant call for submitting our application.

7.4 Overall Timeline

The present section outlines the overall implementation timeline of the Integrated Action Plan of Larnaka. It is presented in a Gantt char indicating the anticipated start and end dates for each activity. It also includes three milestones that are measuring the achievements within the period of the IAP implementation. They have been set in the IAP to represent progress and act as a beneficial resource for organizing, scheduling, and overseeing the IAP progress, while also pinpointing potential setbacks and relationships between different activities.

The milestones are the following:

Table 7.4.1: IAP Milestones

Milestones 1:Engagement of local stakehodlers and local community to IAP activities	Q1-2026
Milestone 2: Significant Upskilling of local skills	Q2-2027
Milestone 3: Supportive Ecosystem	Q3-2028

Table 7.4.2: IAP Gant Chart

							Milestone 1				Milestone 2				Milestone 3			
		Start-End Date	Stakehodlers Involved	Q1-2025	Q2-2025	Q3-2025	Q1-2026	Q2-2026	Q3-2026	Q1-2027	Q2-2027	Q3-2027	Q1-2028	Q2-2028	Q3-2028	Q1-2029	Q2-2029	Q3-2029
1.1	State of the art analysison training needs	April 2025-April 2026	MLKA, PA/ Alexander EVEL	�	yellow	yellow	yellow											
1.2	Training programmes to facilitate the lifelong learning in the tech sectors	May 2026-December 2027	MLKA, PA/ Alexander CMMI					orange	orange	orange	orange							
2.1	Awareness campaigns	May 2025-December 2028	MLKA, CMMI, Europe Direct, LCF, Youth Maker Space, Larnaka 2030, ANETEL		blue	blue	blue	blue	blue	blue	blue	blue	blue	blue	blue			
2.2	Matchmaking event	May 2025-December 2028	MLKA, Europe Direct, EVEL, LCF, Youth Maker Space		green	green	green	green	green	green	green	green	green	green	green			
2.3	Annual competition for digital entrepreneurs	May 2025-December 2028	MLKA, Youth Maker Space, Europe Direct. LCF, EVEL, CMMI, ANETEL		pink	pink	pink	pink	pink	pink	pink	pink	pink	pink	pink			
2.4	Matchmaking platform	May 2025-December 2026	MLKA, LTB, Europe Direct		grey	grey	grey											
3.1	Technology Hub and business observatory	June 2026-December 2029	MLKA, EVEL, CMMI, ANETEL					blue	blue	blue	blue	blue	blue	blue	blue	blue	blue	blue
3.2	Business information and support center	June 2026-December 2027	MLKA, EVEL, CMMI, ANETEL					teal	teal	teal	teal							

7.5 Risk Assessment

The risks' analysis table (Table 7.5.1) outlines the potential challenges that may affect the successful implementation of the Larnaka IAP. The risk analysis identifies the key risks associated with each activity of the IAP and assesses them in terms of likelihood (high, medium, low), impact ((high, medium, low). Also, the risk analysis identifies the planned response measures.

Table 7.5.1: Risk Assessment of Larnaka IAP

Action No.	Risk Description	Likelihood (high, medium, low)	Impact (high, moderate, low)	Accountable	Response actions
1.1	Limited engagement or response from local business.	Medium	Moderate	Municipality of Larnaka	- Revise outreach methods; - Collaborate with Larnaca Chamber of Commerce and Industry. - Dedicate staff (or use students) to support the outreach - Disseminate information
1.2	- Limited participation - Lack of engagement in training - Availability of trainers/ experts	Medium	Moderate	Municipality of Larnaka	- Course format: needs to be attractive and practical (not only theory) - Revise outreach methods - Certified Trainers and collaboration with local Universities. - A testing action has been implemented with positive results.
2.1	- Limited participation -Limited interest - No reach out	Low	Low	Municipality of Larnaka	- Involve relevant stakeholders - Design a communication plan: objectives clearly defined and communicated - Revise outreach methods - Create calendar of events
2.2	- Limited SMEs participation and interest	High	High	Municipality of Larnaka	- Involve relevant stakeholders - a very good organization and structured modelling of the event/ make it

