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URBACT III (2014-2020)
“ARRIVAL CITIES” project
Patras Integrated Action Plan (IAP)
(Summary in English)

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1. Introduction

1.1. ARRIVAL CITIES Network

ARRIVAL CITIES is a transnational project funded by the URBACT III European Territorial Cooperation Programme (under axis 1.1.2 "To improve the design of sustainable urban strategies and action plans in cities") which promotes the exchange of practices and knowledge for the integrated urban development of European cities. The ARRIVAL CITIES project addresses the exchange of experience and mutual learning among the ten (10) participating cities and it is focused on immigration and related social inclusion issues.

The project consortium consists of the following cities: (1) Amadora, Portugal (Lead partner), (2) Val-de-Marne, France, (3) Oldenburg, Germany, (4) Dresden, Germany, (5) Riga, Latvia, (6) Vantaa, Finland, (7) Thessaloniki, Greece, (8) Patras, Greece, (9) Messina, Italy, (10) Roquetas de Mar, Spain.

It emphasizes on the challenges and the integrated approach needed for the integration of migrants, so that to manage issues such as:

- Challenges arising from the economic crisis in Europe, such as high unemployment rates, especially for migrant women, and the rise of bigotry.
- Increased risk of social exclusion of migrants.
- Pressure on public services to develop and provide related services for the benefit of migrants, etc.

The project brochure presents briefly the content of the project and its dynamic website (accompanied by the social media, blog, newsletters, etc) contain very detailed information about the project implementation.

1.2. Reference framework – city of Patras

The Municipality of Patras is a dynamic urban municipality with a particularly important position in the residential network of Greece. More specifically, according to the General Framework for Spatial Planning and Sustainable Development (Government Gazette A128 / 03-07-2008), it is noted that since the mid-70s, the urban system of the country has slowly centered around a few "poles" (Athens, Thessaloniki, Patras, Larissa, Volos, Heraklion), while the role of the two metropolitan urban formations, which have created an important hinterland from a functional and economic point of view, is central, with Athens having the first say.

Patras, since its mythical founder, "Patreus", has laid its foundations to date and represents a lively city, a busy harbor, the "capital" and metropolitan centre of Western Greece, a constant cross-road of civilizations and an open gateway, of the country, to Italy and the West in general.

With a permanent population of 213.984 inhabitants, the Municipality of Patras is the third largest city in the country. The gender distribution of the population of the Municipality is 51% female and 49% male.

19% of the residents have at least one degree of tertiary education. On the other hand, 19% of the population (18% of men and 21% of women) has completed only primary education, while an additional 10% (9% of men and 11% of women) not even that.

1.2.1. Unemployment, employment indexes

In 2011, with the national unemployment rate at 17.9%, the unemployment rate in the Municipality of Patras was already 21.6% according to the Census data. Today, with the national unemployment rate of 23.5%, the estimated unemployment rate in the Municipality is more than 30% and one of the highest in the EU.

54% of the unemployed in the Municipality of Patras are men and 46% are women. On the other hand, 57.1% of women in the Municipality have not entered the labor market, for various reasons. The corresponding rate for men is 42.9%.

1.2.2. Composition of the economy - Production sectors

Primary sector: The municipality of Patras has a low agricultural activity. The main agricultural products produced in the study area are olives, vegetables, tomatoes and other.

Secondary sector: More than 30 industries operate in the municipality of Patras, the activities of which concern timber, dairy products, paper, alcohol, cement manufacturing, quarries, pyrotechnics, and ceramics. Light industries in the Municipality of Patras, according to the figures of the Chamber of Achaia, amount to two thousand three hundred and nine (2319).

Of particular importance is the position itself of the Municipality, which offers development opportunities as it ensures immediate access to both the domestic and foreign markets, which in the future is expected to be further enhanced by the railway connection of Patras with a new railway line. In addition, the bridge of Rio-Antirio and the full connection with "Ionia" Route (and Egnatia Route) provides very favorable road transport infrastructure and minimizes the duration of trips

Tertiary sector: The economy of the study area, as well as most of the major urban centers in the country, is mainly based on the tertiary sector. This is a generalized phenomenon and is due to, among other things, the development of technologies and networks, the clear improvement in the educational level of human resources, the rapid growth of transport, and lack of competitive advantages in the primary and secondary production in urban areas, the existence of land-use conflict problems in the development of such activities and the improvement of the functioning of bureaucratic procedures through spatial concentration of services.

