HELLENIC REPUBLIC

**National and Kapodistrian University of Athens**

— EST. 1837 —

ΕΘΝΙΚΟ ΚΑΙ ΚΑΠΟΔΙΣΤΡΙΑΚΟ ΠΑΝΕΠΙΣΤΗΜΙΟ ΑΘΗΝΩΝ
ΣΥΓΚΡΟΤΗΜΑ ΕΥΡΙΠΟΥ

# TechDiversity

**Diversity and Inclusion in Knowledge-based Digital and Tech Ecosystems**

## INTEGRATED ACTION PLAN
National and Kapodistrian University of Athens
Evripos Complex, Psachna, Greece

**November 2025**

URBACT

# Table of contents

# 1  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, and included the following partners:

- **e-Trikala**
- **Amarante**
- **Municipality of Arezzo**
- **Bielsko Biala Regional Development Agency**
- **Bucharest District 6**
- **Idrija**
- **Larnaka**
- **National and Kapodistrian University of Athens (Evripos Complex, Psachna)**

# 2  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.
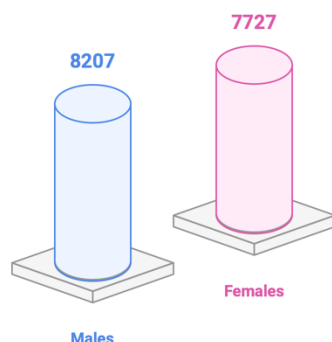
The IAP links with the overall URBACT Action Planning Cycle.
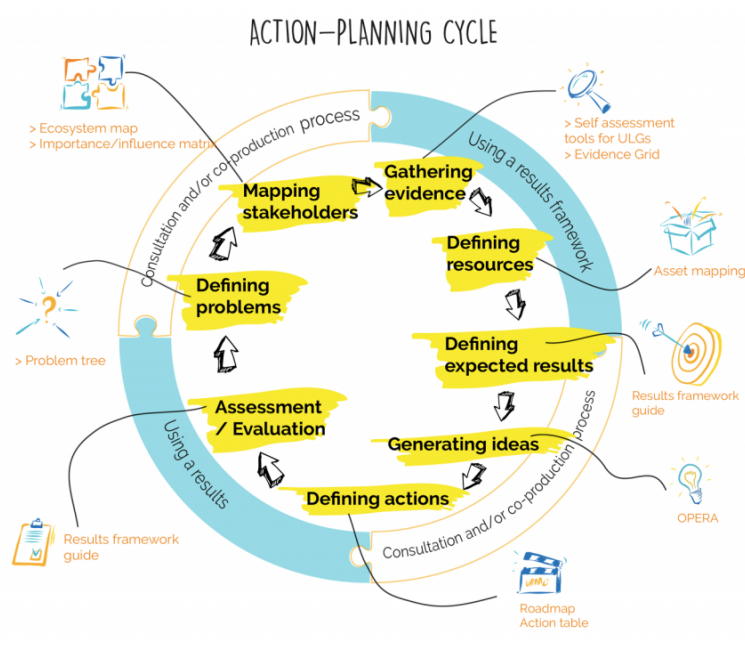
# 3  Context, needs and vision

## 3.1  Overall theme being addressed – Current situation (including Related strategies)

**Population statistics and demography**

Psachna is a small town located in Central Greece, within the Regional Unit of Evia, and serves as the administrative center for the Municipality of Dirfys-Messapia. The local economy is primarily based on agriculture and animal husbandry, with key products including vegetables and forestry resources. The Municipality of Dirfys-Messapia has a total population of 15,934 residents, comprising 8,207 males and 7,727 females. The town of Psachna itself has a population of 5,721 inhabitants.

Strategically positioned just before the entrance to Psachna from Chalkida, the Evripos Complex hosts five departments of the National and Kapodistrian University of Athens (NKUA). This branch significantly contributes to the town's dynamic, with approximately 2,780 university students currently enrolled and attending classes. This demographic structure highlights the importance of the educational institution in shaping the community's character and development.
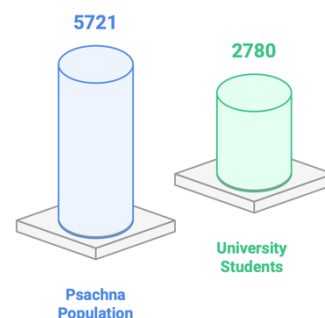
The Evripos Complex in Psachna hosts five departments of the NKUA, including:

| DEPARTMENT OF DIGITAL INDUSTRY TECHNOLOGIES | DEPARTMENT OF AGRICULTURAL DEVELOPMENT, AGRI-FOOD AND NATURAL RESOURCES MANAGEMENT | DEPARTMENT OF AEROSPACE SCIENCE AND TECHNOLOGY | DEPARTMENT OF PORTS MANAGEMENT AND SHIPPING | DEPARTMENT OF DIGITAL ARTS AND CINEMA |

The establishment of these Departments, which are in their fifth academic year, function within the strategic development plan of the University, regarding curricula in modern thematic areas and research activity. They under the auspices of the NKUA, the oldest Greek University, ranked 180th worldwide among 12,000 Universities (Webometrics Ranking, 2021, 1st semester) and 49th among the 3,262 universities in the European Union included in this ranking.

These departments not only enhance the educational landscape of Psachna but also contribute significantly to its socio-economic development by attracting students and fostering innovation and research in various fields.

**Economic profile**

There is a significant lack of detailed statistics at the city level, so the following data is presented at the municipality level, except where specified otherwise (Prefecture level – Evia, or city level Psachna). Additionally, all the economic profile statistics presented here rely on the 2011 census, as the 2021 census economic profile results are not yet available.

**7,523 ECONOMICALLY ACTIVE POPULATION**

In terms of labor market dynamics, the economically active population in the Municipality of Dirfys-Messapia was recorded at 7,523 individuals in 2011 (18,800 total population in 2011). This figure reflects the segment of the population that is engaged in or available for work, encompassing both those who are employed and those actively seeking employment. At the municipality level there are 1,456 unemployed people, and the per capita GDP in Evia is 13,415 EUR (for year 2020).

**Challenges and other content around the policy issue**

While the University can attract talented students from diverse backgrounds, retaining them in the local area after graduation proves challenging due to limited job opportunities in the technology sector. As a result, most graduates migrate to larger cities such as Athens or even abroad to pursue careers relevant to their studies. This brain drain hampers the local economy's growth and innovation potential.

**Relevant existing strategies and policies**

Currently, there are no local strategies, plans, or policies in place to address the challenges related to diversity and inclusion in Psachna's digital and tech ecosystems. Furthermore, there are no national or regional development plans, strategies, or existing operational programs that address this specific local challenge. This lack of strategic framework highlights a critical gap that needs to be addressed to foster an inclusive and diverse technological and digital environment in Psachna.

## 3.2 Problem identification and local stakeholders

### 3.2.1 Problem identification

The Municipality of Dirfys-Messapia does not currently monitor or maintain indicators related to Diversity and Inclusion in knowledge-based digital and tech ecosystems. The TechDiversity policy issue has not been explored in Psachna. However, the labor market in Psachna, like in many small cities, is evolving due to technological advancements, creating a need for new skills among diverse future workers.

It is crucial to ensure that women have equal opportunities to benefit from the increasing demand for STEM/AI professionals. Providing programs that help women reskill and upskill can facilitate their entry into these fields. The NKUA should take action to reduce and eliminate the existing gender gaps in access to these skills and job opportunities.