	-Lack of mature ideas for SMEs - Lack of offered skills - Lack of funding				interesting that will give a value added to companies - Inspiring people to talk to the event - Bring local successful SMEs to share their story
2.3	Limited SMEs participation and interest -Lack of mature ideas for SMEs - Lack of offered skills - Lack of funding/ investors	High	High	Municipality of Larnaka	- Involve relevant stakeholders - a very good organization and structured modelling of the event/ make it interesting that will give a value added to companies - Inspiring people to talk to the event - Bring local successful SMEs to share their story
2.4	-Complexity of the tool/ need to keep it simple and test it -Limited SMEs participation and interest -lack of interest from employers -Lack of interest from job seekers	Medium	Moderate	Larnaca Tourism Board	- Map need for designing a simple tool - Training and manual of the tool - Involve relevant stakeholders - Revise outreach methods
3.1	-Insufficient funding, --Low start participation - Dropout rates - Legal barriers - Long term engagement	High	High	Municipality of Larnaka	- Business plan for its operation underway - Initial partnership already set up - Outsourcing or subcontracting where appropriate. - Search other possible funding sources - Involve relevant stakeholders
3.2	- No interest/ limited participation	Medium	Moderate	Municipality of Larnaka	- Involve relevant stakeholders - Revise outreach methods

General Risk 1	- Stakeholder's engagement and risk	High	High	Municipality of Larnaka	- Ensure continues information flow - Organize ULGs - Involvement in actions
General Risk 2	-Lack of human resources	Medium	Modera te	Municipality of Larnaka	- Outsourcing or subcontracting where appropriate. - Use internal resources from stakeholders

7.6 Monitoring and Reporting

Monitoring and reporting on the IAP entail rigorously tracking progress, recognising successes and risks, and disseminating the findings to stakeholders. This method promotes accountability, educated decision-making, and successful outcomes. It entails defining indicators, gathering data, evaluating the outcomes, and distributing conclusions via frequent reports. Lanaka will implement a structured and participatory monitoring framework to promote accountability and transparency, improve efficiency, and boost the success rates of each action.

The monitoring process will be coordinated by the Project Manager of the IAP Monitoring Committee. The Project Manager will be in close collaboration with all the members of the committee as well with all relevant stakeholders. Monthly meetings will be also established for monitoring the progress of the activities. Also, the Project Manager will be participating to the meetings of the Committee of International Relations and European Programs to informed them about the implementation status of the IAP.

Key elements of the monitoring framework include:
- ✓ Establishing Indicators: Identifying specific, measurable, achievable, relevant, and time-bound (SMART) indicators to help track progress towards goals.
- ✓ Data Collection Methods: Determining how data will be collected, including frequency and responsible parties.
- ✓ Analysis and Reporting: Analysing collected data to assess performance, identify trends, and prepare clear, concise reports for the IAP Monitoring Committee but also for the ULG meetings.
- ✓ Regular Review and Adjustments: Monitoring should be an ongoing process, with regular reviews to assess effectiveness and make necessary adjustments to the IAP activities.

✓ Communication and Feedback: Sharing monitoring results with relevant stakeholders is crucial for transparency and accountability, allowing for feedback and continuous improvement.

8. Conclusions

Larnaca's Integrated Action Plan (IAP) is a comprehensive strategy that translates strategic objectives into tangible actions, including specific processes, dates, and accountable parties. It attempts to address the high unemployment rate among young people, a shortage of technological and digital skills, and the upskilling of young people and those over the age of 50. It is a road map for establishing a city that invests in training and education, encouraging young people, providing equal work opportunities, and investing in the tech and digital sectors.

Our IAP relies heavily on the active participation of numerous stakeholders, which ensures diverse perspectives and fosters a sense of shared ownership. Together with our local stakeholders, we will pave the way for Larnaka to become a city that provides a favourable business climate for research, development, innovation, and talent. A city that promotes fair employment opportunities for all inhabitants while investing in education and modern technologies in a sustainable manner.

Moving forward, several immediate steps will help turn this plan into reality:

1. The IAP will be presented to the Municipal Board and stakeholders with the goal of securing the commitment and support.
2. The ULG built through the URBACT process will continue their meetings and their contribution will be essential for the implementation of the different actions. The ULG will be open to addition of new partners.
3. A clear resourcing strategy has been outlined, and efforts to secure funding will begin immediately.
4. Continuous monitoring, tracking progress, identifying successes and risk, and communicating results to stakeholders.

The Larnaka IAP is more than a document that will sit on a shelf; it is a commitment, a method to work and move forward to a new future in which Larnaka reveals the supportive ecosystem that draws talent and innovation. Looking ahead, hard work, continual collaboration, adaptability, and learning will be required; and Larnaka is ready for it!!