According to the figures of the Chamber of Achaia, 4.168 enterprises operate in the Municipality of Patras, while the Freelance Professionals rise up to 4.039 people.

Apart from a commercial and industrial center, Patras is also a transit and export center via its Port. The future construction of the new commercial section of the port and the connection with the new railway line is expected to stimulate and increase the transit quantities of goods.

Education, is also regarded as a major sector of local economy with significant impact to society. The operation of higher education institutions, research centres, vocational training organisations, having national as well as international dimensions, leads to multiple benefits to the economic life of Patras and the region of Western Greece

However, the geographical location of Patras, offers a competitive advantage regarding tourism development. The importance of location in terms of tourism development prospects is important as it provides accessibility and proximity to very important destinations such as Ancient Olympia and Delphi. In addition, Patras has attractions that have favored the development of alternative forms of tourism, such as religious tourism centered on the temple of Agios Andreas, conference tourism with the use of the available infrastructure of the region, and sports tourism, by hosting World and European Championships of various sports (Gymnastics, basketball, volleyball, boxing etc.) and a group of Olympic football qualifiers in 2004 in the past, as well as new events such as the European Youth Archery Championship (2018), the European Junior Sailing Championship (2018) and the Mediterranean Beach Games (to be implemented in 2019).

1.2.3. Corresponding Programming Framework: Regional Operational Plans, Horizontal Operational Plans, Patras Operational Plan, funded projects etc.

Patras benefits from projects and actions implemented within the framework of NSRF 2014-2020, which is the main strategic plan for the country's development with the support of significant resources from the European Structural and Investment Funds.

NSRF 2014-2020 consists of 20 Programmes, of which 7 are Sectoral and 13 are Regional (one out of them refers to the Region of Western Greece, Patras being the capital city).

More specifically, the Regional Operational Program "Western Greece 2014-2020" has a total Public Expenditure budget: 490,985,734 euros, of which 407,836,756 euros are co-financed by the European Regional Development Fund (ERDF) and 83,148,978 euros are co-financed by the European Social Fund (ESF).

Goals:

- Enhance of business' competitiveness and extroversion, transition to quality entrepreneurship, cutting edge innovation and increasing domestic added value.
- Environmental Protection - transition to an environmentally friendly economy.
- Development - modernization - completion of transport infrastructure.
- Development of Human Resources, Promoting Social Inclusion and Combating Poverty and Discrimination.
- Development - modernization - complementing of social, health and education infrastructures.

In the context of Cohesion Policy, European Territorial Cooperation (ETC) is a key instrument for strengthening European territorial partnerships as well as with third countries and is one of the main options for the 2014-2020 programming period. European territorial cooperation at the level of the Member States is realized through cross-border, transnational and interregional cooperation programs. These programs are divided into bilateral and multilateral.

The five bilateral programs concern cooperation with the five neighboring countries of Greece. Out of these countries, three are members of the European Union (Cyprus, Bulgaria and Italy) and receive funding from the ERDF, while the remaining two are candidate Member States (Albania and the former Yugoslavic Republic of Macedonia) and are funded by the Instrument for Pre-Accession Assistance (IPA).

Bilateral European Territorial Cooperation Programs are an important lever for the development of the regions from both sides of the borders, in order to create a common European area of cooperation in the wider Balkan region and the western and southern borders of the country.

The Multilateral Territorial Cooperation Programs, in which Greek regions are participating (where Patras is a geographically eligible region), are the following:

- Adriatic-Ionian (transnational)
- MED (transnational)
- MED ENI CBC (cross-border)
- Black Sea basin ENI CBC (cross-border)
- INERREG EUROPE (cross-regional)
- Balkan Mediterranean (transnational)

Greece also plays an essential role in shaping and implementing the Macro-regional Adriatic-Ionian Strategy and is the head of the Blue Development Pillar of the Macroregion. This strategy, which is one of Europe's four macro-regional strategies, will be supported in its implementation by the Transnational Adriatic-Ionian Programme. Finally, the Territorial Cooperation programs include the URBACT and ESPON cooperation networks, as well as INTERACT, which provides technical support for all ETC projects across Europe.