There is significant potential to better connect underrepresented groups within the population, particularly university graduates, with employment and entrepreneurial opportunities in the digital and technological fields. This includes not only women but also other underrepresented groups. By fostering networking opportunities within the community and collaborating with project partners who have diverse experiences and practices, this gap can be bridged.

**The precise core and more pressing aspect of the policy issue**

Psachna faces a significant lack of digital and technological activity despite the presence of university premises. The NKUA aims to encourage tech and digital diversity and facilitate initiatives related to this issue, addressing the challenge of creating job opportunities and promoting entrepreneurship for all, regardless of gender, age, nationality, or religion. Diversity and inclusion in knowledge-based digital and tech ecosystems can significantly impact the local population of Psachna, particularly the age group 18-25, which is predominantly composed of enrolled university students. Encouraging graduates to remain in Psachna can bring numerous benefits. Employees from diverse backgrounds can introduce unique perspectives and experiences, fostering an environment ready for new and innovative ideas. This diversity can help transform Psachna into a more inclusive and resilient city.

**Core challenge(s)**

The local focus of the NKUA is the involvement and connection of the University with the local community of Psachna, the Municipality, and nearby large cities such as Chalkida. This involvement and connection aim to address the following three challenges:

**Develop Employment Opportunities**: Create job opportunities for graduates of the University's departments within the local community, with particular attention to compliance with diversity and inclusion regulations regardless of gender identity, ethnicity, economic profile, race, etc.

**Support Entrepreneurial Activity**: Assist any member of the local community in developing entrepreneurial activities related to the technology sector.

**Ensure Retraining Opportunities**: Develop retraining opportunities for all underrepresented social groups, in consultation with technology companies in the region, to provide the necessary skills and knowledge to enable these groups to find jobs.

Additionally, raising awareness among society about the importance of diversity in the technology sector is crucial.

**Learning needs and project contribution**

This project is seen as an opportunity to share experiences, identify successful strategies, and gain a deeper understanding of the diversity and inclusion issues that small towns like Psachna should address.

The role of the organization is both a learner and an exemplar. Demonstrating the significant role a university can play in enhancing local economies through employment and local development is a key objective. By actively participating and implementing best practices, the aim is to create a more inclusive and vibrant technological ecosystem in Psachna. The NKUA will leverage the both the partners' experience and best practices and the tried & tested URBACT Method which uses integrated & participatory approaches to explore what the University can do to better prepare under-represented communities. Also, it will support the APN to identify good practices, case studies and any other useful input, based on its diverse academic and research background.

**Mini-SWOT**

As a result, the following key characteristics of the project have been identified:

| | |
|---|---|
| **Strengths** | NKUA treats a big variety of subjects, which can appear useful to address many challenges that may come up |
| **Weaknesses** | Psachna has significant resource constraints, including limited funding and infrastructure |
| **Opportunities** | Expand the digital and technological ecosystem of Psachna using the NKUA as a vehicle |
| **Threats** | Athens could steal the talented students after graduation, since there are more job opportunities in the technology sector and the diversity challenge is already being addressed |

Leverage NKUA's broad **disciplinary expertise** to establish a **shared digital-innovation hub** in Psachna, pooling resources to **upgrade local infrastructure** while creating career-relevant projects that give graduates **compelling reasons to stay and grow** the regional tech ecosystem.

## 3.2.2  City's local stakeholders: Inputs & methodology

**Composition of the URBACT Local Group (ULG)**

| ULG Composition | |
|---|---|
| **NKUA** | Dept of Digital Industry Technologies |
| | Dept of Rural Development, Agri-Food and Natural Resources Management |
| | Dept of Digital Arts and Cinema |
| | Dept of Aerospace Science and Technology |
| | Dept of Informatics and Telecommunications |
| | Students of the Evripos Complex |
| **Institutions subordinated by the NKUA** | Centre for Innovation and Entrepreneurship "Archimedes" |
| | Centre for Training and Lifelong Learning |
| | Career Office |
| **Psachna City Municipality** | Municipality of Dirfys-Messapia |
| | Psachna Community Centre |
| **Business Representatives** | Gizelis Robotics |
| | SABO S.A. |
| | Technical Chamber of Evia |
| | Association of Industries of Central Greece (SVSE – in Greek ΣΒΣΕ) |
| | Eurolead Consulting |

**ULG Meetings Key Results**

| ULG Meetings | | | | |
|---|---|---|---|---|
| | **Month** | **Theme** | **Agreements** | **URBACT Tools** |
| **1st ULG Meeting** | Dec 2023 | Introduction | Project's scope<br>ULG methodology & collaboration | - |
| **2nd ULG Meeting** | Mar 2024 | Policy Issue | Core issues & root causes<br>ULG roadmap | Problem Tree<br>IAP City Roadmap Canvas |
| **3rd ULG Meeting** | May 2024 | City Vision | Project vision | Newspaper of Tomorrow |
| **4th ULG Meeting** | Oct 2024 | Testing Actions | Strategic Objectives<br>Testing action planning | Testing Action Canvas |
| **5th ULG Meeting** | Nov 2024 | Action Table | Draft Action Tables<br>Draft IAP Sections 4&5 | Action Planning Table<br>Integration Assessment grid<br>Scorecard survey |
| **6th ULG Meeting** | Mar 2025 | Refining an Action | Draft Activity details | Refining an Action Table |
| **7th ULG Meeting** | Jun 2025 | Action Plan preparation & peer review | Cost analysis & funding opportunities exploration | - |
| **8th ULG Meeting** | Nov 2025 | Final Stage | IAP Endorsement | - |

**Struggles and solutions**

NKUA faces several challenges that hinder its progress towards acting on behalf of Psachna:

- **Small Town Size:** As a very small town, Psachna struggles with limited resources, infrastructure, and population density, which can stifle economic growth and development opportunities.
- **Lack of European Connections**: There is little to no engagement with European networks and initiatives, resulting in missed opportunities for collaboration, funding, and exposure to broader best practices and innovations.
- **Unawareness of University Activities**: Many local stakeholders are unaware of the activities and potential contributions of the NKUA, leading to a discontinuity or connectivity issue between the university's resources and the community's needs.

Some identified solutions are:

- **Leveraging University Resources**: Strengthen the relationship between NKUA and the local community by promoting university activities and encouraging collaboration on projects that benefit the town.
- **Building European Connections**: Inform the local government about EU programs, conferences, and partnerships, which can bring new ideas, funding, and opportunities to Psachna.
- **Community Engagement and Awareness Campaigns**: Implement awareness campaigns to educate local stakeholders about the university's initiatives and how they can contribute to local development. Regular workshops, open days, and information sessions can bridge the gap between the university and the community.

## 3.3 The Overall Vision

Psachna envisions itself as a town that hosts a strong entrepreneurial hub supported by new technologies, fostered by the NKUA, ensuring that diverse groups of university students and graduates have equal opportunities.

## 3.4 Main integration challenges

Through the implementation of the TechDiversity project and the development of the Integrated Action Plan (IAP), NKUA identified several critical integration challenges that need to be systematically addressed to effectively foster a diverse and inclusive digital and technological ecosystem in Psachna.

**Collaboration and Stakeholder Engagement:** A key challenge is fostering meaningful collaboration among diverse stakeholders, including local authorities, educational institutions, industry representatives, and community organizations. Enhanced cooperation is essential to ensure cohesive efforts and shared ownership of initiatives that support a diverse and inclusive technology ecosystem.

**Addressing Local Skills and Employment Mismatch:** Significant gaps exist between educational outcomes and local employment opportunities in the technology sector. Bridging these gaps requires targeted skill development programs, particularly for underrepresented groups such as women and youth, to align local capabilities with the evolving demands of the digital and technological market.

**Supportive Entrepreneurial Environment:** The limited availability of structured entrepreneurial support poses challenges for graduates and other diverse groups. Creating an inclusive ecosystem requires comprehensive support mechanisms, including mentorship, access to resources, and facilitating entrepreneurial opportunities, which are essential to nurturing sustainable local business growth.

**Cultural Awareness and Inclusive Mindset:** Promoting diversity and inclusion requires shifting community perceptions and attitudes. Raising awareness about the value and benefits of a diverse technological ecosystem and actively fostering a community culture that embraces inclusivity remain substantial integration challenges.

**Strategic Alignment with Policy Frameworks:** The absence of integrated alignment with broader local, regional, and national policies reduces the effectiveness and sustainability of diversity-focused technological initiatives. Developing strong strategic alignment across policy levels will be essential for maximizing resources, enhancing integration, and achieving sustainable long-term impacts.

Effectively addressing these integration challenges will empower Psachna to become a vibrant hub for inclusive digital innovation and entrepreneurship, benefiting all community members.

## 3.5  Testing actions at local level

**The Challenge & Pilot Action**

Psachna is losing many of its 18- to 25-year-olds—chiefly NKUA tech students and recent graduates—to larger cities because local job options and start-up support are scarce. To test a remedy, we ran a one-day entrepreneurship hackathon for the students, positioning it as a pilot for an eventual NKUA Psachna Innovation Hub that could anchor a stronger local tech ecosystem.

**What We Tested**

Can a short, high-intensity event:

1. Spark genuine interest in founding start-ups locally?
2. Build collaboration between students, graduates and mentors?
3. Generate enough quality ideas to warrant a permanent Innovation Hub?



**Key Outcomes & IAP Alignment**

The pilot hackathon validated both demand and capacity for a permanent entrepreneurship infrastructure in Psachna. Participation and mentor engagement exceeded targets, and the quality of ideas justified moving immediately to a structured pre-incubation track. These findings directly inform and accelerate seven of the IAP actions, reaffirming that an NKUA-anchored Innovation Hub is a viable, high-impact response to youth out-migration and local economic stagnation.

| No. | Metric | Expected Output | Actual Output | What it Tells Us | IAP Action Triggered |
|-----|--------|-----------------|---------------|------------------|---------------------|
| 1. | Number of Participants | 15 | 32 | Demand for entrepreneur-focused events is double initial forecast. | ACTION 1.1 |
| 2. | Number of Mentors | 2 | 7 | Local academics & professionals are willing to volunteer expertise. | ACTION 1.2 |
| 3. | Diversity of Participants | - | 71.7% men 28.3% women | Gender balance is off; outreach must broaden. | ACTION 1.4 |
| 4. | Number of Ideas Pitched | 4 | 9 ideas | Idea pipeline is healthy; vetting process works. | ACTION 1.3 |
| 5. | Quality of Ideas | - | 4 awards | Feasibility judged strong by experts. | ACTION 1.3 |
| 6. | Follow-Up Actions | - | Pending | Need structured post-event path. | ACTION 2.5 |
| 7. | Publicity | 1+ post | 3+ posts | Event visibility aids regional branding. | ACTION 3.6 & 3.7 |
| 8. | Participant Retention | 30% | 73.6% | Participants would like to receive updates about future events. Retention potential is high. | ACTION 1.2 & 1.3 |

# 4 Overall logic and integrated approach

Three Areas of Intervention and four Strategic Objectives in total:

## Start in Psachna

**Strategic Objective 1** : To enhance entrepreneurial & employment opportunities in the digital & technology sectors for diverse groups of NKUA Psachna graduates

**Strategic Objective 2** : To upskill diverse group members of Psachna community

## Scale-Up in Psachna

**Strategic Objective 3:** To support businesses of the digital and technology sectors to scale-up in Psachna

## Relocate in Psachna

**Strategic Objective 4:** To facilitate businesses of the digital and technology sectors to relocate in Psachna

# ACTION TABLE

| Area 1 – Digital technology sector: How to start in Psachna | |
|---|---|
| ACTION 1.1 | Psachna Digital Innovation Hub (Remote Support). |
| ACTION 1.2 | Innovation Hub Support and Mentoring Services for New Businesses. |
| ACTION 1.3 | Plan the Psachna Innovation Hub 1st Accelerator Program. |
| ACTION 1.4 | Psachna Tech Upskilling for Under-Represented Talent. |

| Area 2 – Digital technology sector: How to Scale-up in Psachna | |
|---|---|
| ACTION 2.5 | Digital Networking Platform Linking Students & Tech Firms. |

| Area 3 – Digital technology sector: How to Relocate in Psachna | |
|---|---|
| ACTION 3.6 | Open-Data & Lab Access Incentives for Relocating Tech Firms. |
| ACTION 3.7 | Psachna Urban Living-Lab Testbed for Tech & Research. |

**Action 1.1 Title:**
Psachna Digital Innovation Hub (Remote Support).

**Short Description:**
Set up a physical and virtual infrastructure for the remote Innovation Hub, supported by the Archimedes Center for Innovation & Entrepreneurship. The action includes securing an office, assigning initial staff, and developing partnerships with local businesses. Promote the hub to students, the local community and target participants, creating awareness and attracting startups and entrepreneurs to utilize the space and resources.

| | |
|---|---|
| **Resources** | Physical space, equipment, virtual infrastructure, staff, promotion activities |
| **Leader** | Archimedes Center for Innovation & Entrepreneurship |
| **Key Stakeholders** | NKUA Evripos Complex Departments, local technology companies, local government |
| **Links to Strategy** | Strategic Plan 2023-2027 – Goal E4: Fostering entrepreneurship and linking to the economy & E2: Strengthening Innovation - Exploitation of Innovative Research Results |
| **Action Readiness** | High – Archimedes acts as support, requires initial funding and partnerships' setup |
| **Monitoring Indicators** | Number of offices secured, Availability and functionality of virtual platforms, Number of staff members onboarded, Number of local business partnerships |
| **Risks** | Insufficient funding, lack of interest from students/graduates, potential difficulty in attracting tech companies to a remote area. |
| **Mitigation Strategy** | Aim for free space provisioning, infrastructure & personnel reuse, promotional campaigns within the student curriculum |
| **Timescale** | 6 Months |

**Intended Result:**
A sustainable hub for fostering digital and tech entrepreneurship in Psachna with the ability to offer networking, collaboration, and support opportunities for new businesses.