2. The Integrated Action Plan (IAP) as a programming tool

The Integrated Action Plan is considered as a programming tool for the city of Patras and as such it will be utilized by the Municipality of Patras and the local institutions. Patras IAP followed main URBACT guidelines i.e.:

- a) Collection and process of data that captured the current situation in Patras and assessed critical parameters.
- b) It was not "adapted" in the light of the transfer of common ideas from one region to another. There is no one-size-fits-all approach to an IAP. Its content was structured and formed according to the local challenges, the territorial framework and the local context in which it was proposed to be implemented.
- c) It recorded proposals through a participatory process to respond in a meaningful and realistic way to the challenge of social inclusion of migrants and intercultural management, with respect to the ARRIVAL CITIES project.
- d) It outlines the strategy and describes its future implementation through a set of proposed actions and actions that are relevant to the responsibilities of local, regional and central actors.

2.1.Using the URBACT Method

The URBACT method, which defines the process of designing and implementing the IAP, underlines that the **participatory and transnational process** of drawing up the Integrated Action Plan is itself as important as the outcome. The technical meetings, the exchange of knowledge and suggestions, the familiarization with management tools, organized teamwork in the direction of drawing critical conclusions is a beneficial fermentation process with many benefits.

2.2.Approach Methodology applied at local level by ADEP SA

The **Patras Municipal Enterprise for Planning & Development S.A** (ADEP SA), during the drafting process of this document, adopts the whole methodological approach of the URBACT program, as outlined in the above sections of chapter 1 of this paper. ADEP shares valuable and relevant experience in managing and implementing transnational projects in various sectors (including two URBACT projects in the past). It fully respects the importance of applying an open and participatory approach when designing targeted actions and pays constant effort on synergies, exchange of experience, targeting practical results.

In order to achieve maximum efficiency, taking into account the URBACT methodology and the combination of technical tools for the compilation of Patras IAP, data were collected through two different ways:

(A) Collection of primary data - Recording of proposals by local bodies using a structured questionnaire (consultation process).

(B) Exploitation and analysis of secondary data.

This part consisted of the following four (4) phases:

PHASE 1: Specifications

The purpose of this phase was to determine the specifications of the survey. More specifically:

- The **purpose of the survey** was to collect previous studies and data on management of incoming population in the city of Patras, the implementation of education, social and employment integration, access to basic goods, services and infrastructure, etc.

- **Specification of standards** for evaluation and selection of appropriate / reliable sources, collection of studies and data, synthesis, processing and summary of these, as well as specifications on the content and structure of the database.

PHASE 2: General definitions and reference framework

The purpose of this phase was to identify and understand the general framework (institutional, economic, developmental, etc.) in which the migration phenomenon evolves.

PHASE 3: Collection of bibliography, studies and project results

This is regarded as the main stage in the designing of the Study. The purpose of this phase was to collect previous studies and data, which are necessary for completing the mapping, description and evaluation of the phenomenon. The collection of these data, had the following characteristics:

- Recording and selection of entities publishing data and studies related to the Project topic
- Extensive desk research to gather documentation (studies and statistics).
- Emphasis was given to the collection of results of relevant national and European projects implemented by ADEP, the Municipality of Patras as well as by local bodies. These are projects that include useful deliverables that can be further exploited and act in a complementary way.
- Attention was payed to keeping the most up-to-date data coming from the most authoritative sources.

PHASE 4: Composition and summary of results of studies and data

The purpose of this phase was to present the data resulting from the implementation of PHASE 3. The appropriate data are processed and presented in charts or tables in order to capture as much as possible the trends of the examined topics and to make them more understandable to the reader. Tables and charts are accompanied by analyses / reviews and, where appropriate, by comparison.

3. Definition of the problem and current status in the city of Patras

3.1. Migration, general characteristics

Nearly two-thirds of migrants arriving in Europe by sea, come from three small countries: Syria, Afghanistan and Eritrea. These are countries that are not densely populated. By contrast, the populations of all three do not reach the English population, and none of these countries is among the 20 largest populations in the world.

According to the United Nations High Commissioner for Refugees, the number of refugees and migrants crossing the Mediterranean Sea to Europe has exceeded 300.000 in 2015. The geographical location of Greece with numerous kilometres of sea borders that are difficult to guard, creates conditions for easier access to populations from neighboring countries of migration, while at the same time, the country being at a crossroad between two continents, is an intermediate access point for many immigrants.

3.2. Incoming population groups and institutional framework related to Patras

3.2.1. Refugees who wish to by-pass Patras

Patras, being the third largest urban center in the country, a hub connecting Greece with Italy, gathers - with timeless outbreaks and recesses - a large number of migrants. The port is the most important coastal gateway from Greece to Italy and other countries of the European Union. For this reason, it is a key “attraction” for refugees arriving in the country and disheartened by the lack of elementary social care, the particularly dysfunctional and deficit asylum system in Greece and the consequent problems that this entails seeking an irregular passage towards the rest of Europe.