## ACTIVITIES SUMMARY – ACTION 1.1

| ACTIVITY | DATES | TARGET OUTPUTS | RELATED ACTIONS | CONCERNS |
|---|---|---|---|---|
| Recruit initial staff | Month 1 | 4 staff contracts signed | - | Limited availability of qualified applicants |
| Identify and secure a physical location | Month 2 | Lease agreement signed | - | Budget constraints, availability of suitable spaces |
| Equip physical space | Month 2-3 | One operational and fully equipped physical space | - | Potential technical delays, compatibility issues |
| Set up virtual platform infrastructure | Month 2-3 | One operational virtual infrastructure | - | - |
| Establish partnerships with local businesses and municipality | Month 3-6 | 2 partnership agreements established | Action 1.2, Action 1.3 | Possible delays in negotiation, limited local interest |
| Launch and promote the Psachna Innovation Hub | Month 4-6 | 50 attendees at opening event, initial registrations | Action 1.2, Action 1.3 | Low initial participation, scheduling conflicts |

| AREA 1 | Digital technology sector: How to start in Psachna |
|--------|----------------------------------------------------|

**Action 1.2 Title:**
Innovation Hub Support and Mentoring Services for New Businesses.

**Short Description:**
Develop a structured mentorship program, attract experienced mentors, and arrange regular guidance sessions. Organize workshops and networking events to connect startups with mentors and peers, and provide access to business development resources, including legal, financial, and technical support.

| | |
|---|---|
| **Resources** | Mentorship programs, mentors, guidance sessions, workshops, business development resources |
| **Leader** | Archimedes Center for Innovation & Entrepreneurship |
| **Key Stakeholders** | Evripos Complex Departments, Experienced entrepreneurs, local startup accelerators, financial institutions |
| **Links to Strategy** | Strategic Plan 2023-2027 – Goal E4: Fostering entrepreneurship and linking to the economy & E2: Strengthening Innovation - Exploitation of Innovative Research Results |
| **Action Readiness** | Medium – Can share the resources from Archimedes Center based in Athens |
| **Monitoring Indicator** | Number of program materials developed, Number of mentors, Number of startups or entrepreneurs enrolled in the mentorship program |
| **Risks** | Limited mentor availability, poor quality content, low interest. |
| **Mitigation Strategy** | Reuse Archimedes' content and know-how, partner with local companies |
| **Timescale** | 1 Year |

**Intended Result:**
Increased number of startups and new businesses supported in the digital and tech sectors, helping graduates launch and grow their ventures.

## ACTIVITIES SUMMARY – ACTION 1.2

| ACTIVITY | DATES | TARGET OUTPUTS | RELATED ACTIVITIES | CONCERNS |
|----------|-------|----------------|--------------------|----------|
| Design mentorship and business support program framework | Month 6-7 | 1 documented mentorship and support framework | - | Suitability and relevance of program structure |
| Identify, engage, and onboard experienced mentors | Month 7-10 | 4 qualified mentors recruited and onboarded | Staff and mentor recruitment (Action 1.1) | Limited availability of qualified mentors |
| Develop program materials | Month 9-12 | 2 Mentorship handbooks, 2 guides, and 1 online resource platform created | Virtual infrastructure setup (Action 1.1) | Possible delays in content development |
| Organize workshops and networking events | Month 12-18 | 2 workshops held with over 50 participants each | Promotional activities (Action 1.1) | Scheduling conflicts, low attendance |
| Provide individualized business advisory support (legal, financial, technical) | Month 12-18 | 4 start-ups actively receiving tailored legal, financial, technical support | - | Low start-up engagement, resource-intensive activity |

**Action 1.3 Title:**
Plan the Psachna Innovation Hub 1st Accelerator Program.

**Short Description:**
Design an accelerator curriculum, including modules on product development, business strategy, and pitching, reused from Action 1.2. Identify and secure partnerships with investors, and recruit early-stage startups and entrepreneurs to participate in the program. Organize a demo day event where participants can showcase their progress and pitch to potential investors. Secure funding for prizes.

| | |
|---|---|
| **Resources** | Curriculum, partnerships with investors, sessions, demo day event, prize |
| **Leader** | Archimedes Center for Innovation & Entrepreneurship |
| **Key Stakeholders** | Investors, industry mentors, incubator partners |
| **Links to Strategy** | Strategic Plan 2023-2027 – Goal E4: Fostering entrepreneurship and linking to the economy & E2: Strengthening Innovation - Exploitation of Innovative Research Results |
| **Action Readiness** | Medium – requires finalization of program structure and partnerships with investors. |
| **Monitoring Indicator** | Number of participants in the accelerator program and percentage of participants completing the program. |
| **Risks** | Limited interest from startups, high dropout rate. |
| **Mitigation Strategy** | Widen marketing to nearby campuses, allow remote participation, postpone start |
| **Timescale** | 3 Months |

**Intended Result:**
Establish a structured program that supports early-stage startups and entrepreneurs, connects them with investors, and enhances local entrepreneurship by effectively linking innovation to economic opportunities.

## ACTIVITIES SUMMARY – ACTION 1.3

| ACTIVITY | DATES | TARGET OUTPUTS | RELATED ACTIVITIES | CONCERNS |
|---|---|---|---|---|
| Develop accelerator program curriculum and schedule | Month 15 | 1 completed accelerator curriculum and detailed schedule | - | Curriculum alignment with start-up needs and mentor availability |
| Identify and confirm partnerships with investors and mentors | Month 15-16 | 4 partnership agreements and confirmed investor participation | Partnership establishment (Action 1.1) | Limited availability or delayed commitment of partners |
| Recruit and select participating startups and entrepreneurs | Month 16 | 10 selected startups confirmed (number of participants enrolled) | Hub promotion (Action 1.1) | Low interest from potential participants |
| Conduct accelerator sessions, including mentoring and training workshops | Month 16-17 | 5 sessions conducted, participant engagement and attendance metrics | Mentorship & workshops (Action 1.2) | Risk of participant dropout or disengagement |
| Organize and host a Demo Day event and secure prize funding | Month 18 | Successful Demo Day event conducted, prize funding secured and awarded | - | Adequate event attendance and securing prize funds |

**Action 1.4 Title:**
Psachna Tech Upskilling for Under-Represented Talent.

**Short Description:**
Identify skill gaps among under-represented groups and design reskilling programs to address them. Collaborate with social organizations for outreach, recruit instructors, and provide hands-on training in tech-related skills. Monitor progress and offer career counseling to support participants in finding job opportunities.

| | |
|---|---|
| **Resources** | Skill gaps assessment, training programs, instructors, outreach, monitoring mechanism |
| **Leader** | NKUA Center of Continuing Education and Lifelong Learning (KEDIVIM) |
| **Key Stakeholders** | NKUA Evripos Complex Departments, municipal community center, social organizations, tech companies |
| **Links to Strategy** | Strategic Plan 2023-2027 – Goal C.4. Strengthening the social contribution and responsibility of the NKUA KEDIVIM |
| **Action Readiness** | High – Programs exist, need for designing engagement strategies. |
| **Monitoring Indicator** | Number of under-represented individuals completing reskilling programs and securing employment or internships in tech sectors. |
| **Risks** | Limited participation, sustainability challenges. |
| **Mitigation Strategy** | Run online cohorts, guarantee interviews with companies, offer support calls when a student resigns. |
| **Timescale** | 18 Months |

**Intended Result:**
Reduce skill gaps among under-represented groups by providing targeted tech training and career counseling, thereby increasing their employability and inclusion in the local digital technology sector.