Patras gathers a significant number of refugees and migrants mainly from Afghanistan, Sudan, Eritrea and Somalia. The numbers of migrants are occasionally very high. Since 2016, Syrian war refugees were multiple.

The population of refugees consists exclusively of men. Families are scarce, while the few that exist are basically of single –parent (the father).

Managing immigrants traveling without official documents is a major issue for the city of Patras. According to the Patras Port Authority, during the first half of 2016 43 people accused as traffickers were arrested, 119 migrants who attempted to travel with fake travel documents and 215 immigrants who attempted to enter ferries to Italy, hidden in a lorry vehicle. Accordingly, during the first half of 2015, 67 people that were accused as traffickers, 206 immigrants that attempted to travel with fake travel documents and other 168 immigrants that had attempted to travel to Italy hidden in a vehicle, were arrested.

It is noteworthy, that a significant proportion of refugees residing in Patras are unaccompanied minors aged between 14 and 18 years. Minors are scarce, and the few who are found are accompanied.

In this context, the role of the 'shelter' (called “Stegi+”) operating for this reason by “Praksis” NGO, is important - it is a hostel for unaccompanied minors, providing legal services and counseling to underprivileged unaccompanied minors, while ensuring their interconnection with the local population (example of such an initiative is the intercultural learning workshops for mixed adolescents, implemented by Patras Municipal & Regional Theatre - DYPETHE).

In October 2016, 111 Syrians-refugees settled in the area of Rio (municipal unit of the Municipality of Patras) in a large hotel complex through the Relocation scheme and Emergency Response program implemented by NGO Praksis in collaboration with UNHCR. This was a group of immigrants with common cultural, religious, linguistic and ethnic characteristics, including special groups such as chronic cancer patients and war crimes perpetrators, while underage children accounted for almost 50% (55 children). These people stayed in the structure for a short period of a few months until their resettlement in European countries was completed at their request. During their stay there were no xenophobic incidents in the nearby area and even individual organizations and local bodies offered services voluntarily. A special visit was also held by representatives of the Patras Municipal Council sending out a message of solidarity and respect.

The above paragraph illustrated the situation regarding immigrants and refugees who are occasionally residing in the city of Patras with a view to moving their course to other European countries. Here below is a separate description for the group of migrants who live and work in the city of Patras.

In addition to refugees and immigrants seeking to move through Patras to other European countries, a large group experiencing similar obstacles to the process of social inclusion is the Roma minority.

3.2.2. Migrants who live and activate in the city of Patras

The “ELSTAT”-Population Census of 2011 recorded 11.114 foreign nationals residing in the Municipality of Patras - 44.5% of them formally declare economically active, while 55.5% are non-economically active.

As far as the country of origin is concerned, 60.7% of foreign nationals in Western Greece in general come from Albania, 11.6% from Bulgaria, 4.8% from Romania, 4.2% from Bangladesh followed by a smaller number of migrants coming from other countries. More specifically, regarding the city of Patras less than 10% of its population are migrants coming from Albania, Bulgaria, Romania, Russia, Nigeria, Latin America, Georgia, Belarus, Ukraine, China, etc.

It is noteworthy that migrant communities from Albania, Romania, Bulgaria, Nigeria, Russian speaking people, etc. have organized Associations and are mainly active through the axes of education and culture. The Association of Albanian Community (EMIGRANTI), Romanian (LUCEAFARUL), Bulgarian, Nigerian, Latin America (UNIONLATINA), Russian speaking (SOYIOUZ) can be recorded as such best examples. The operation of “Patras Institute for Intercultural Relations”, which maintains an indisputable cooperation with the SOYIOUZ Association, is also of significant importance.

A few of the Migrant Communities' Associations operate "schools" of learning the languages of the countries of origin (eg Albanian and Bulgarian language schools), where even natives are involved as trainees. The Migrant Associations are organizing dance and gastronomy festivals, while they actively participate in joint actions with local authorities (including the City of Patras) to promote respect for human rights and to fight against discrimination / racism. Within this framework, the Associations of Migrant Communities of Patras are involved in pilot applications of relevant national and European projects and contribute to the sensitization to their own members and the wider local community. They are considered exceptional, timeless partners of the Municipality of Patras and other local individual stakeholders within the common effort to building an inclusive society.

3.3. Social integration of migrants in the city of Patras

3.3.1. Conditions for refugees

ASYLUM ISSUES

Only a few **refugees** residing in Patras are asylum seekers or willing to go to the asylum process in Greece (their main goal is to move to Central Europe).

The Asylum Office of the Police Division of Patras is responsible for receiving the requests of the residents of the Achaia Prefecture and for examining all requests received from the local Police Authorities of the Region of Western Greece.

Waiting period, given the limited number of people wishing to apply, is not long.

CARE AND STRUCTURES (refugees)

Patras is not included in the central state plan for the creation of refugee housing.

In particular regarding nutrition, the Municipality of Patras utilizes its social structures and volunteers and offers food (once a day) and collects baked items from the city bakeries. This rudimentary feeding is by no means sufficient to meet the entire needs of the refugees.

In the absence of any organized housing structure, the refugee population seeks temporary shelter in self-contained accommodation that is totally unfit. An abandoned factory of former textile company (“Piraiki-Patraiki”), in the southern port area, is the most populous refugee accommodation shelter. The Municipality of Patras, on its own initiative and even without state funding, installed a few baths and

faucets (with drinking water). It is estimated that the number of refugees living in the area is about 300-500 people, mainly from Afghanistan, Sudan, Eritrea and other African countries.

To the northern coastal zone of the city, there are refugees mainly from Afghanistan who live in smaller groups, in improvised accommodation ranging from abandoned facilities and buildings, tunnels and in the countryside. They lack of basic goods (electricity, water, hygiene, etc.). The number of refugees residing at this part, is estimated at 300-400 people.

The Municipality of Patras, in cooperation with local authorities, has highlighted the situation through publications, expecting that the central government of Greece takes action.

3.3.2. Conditions for migrants, inhabitants of the city of Patras

The migrants who settled in Patras (mainly, since the decade of 1990's) capitalized on the dynamics of the city as the largest urban center in the wider region and managed to integrate relatively quickly into the labor market by offering mostly manual jobs that did not require any specialization. Ensuring a basic income has enabled migrants to rent apartments and gradually transfer their families from their home countries or create their own family in Patras. Their children attend Greek schools, while a large percentage of them have been born in Greece (second generation).

In the effort to promote migrants rights and support their integration process, the role of the associations of migrant communities is very important. Related associations have already listed above.

Examples of successful synergy schemes at local level are the pilot projects (eg "Youth photography for interculturalism", "SPARDA", "Communication for Integration-C4i", etc.) as well as the implementation of initiatives about "European Week Against Racism", "International Day of Migrants", "International Refugee Day", etc.

4. Existing framework

4.1. Structures and local actors with related activities

Due to its size and administrative role, the city of Patras, as the capital of the Western Greece Region, collects a significant number of services and other organizations such as NGOs with activity in supporting individuals of vulnerable social groups, where migrants are included.

Mental Health Services

- ◆ Prefectural General Hospital for Children of Patras "Karamandaneio"
- ◆ Pediatric Hygiene Center of Patras
- ◆ Mental Health Center of Patras

Prevention of addictions and support for dependent persons

- ◆ Patras Consulting Center "Oxygen"
- ◆ Center for the Prevention of Addictive Substances of the Prefecture of Achaia, based in the city of Patras

Migration service and support services

- ◆ Non-nationals and Immigration Service of Achaia

Associations and NGOs

PATRAS EDUCATIONAL ASSOCIATION OF LADIES
PATRAS LAW ASSOCIATION
NGO PRAKSIS
ACHAECO INSTITUTE
DOCTORS OF THE WORLD
MOVEMENT OF RIGHTS OF REFUGEES AND MIGRANTS OF PATRAS
PATRAS SOCIAL MEDICAL OFFICE OF SOLIDARITY
INTERNATIONAL MIGRATION ORGANIZATION (IOM)
SOCIAL CENTER OF PATRAS
HELLENIC RED CROSS
REGIONAL MIGRATION INSTITUTE
ALL ASSOCIATIONS OF MIGRANTS (as listed above)
PANASIAN ASSOCIATION OF PATRAS AND ADJUSCENT REGIONS
PATRAS INSTITUTE OF INTERCULTURAL RELATIONS I
GREEK GUIDING ASSOCIATION – Local department of Patras
MOVEMENT «PROTASI»
ASTO – WE COMMUNICATE
SOCIAL ACTION AND CULTURE COMPANY «KOINO_TOPIA»
CENTRE FOR EQUALITY (KETHI)

Council for Migrants Integration (CMI) (running in the period 2010-2015 and its further development)

The Municipality of Patras, based on Law no.3852/2010, organized the Patras Council for Migrants Integration CIM with the following main objectives: a) to integrate and encourage migrants to participate in local public life; b) to improve and / or harmonize the relations between the inhabitants of the city, as well as with the official institutions of the city.