**ACTIVITIES SUMMARY – ACTION 1.4**

| ACTIVITY | DATES | TARGET OUTPUTS | RELATED ACTIVITIES | CONCERNS |
|---|---|---|---|---|
| Conduct assessment of skill gaps among under-represented groups | Month 1-4 | Skill gap analysis report completed and validated | - | Difficulties accurately identifying skills needed by local companies |
| Develop tailored reskilling training programs | Month 2-4 | At least 10 training curricula and materials developed; schedules finalized | - | Misalignment between training content and real industry needs |
| Recruit and train instructors for reskilling programs | Month 3-5 | At least 10 qualified instructors contracted and trained | - | Limited availability of qualified instructors |
| Conduct targeted outreach campaigns to attract participants | Month 4-6 | 2 outreach activities held, registrations of participants (Target: 50) | - | Difficulty engaging targeted under-represented groups |
| Launch, monitor, and evaluate the reskilling programs | Month 6-9 | 50 participants enrolled and completing programs; follow-up employment or internship placements | - | Participants drop-out, limited post-training employment opportunities |

**Action 2.5 Title:**
Digital Networking Platform Linking Students & Tech Firms.

**Short Description:**
Design and develop a digital platform that allows final-year University students to browse and apply for internships in the local area. Work with local companies to post internship opportunities and manage the application process. Conduct outreach activities to promote the platform to students and companies.

| | |
|---|---|
| **Resources** | Platform development, program management, outreach |
| **Leader** | NKUA Career Office |
| **Key Stakeholders** | Evripos Complex Departments, technology companies, local business |
| **Links to Strategy** | Strategic Plan 2023-2027 – Goal A.1. Modernization and upgrading of curricula with a focus on our students, systematically ensuring their alignment with the needs of the national economy and the aspirations and concerns of our students |
| **Action Readiness** | Medium – A Memorandum of Cooperation between the Association of Industries of Central Greece (SVSE) and the NKUA is already in place |
| **Monitoring Indicator** | Percentage completion of platform development milestones, Number of registered users (students & businesses), Number of internships posted on the platform |
| **Risks** | Low adoption by companies, limited student engagement |
| **Mitigation Strategy** | Mandate platform use, run onboarding webinars |
| **Timescale** | 1 Year |

**Intended Result:**
Improved connection between students and local industry, creating job pathways and practical experience for graduates.

## ACTIVITIES SUMMARY – ACTION 2.5

| ACTIVITY | DATES | TARGET OUTPUTS | RELATED ACTIVITIES | CONCERNS |
|---|---|---|---|---|
| Define platform requirements and functionalities | Month 1 | Requirements document finalized | - | Requirements mismatch with user needs |
| Develop and test digital internship platform | Months 2-3 | Platform fully developed and tested successfully | - | Technical delays, platform usability and reliability issues |
| Engage and onboard local companies onto the platform | Month 2-3 | At least 8 companies registered; 15 internship postings | - | Low adoption by local companies |
| Conduct outreach and promotional campaigns | Month 2-3 | 1 outreach event, 1 promotional campaign, 200 registered users | - | Limited student engagement; ineffective promotional methods |
| Launch the internship matching platform officially | Month 4 | Official platform launch, 10 student placements started | - | Initial low usage or technical challenges at launch |

**Action 3.6 Title:**
Open-Data & Lab Access Incentives for Relocating Tech Firms

**Short Description:**
Provide other benefits such as access to open data, or to the University facilities & labs for the companies that choose to settle in Psachna, to attract many companies and create many jobs in technology and computers. Establish agreements with the university to grant companies access to labs, research facilities and data. Coordinate with the university's administration to provide technical support and schedule facility usage. Promote this offering to attract companies to the area.

| | |
|---|---|
| **Resources** | University inventory, policy document, outreach, agreements, open data access portal |
| **Leader** | NKUA Evripos Complex Departments |
| **Key Stakeholders** | Local government, tech companies. |
| **Links to Strategy** | Strategic Plan 2023-2027 – Goal E.3: Connecting with society and stakeholders, H.5 Effective utilization of the University's resources, maximizing their benefits & enhancing them by seeking additional financial instruments & H.6 Information disclosure - enhancing transparency, accountability, impartiality and objectivity |
| **Action Readiness** | High – facilities are ready; outreach to companies required. |
| **Monitoring Indicator** | Number of companies accessing University facilities, labs and data, and jobs created locally as a result |
| **Risks** | Low interest from companies, potential for underutilization of facilities. |
| **Mitigation Strategy** | Promote via regional tech-cluster events, review uptake periodically |
| **Timescale** | 6 Months |

**Intended Result:**
Increased presence of tech companies in Psachna, leading to job creation and a more vibrant local economy.

## ACTIVITIES SUMMARY – ACTION 3.6

| ACTIVITY | DATES | TARGET OUTPUTS | RELATED ACTIVITIES | CONCERNS |
|---|---|---|---|---|
| Map and document available NKUA facilities, labs, and open data resources suitable for external use | Month 3-6 | Detailed inventory of available facilities, labs, and open data | - | Possible delays in gathering comprehensive resource details |
| Define terms and procedures for external company access to university facilities & labs | Month 6-7 | Policy and procedural document finalized and approved | - | Bureaucratic delays in policy approval or agreement |
| Identify and approach potential interested tech companies to relocate to Psachna | Month 7-10 | Companies response; expressions of interest documented | - | Low interest or slow response from companies |
| Formalize access agreements with interested tech companies | Month 10-12 | 2 signed agreements with companies | - | Delays in finalizing agreements, concerns about usage terms |
| Launch open data access portal and promotional campaign to announce available resources | Month 12 | Open data portal operational, at least 5 companies accessing resources | Virtual infrastructure setup (Action 1.1) | Limited interest or usage of open data resources |

**Action 3.7 Title:**
Psachna Urban Living-Lab Testbed for Tech & Research.

**Short Description:**
Utilize the city's environment as a testing ground for academic, research, and tech companies to trial solutions in real-world conditions, addressing the city's challenges. Develop a partnership framework with local authorities to allow companies, students and researchers to test new solutions in Psachna. Coordinate projects, secure necessary permits, and manage pilot deployments in collaboration with city officials and participating companies.

| | |
|---|---|
| **Resources** | Local challenges, city spaces inventory, permits, project management, outreach campaign |
| **Leader** | NKUA Evripos Complex Departments |
| **Key Stakeholders** | Local government, research and tech companies |
| **Links to Strategy** | Strategic Plan 2023-2027 – Goal E.3: Connecting with society and stakeholders |
| **Action Readiness** | Medium – requires agreements with city authorities and local industries |
| **Monitoring Indicator** | Number of tech pilot projects launched in Psachna and number of successful project outcomes (e.g., product launches, partnerships) |
| **Risks** | Insufficient interest from companies, logistical and bureaucratic challenges |
| **Mitigation Strategy** | Pre-approve standard pilot zones; sign master MoUs with university & city utilities; keep legal counsel on retainer |
| **Timescale** | 9 Months |

**Intended Result:**
Local challenges addressed through innovative solutions, enhancing the quality of life for residents and boosting the city's reputation as an innovation hub.

## ACTIVITIES SUMMARY – ACTION 3.7

| ACTIVITY | DATES | TARGET OUTPUTS | RELATED ACTIVITIES | CONCERNS |
|---|---|---|---|---|
| Develop a partnership framework with local authorities | Month 12-13 | Signed partnership framework and agreement | - | Bureaucratic delays; differences in stakeholder priorities |
| Identify local challenges suitable for pilot testing | Month 13-14 | List of priority local challenges confirmed by city officials | Stakeholder engagement (Action 3.6) | Difficulty in reaching consensus; unrealistic challenge identification |
| Conduct outreach campaign to attract research teams and tech companies | Month 14-16 | 3 companies/researchers/ students registered for pilot projects | - | Low interest or participation from companies and researchers |
| Facilitate permit acquisition and logistical support | Month 14-18 | Necessary permits and approvals secured for pilot projects | - | Logistical delays; complex permitting processes |
| Launch, manage, and monitor pilot deployments | Month 18 | 2 pilot projects deployed and successfully completed; results documented | - | Limited success of pilot outcomes; resource constraints for sustained monitoring |

## 4.1   Action Prioritization

The effort-impact matrix shows that most of the IAP actions sit in the high-effort/high-impact quadrant. A single quick-win, rolling out the Hub's mentoring services, lands in the low-effort/high-impact quadrant, delivering visible results while the heavier projects ramp up.



Only the open-data & lab-access incentives fall into the low-effort/low-impact category, making them suitable for delegation or bundling with broader communications work. No action drifts into the costly-but-low-return quadrant, keeping the plan sharply focused on value.

## 4.2   Overall Timetable
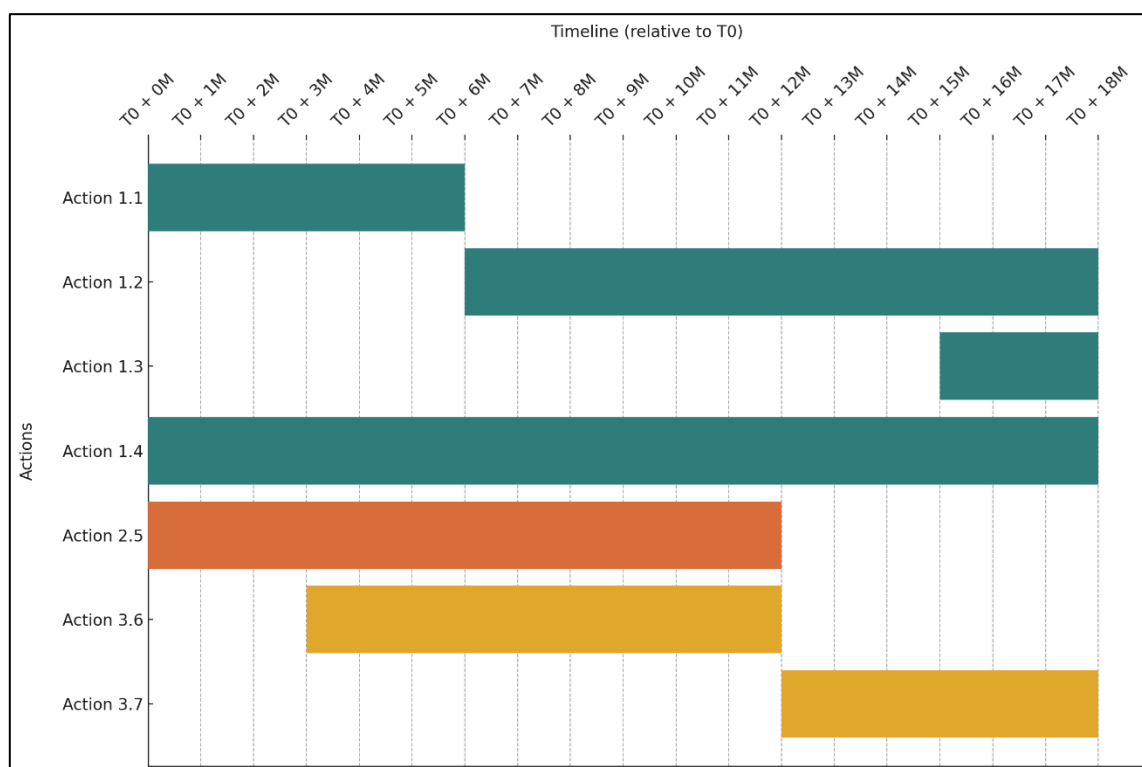
## 4.3 Financial Resources

A detailed cost analysis of the proposed Action Plan, reflecting the required resources, is presented in the following table.

| Action | Resources | Details | Estimated Cost |
|---|---|---|---|
| **1.1 - Psachna Digital Innovation Hub (Remote Support).** | Staff | Headcount: 4 | 48,000.00€ |
| | Physical Infrastructure | Space provided internally by the University | 12,000.00€ |
| | Office Equipment | PCs, Projector, Consumables, Furniture | 8,000.00€ |
| | Digital Infrastructure | Website, social media, Email, Cloud | 8,000.00€ |
| | Launch Event | Venue, material, supplies for 50 people | 4,000.00€ |
| | | *Subtotal:* | *80,000.00€* |
| **1.2 - Innovation Hub Support and Mentoring Services for New Businesses** | Mentorship framework and program materials | Documented framework, 2 mentorship handbooks, 2 guides, and 1 online webpage | 5,000.00€ |
| | Mentors | Headcount: 4 | 6,000.00€ |
| | Guidance sessions | Hosted by Staff & Volunteer Mentors | 0.00€ |
| | Workshops | Material, equipment (x2 per year) | 2,000.00€ |
| | Business development resources | Legal, financial, and technical support for 4 startups | 10,000.00€ |
| | | *Subtotal:* | *23,000.00€* |
| **1.3 - Plan the Psachna Innovation Hub 1st Accelerator Program** | Accelerator curriculum | Designed by Staff & Mentors | 0.00€ |
| | Accelerator sessions | 5 sessions | 3,000.00€ |
| | Partnerships with investors | 4 partnership agreements | 0.00€ |
| | Demo Day event | Marketing, venue, material, equipment, supplies, dissemination | 6,000.00€ |
| | Prize | Fixed & reach out for extra donations | 5,000.00€ |
| | | *Subtotal:* | *14,000.00€* |
| **1.4 - Psachna Tech Upskilling for Under-Represented Talent** | Assessment of skill gaps | KEDIVIM & municipal community centre, questionnaires and meetings | 3,000.00€ |
| | Develop tailored reskilling training programs | 10 training curricula & content, aim for update of existing courses | 15,000.00€ |
| | Recruit and train instructors | Recruit 10 trainers from KEDIVIM pool | 15,000.00€ |
| | Conduct targeted outreach campaigns | 2 outreach activities | 2,000.00€ |
| | Monitoring mechanism | Post-training evaluation activities | 0.00€ |
| | | *Subtotal:* | *35,000.00€* |
| **2.5 - Digital Networking Platform Linking Students & Tech Firms** | Platform development | Procured and outsourced | 10,000.00€ |
| | Program management | Offered by NKUA Career Office | 12,000.00€ |
| | Promotional campaign | 1 outreach event, 1 promotional campaign | 2,000.00€ |
| | | *Subtotal:* | *24,000.00€* |
| **3.6 - Open-Data & Lab Access Incentives for Relocating Tech Firms** | University inventory | Registration in consultation with NKUA administrative employees | 5,000.00€ |
| | Policy document | Filled by university legal experts | 1,000.00€ |
| | Promotional activities | Campaign to announce available resources | 1,000.00€ |
| | Agreements | Signed collaboration agreements | 0.00€ |
| | Open data access portal | Outsourced, hosted under Psachna Digital Innovation Hub webpage | 5,000.00€ |
| | | *Subtotal:* | *12,000.00€* |
| **3.7 - Psachna Urban Living-Lab Testbed for Tech & Research** | Local challenges identification | Registration by municipality consultant | 10,000.00€ |
| | City spaces inventory | Registration by municipality consultant | 10,000.00€ |
| | Permits | Processing and fees for 2 pilot projects | 2,000.00€ |
| | Manage, and monitor pilot deployments | Project management activities | 12,000.00€ |
| | Outreach campaign | Attract research teams and tech companies | 2,000.00€ |
| | | *Subtotal:* | *36,000.00€* |
| | | **TOTAL:** | **224,000.00€** |