Patras CMI acted as a consultative body for the Municipality of Patras, in order to examine individual issues arising in the process of integration of migrants, through participation of the migrants as well as of the local people in this participatory process. As a result, the migrants' relations with the Municipal Authority and the local institutions were facilitated through the CMI, awareness of the local population was promoted, as well as the fight against discrimination through the enhancement of their interaction and coexistence.

Patras CMI has been operating for the period of 2010-2015 and since then the networking of Associations of Migrants Communities in the city, has remained active with local stakeholders mainly through projects (national and European) implemented by the Municipality of Patras (and its organizations / enterprises) as well as by other local actors. In particular, by implementing the basic principles of equality in practice, the Municipality of Patras maintains an open channel of communication with the Migrant Communities through working meetings (for joint action, submission of requests / proposals, etc.). Examples of this local networking have been presented above.

4.2. Structures and social services of Municipality of Patras

The Municipality of Patras operates and/or supports in various ways the following social structures:

	Structure	Units
1.	Open Care Center for the elderly	3
2.	Municipal Health Clinics	3
3.	Childcare Centres	14
4.	“Help at Home” programme	6
5.	Creative Educational Centers for Children with Disabilities	2
6.	Social Support Services	2
7.	Consulting and Support Center for Individuals and Families	1
8.	Guest House of Abused Women	1
9.	Social Structures for Poverty	4
10.	Community Center	1
11.	Social structure for basic material/ food (Social Grocery, Breadline)	1
12.	Creative Educational Centers for Children	4

The aforementioned structures are mainly operating by the “Social Organization of the Municipality of Patras (KODIP)”, which maintains unparalleled cooperation with the Volunteer Department of the Municipality of Patras, with the team of volunteers of the Municipality (Epsilon Team), which also supports the Municipal Hospital and the Social Pharmacy (in cooperation with Patras Pharmaceutical Association). Migrants are included as beneficiaries in all those services and units.

4.3. Social inclusion programs for migrants

4.3.1. Regional Strategic Reference Framework (RSRF) for Western Greece: Relevant Measures and Actions

In the following table, the interventions expected to be implemented within the framework of the Regional Strategy for Social Inclusion and Poverty Elimination are summarized and indicative sources of funding are recorded.

Overall presentation of Regional Strategy interventions and sources of funding

Intervention Axis	Priority	Type of Action	Indicative funding sources
1: Access to basic goods	1.1: Ensuring access to basic material/ food	1.1.1: Access to basic material/ food	<ul style="list-style-type: none"> • Fund for European Aid: The FEAD operational programme in Greece aims to provide food and basic material assistance to the most deprived households. • Ministry of Labour, Social Insurance and Social Solidarity: a) Food Supply scheme for homeless people and persons living in poverty conditions which cannot provide themselves daily food, b) “STEGAZO” programme for homeless people • Several actions in Regional Strategic Reference Framework for Western Greece 2014 – 2020 co-funded by European Social Fund
	2: Access to health, welfare and social services	2.1: Access to health services	2.1.1: Provision of health services
	2.2: Access to welfare services and other social services	2.2.1: Provision of welfare services	<ul style="list-style-type: none"> • Several actions in Regional Strategic Reference Framework for Western Greece 2014 – 2020 co-funded by European Social Fund and European Regional Development Fund