# 5 Implementation framework

## 5.1 Framework for the delivery

To ensure the long-term sustainability and effectiveness of the IAP, a robust Monitoring and Implementation Body will be established. This framework builds on the collaborative foundations laid during the project's development phase and integrates institutional capacity with active stakeholder participation.
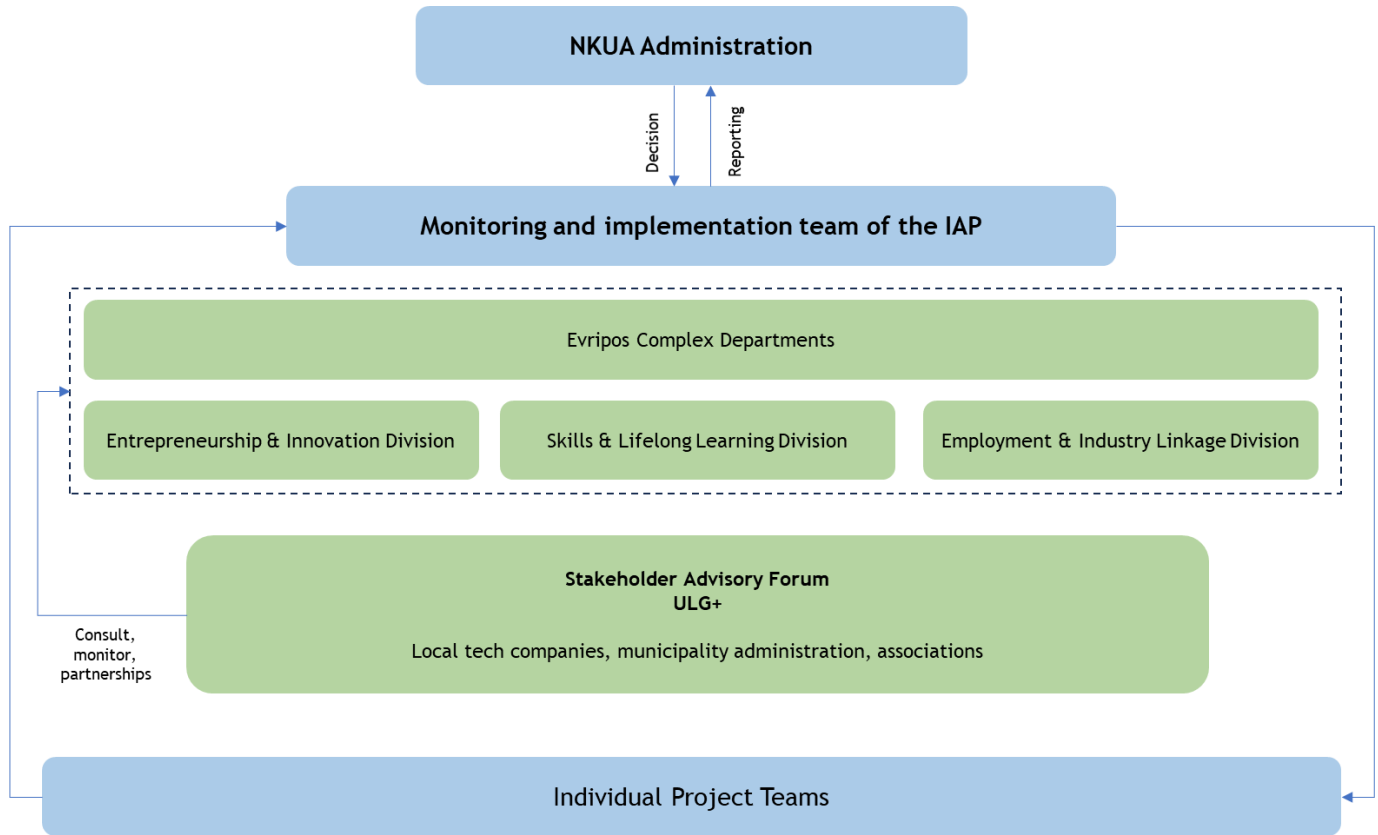


**1. Strategic Oversight – NKUA Administration**

At the top of the implementation framework lies the National and Kapodistrian University of Athens Administration, which holds overall strategic responsibility. This body ensures the alignment of IAP implementation with the university's Strategic Plan 2023–2027 and broader institutional policies.

The administration will:

- Provide formal approval of annual workplans and budgets.
- Issue mandates and instructions based on monitoring reports.
- Facilitate interdepartmental cooperation.
- Serve as the link between the IAP governance body and NKUA governance structures.

**2. IAP Monitoring and Implementation Body**

Reporting directly to the NKUA Administration, a dedicated IAP Monitoring and Implementation Body will be established. This team will serve as the operational backbone of the framework, responsible for day-to-day coordination, monitoring, and reporting.

Key functions include:

- Ensuring timely delivery of IAP actions.
- Collecting monitoring data and producing periodic progress reports.
- Coordinating across NKUA departments and external stakeholders.
- Identifying risks and proposing corrective measures.
- Preparing documentation and recommendations for the NKUA Administration.

The team will be hosted within the NKUA Evripos Complex and will be supported by designated contact points from:

- Archimedes Center for Innovation and Entrepreneurship (entrepreneurship, mentoring, startup support)
- Centre of Continuing Education and Lifelong Learning (KEDIVIM) (training, inclusion, upskilling)
- Career Office (internships, employment pathways, company engagement)

Each of these units will designate one permanent representative and one alternate to the Implementation Team.

**3. Thematic Divisions within the Team**

To ensure specialization and efficiency, the Monitoring and Implementation Body will be structured into thematic divisions reflecting the core pillars of the IAP:

| Division | Leader | Responsibilities |
|---|---|---|
| **Entrepreneurship & Innovation Division** | Archimedes Center | Support to startups, accelerators, and digital innovation hub |
| **Skills & Lifelong Learning Division** | KEDIVIM | Design and delivery of reskilling programs targeting under-represented groups |
| **Employment & Industry Linkage Division** | Career Office | Student-company matchmaking, internship platforms, and job creation |

Each division will be responsible for planning, delivering, and monitoring actions relevant to its scope, while maintaining coordination through the core implementation team.

**4. Participatory Governance – Stakeholder Advisory Forum (ULG+)**

The participatory spirit of URBACT will be preserved and formalized through the evolution of the ULG into a permanent Stakeholder Advisory Forum (ULG+), meeting quarterly. The ULG+ will:

- Review progress on implementation and provide recommendations.
- Ensure transparency and accountability of implementation.
- Facilitate the continued co-creation and feedback from the community.
- Act as ambassadors of the IAP to wider networks.

Members will include:

- Representatives of local tech companies and startups
- Municipal administration of Dirfys-Messapia (Psachna)
- Business associations (e.g. SVSE)
- Social organizations working with vulnerable groups
- Academic and research staff of NKUA Evripos Complex

Although it has an advisory role, the ULG+ will play a significant role in shaping priorities, proposing adaptations, and ensuring that actions remain relevant to the framework and inclusive.