Intervention Axis	Priority	Type of Action	Indicative funding sources
3: Integration of Marginalized Communities & Fighting Discrimination	3.1: Social and economic integration of marginalized communities	3.1.1: Support for marginalized communities	<ul style="list-style-type: none"> Several actions in Regional Strategic Reference Framework for Western Greece 2014 – 2020 co-funded by European Social Fund and European Regional Development Fund Asylum, Migration and Integration Fund (AMIF) Rights, Equality and Citizenship Programme 2014-2020
	3.2: Prevent and address the social exclusion of vulnerable groups	3.2.1: Actions promoting equal opportunities	<ul style="list-style-type: none"> Several actions in Regional Strategic Reference Framework for Western Greece 2014 – 2020 co-funded by European Social Fund and European Regional Development Fund Rights, Equality and Citizenship Programme 2014-2020
4: Promoting employment	4.1: Support for vulnerable groups for active labor market integration	4.1.1: Active labor market integration actions of vulnerable groups of the population at a disadvantage	<ul style="list-style-type: none"> Several actions in Regional Strategic Reference Framework for Western Greece 2014 – 2020 co-funded by European Social Fund and European Regional Development Fund Operational Programme «Development of Human Resources, Education, and Lifelong Learning 2014-2020» European Globalisation Adjustment Fund
		4.1.2: Exploiting the potential of Social Economy to promote the employment of vulnerable groups	<ul style="list-style-type: none"> Several actions in Regional Strategic Reference Framework for Western Greece 2014 – 2020 co-funded by European Social Fund and European Regional Development Fund Operational Programme «Development of Human Resources, Education, and Lifelong Learning 2014-2020» Employment and Social Innovation (EaSI) programme
	4.2: Enable actors in the local community to promote social inclusion and fight against poverty	<ul style="list-style-type: none"> 4.2.1: Enable local community to support the employment of vulnerable groups 	<ul style="list-style-type: none"> Several actions in Regional Strategic Reference Framework for Western Greece 2014 – 2020 co-funded by European Social Fund and European Regional Development Fund European Globalisation Adjustment Fund

In order to effectively monitor and implement the interventions implemented in the Region of Western Greece to address poverty and social exclusion, it is necessary to develop a Monitoring Mechanism. In particular, this Mechanism:

- It will monitor and coordinate all interventions on Poverty and Social Exclusion which will take place in the Region of Western Greece (whether they originate from the Region or from the Central Administration).
- It will ensure the unobstructed implementation of the Regional Strategy
- It will propose the revision of the Regional Strategy if the social and economic conditions change and its adaptation to the new conditions is required.
- It will supply the National Strategy with the necessary data and, in general, the national bodies designated for this purpose.
- It will be linked with the Regional Committee for Social Inclusion and Regional Observers (this Committee, as referred to in the National Strategy, operates as a collective consultative body and it is set up by a decision of the Head of the Region).

4.3.2. EU Framework – related EU programmes as potential source of funding

Analysis of the EU framework led to the identification of EU policies, instruments and programmes related to the integration of migrants. More specifically, regarding EU programmes, an indicative list, includes the following:

- AMIF
- FEAD
- EASI
- Rights, Equality, Citizenship (2014-2020)
- URBACT
- ERASMUS+
- DG JUSTICE Grants
- EuropeAid

4.4. The role of Patras Municipal Enterprise for Planning & Development - ADEP S.A. (in the last decade 2007-2017)

The Municipality of Patras has developed significant action for the social integration of migrants and refugees mainly through the *Patras Municipal Enterprise for Planning & Development S.A.* (ADEP) by participating actively in European networks of stakeholder and participating in the implementation of co-funded projects and actions of similar content and aim.

4.4.1. Indicative Co-funded projects (completed)

- TICTYM: Towards Intercultural Cities through Youth Music Activities»
- SPARDA: Shaping Perceptions and Attitudes to Realise the Diversity Advantage
- Youth photography for interculturalism
- «Combating Discrimination in the Field of Entrepreneurship: Women and young Roma and Muslim immigrants»
- Development of cooperation networks between representatives of Council for the Integration of Migrants and other similar organizations at European level
- Development of networks of co-operation among representatives from the Mediterranean member states for the exchange of ideas, views and experiences related to the social integration of third country nationals in the host countries
- C4I: Communication for Integration: Shaping Perceptions and Attitudes to Realise the Diversity Advantage
- Support to Roma of Achaia
- TIME - Train Intercultural Mediators for a Multicultural Europe
- SONETOR – Training of Cultural Mediators Utilizing New Social Networking Software

On-going activation in city networks: A) Intercultural Cities (ICC) B) ALDA: European Association for Local Democracy», C) FAIC-Forum of Adriatic & Ionian cities, D) European Network UNITED against nationalism, racism, fascism and in support of migrants, refugees and minorities.