**5. Continuity and Independence from URBACT**

To ensure that the IAP survives beyond the URBACT framework:

- The Monitoring and Implementation Body will be institutionally anchored within NKUA's Evripos Complex, with a multiyear internal mandate.
- Budgetary commitments will be sought from internal NKUA sources, municipal co-funding, and national/regional development programs (e.g., NSRF).
- The ULG+ will be formalized through a Memorandum of Understanding (MoU), ensuring ongoing stakeholder engagement.

## 5.2  Monitoring Indicators

Monitoring will be conducted on a continuous basis, with progress tracked against both strategic and specific objectives defined in Section 5. Regular reporting cycles (every six months) will ensure accountability and informed decision-making by NKUA's administration, while also keeping the ULG+ actively engaged.

**Result Indicators and Targets**

| Strategic Objective | Indicator | Baseline (2025) | Target (2028) | Target (2030) |
|---|---|---|---|---|
| SO1 – Entrepreneurship | # of new digital/tech startups supported through the Innovation Hub | 0 | 12 | 20 |
| | # of startups completing accelerator programs | 0 | 30 | 50 |
| SO2 – Skills | # of persons completing upskilling/reskilling programs | 0 | 50 | 150 |
| | % of program graduates employed in tech/digital sectors yearly | 0 | 10% | 30% |
| SO3 – Scale-up | # of student internships matched via digital platform | 0 | 30 | 60 |
| | # of companies offering internships through platform | 0 | 15 | 30 |
| SO4 – Relocate | # of companies accessing NKUA labs and facilities in Psachna | 0 | 3 | 10 |
| | # of pilot projects deployed in the city as testbed | 0 | 2 | 8 |

**Monitoring Process**

| Process | Details |
|---|---|
| **Responsibility** | The IAP Monitoring and Implementation Body will be responsible for data collection, indicator tracking, and reporting. |
| **Frequency** | Monitoring reports will be prepared biannually and submitted to the NKUA Administration and presented to the ULG+ for feedback. |
| **Data Collection Tools** | Action leaders will feed into a centralized monitoring system using standardized templates. |
| **Decision-Making** | Based on these reports, NKUA Administration may issue strategic guidance or mandate corrective actions as needed. |

## 5.3   Funding

The funding strategy should follow a multi-source model, combining:

1. **Internal University Resources**: Core operational support (e.g. staff time, space usage) will be funded through NKUA's institutional budget, particularly via the Evripos Complex departments.
2. **National & Regional Programs**
   o   NSRF 2021–2027: For training, innovation hubs, and digital transformation projects.
   o   Regional Operational Programme – Central Greece: For infrastructure, SME support, and digital skills.
3. **European Union Programmes**
   o   Horizon Europe: For innovation testbeds and living labs.
   o   ERASMUS+: For mobility and entrepreneurship education.
   o   Digital Europe Programme: For digital skills and upskilling under-represented groups.
4. **Private Sector & Philanthropic Contributions**: Through partnership agreements with technology companies, local businesses, and corporate social responsibility (CSR) initiatives.
5. **Public-Private Partnerships (PPPs)**: For infrastructure use (e.g. shared access to labs), co-investment in local accelerators, and testbed services.

**Funding Timeline**

| Timeline | Focus | Indicative Funding Streams |
|---|---|---|
| **2026 (Launch)** | Initial operations of Hub, pilot mentoring, setup | NKUA internal budget, Regional Innovation Fund, CSR contributions |
| **2027** | Platform deployment, internships, first accelerator | NSRF (Digital Skills, Youth Employment), Erasmus+, Archimedes |
| **2028-2030** | Scale-up, testbeds, reskilling, and lab access | Horizon Europe, Digital Europe Programme, Private co-funding |

Given the evolving nature of funding calls and institutional priorities, the IAP Monitoring and Implementation Body will be responsible for maintaining a "living funding strategy" document. This document will be updated quarterly to reflect:

- New funding opportunities
- Application deadlines
- Matching funds required
- Lead departments and roles
- Status of applications submitted

The ULG+ will also be consulted regularly to identify additional funding pathways through their networks.

## 5.4 Risk Analysis

Implementing a multi-actor, multi-action IAP over several years involves a wide range of uncertainties and potential disruptions. A comprehensive risk assessment has been carried out to identify key vulnerabilities and ensure the appropriate mitigation strategies are in place. This risk analysis complements Section 5, where risks related to individual actions were briefly mentioned, by consolidating the overall IAP risk profile and response approach.

| Risk Description | Category | Level | Mitigation Measures |
|---|---|---|---|
| Delays in internal procedures, or scheduling of activities | Operational | Medium | Advance planning, early coordination with internal services, buffer periods in timeline |
| Insufficient funding for scaling actions beyond initial pilot phase | Financial | High | Diversified funding strategy, early applications to NSRF/Horizon/Erasmus+ |
| Barriers to third-party access to university infrastructure, data use restrictions | Legal | Medium | MoUs and clear legal frameworks for collaboration with external partners |
| Difficulty attracting and retaining qualified mentors, trainers, and support personnel | Staffing | Low | Early recruitment campaigns, long-term commitment of partners |
| Platform development failures, lack of interoperability between tools and infrastructure | Technical | Medium | Phase-based testing and reuse of existing platform components |
| Low engagement from students, startups, companies or local community | Behavioural | Medium | Continuous outreach, co-creation workshops, involvement through ULG+ |

Each risk will be reviewed quarterly by the IAP Monitoring and Implementation Body and updates will be included in the biannual reports submitted to the NKUA Administration. In case of emerging risks, the team will be responsible for updating the mitigation plan and triggering necessary revisions to action schedules or responsibilities.

# 6 Conclusions and next steps

This IAP marks a collective step forward for the city of Psachna, and the NKUA: A commitment to building a more inclusive, digitally empowered, and opportunity-rich environment for students, graduates, businesses, and the wider community. It has been shaped through ongoing dialogue between university departments, local authorities, private sector actors, and civil society. What began as a planning process has become a shared roadmap.

The actions laid out in the plan are ambitious but grounded. They respond directly to local challenges, such as limited employment opportunities for graduates, underused university resources, and the need to retain talent in the region. Just as importantly, they tap into the strengths of the city: The presence of the NKUA Evripos Complex, the interest of local businesses, and the growing community of motivated young people seeking to make an impact.

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

1. The IAP will be presented to the NKUA Administration and key university structures, with the goal of securing institutional support and alignment with broader strategic goals.
2. The ULG built through the URBACT process will evolve into a more formal Stakeholder Advisory Forum. This group will continue to meet, advise, and co-shape implementation. New partners from the region and beyond will be invited to join.
3. A dedicated implementation team will be established within the NKUA Evripos Complex. Early pilot activities, such as mentor recruitment, outreach planning, and platform scoping will begin. These early wins will help generate momentum and engagement.
4. Where possible, IAP actions will be integrated into NKUA's internal planning and budgeting processes. This will ensure that the plan is not treated as a standalone initiative, but as part of the university's evolving role in regional development.
5. A clear resourcing strategy has been outlined, and efforts to secure funding will begin immediately.

The IAP is not just a document, it is a commitment to a way of working. The months and years ahead will require ongoing collaboration, adaptation, and learning. The underlying foundation is strong, and the direction is clear. Psachna has the potential to become a vibrant hub for innovation and inclusion, and this plan is the first real step in getting there.