4.4.2. Actions of local bodies in cooperation with the Municipality of Patras and ADEP

- Activities in Patras entitled "No Child is foreign!" in the framework of the European Week Against Racism 2017 (part of Patras IAP)
- Activities in Patras entitled "Living together in culturally diverse societies: respect, dialogue, interaction" within the framework of the European Republic of Cyprus 2016
- Activities in Patras within the framework of the European Anti-Racism Week 2016 (part of Patras IAP)
- Participation in the organization of European student poster competition in the network UNITED
- Activities in Patras within the framework of the European Anti-Racism Week 2018 (part of Patras IAP)

5. Integrated Action Plan (IAP) of Patras

5.1. Vision and Strategy IAP

The Integrated Action Plan (IAP) is a programming tool for the city of Patras that will help to combat discrimination and further promote the integration of migrants, based on the central vision of the city for the management of interculturalism, as it has been clearly articulated, through the participation of Patras in "Intercultural Cities (ICC)"¹ network of the Council of Europe (CoE), i.e.

"To develop Patras as an intercultural meeting point, imbued with a spirit of openness, as a co-creation of the municipality, civil society and the residents of the city"

5.2. Internal and external environment analysis (SWOT)

The factors that modulate the internal and external environment in which the city of Patras acts for the integration and social inclusion of migrants are summarized in the following table in the form of a SWOT analysis.

¹ Intercultural Cities, Milestone Event 6th -8th February 2013, Dublin, Ireland

SWOT Analysis – Integration and social inclusion of migrants - city of Patras -	
Weaknesses	Strengths
<ul style="list-style-type: none"> ■ Need for efficient management of immigrants and refugees in transit or residing in the city. ■ Need to ensure adequate access of undocumented refugees to basic services/ goods and utilities such as housing, health and education. ■ Distinct/ diversified and proportionate management of migrant residents-needs of those refugees-passing the city. Distinct briefing, awareness of the general public. ■ Low agricultural activity and deindustrialization necessitate the training of immigrants to seek employment in the services sector, which is the lead sector of the local economy. ■ Absence of organized housing structure and feeding for those undocumented migrants and refugees who want to pass Patras and settle abroad, during their residence time in the city. ■ Confusing and vague knowledge of migrants - refugees about their rights in Greece, but also for the existence of bodies for the support and defend of their rights, although some of them are in the country for a long time. ■ Confusing and vague knowledge of indigenous to differentiate between migrants already settled, living and working in Patras, from refugees who wish only to transit to their destination countries. ■ Low level coordination of individual bodies active in fields relevant to social inclusion. ■ Low awareness of the local community about the problems faced by migrants. ■ Continuation of stereotypes and prejudices in part of the local residents. 	<ul style="list-style-type: none"> ■ Combating discrimination, racism and unsubstantiated rumors through updating and implementing intercultural activities (synergy schemes of local authorities and migrant communities, through their associations). ■ Exploitation of the significant potential of voluntary organizations in the region. ■ Continuing Patras action on European networks such as InterCultural Cities Network and ALDA: European Association of Local Democracy. ■ Experience in the implementation of co-funded programs for social cohesion and continuous monitoring of program announcements (proposals for new submissions). ■ The "metropolitan" role of Patras in the Region of Western Greece, Peloponnese and Ionian Islands multiplies the range of planned actions. ■ The geographical location of the city and its historical path favors interaction and integration of different cultures (Patras is an "extrovert" city, cross-road of civilizations). ■ Possibility to exchange experience and good practice between European cities. Patras Actions are already projected abroad as good practices. ■ Possibility to exploit the actions of the RSRF "Western Greece 2014-2020" aiming at the Promotion of Social Integration and Combating Poverty and Discrimination. ■ Possibility of using the European Territorial Cooperation programs for the exchange of expertise and the development of policies and intervention methods. ■ Possibility of enhancing and exploiting existing social structures and services of the Municipality of Patras, and other actors and stakeholders (local / regional / national).
Threats/ Restrictions	Opportunities
<ul style="list-style-type: none"> ■ Economic crisis and high unemployment rates threaten to increase racial and xenophobic trends. ■ High unemployment rates make it difficult for migrants to work and socially integrate. ■ The scarcity of resources and the multitude of requests they are asked to serve, hinders the work of public services to support and integrate immigrants. ■ The wars and oppression in the region of south-eastern Mediterranean are a constant threat to the growth of refugee flows. ■ Greece as the eastern border of the EU is an entry point and attracts large numbers of immigrants and refugees, but does not have the necessary resources and means to manage these flows. ■ Deficiencies in national social care and asylum systems. 	<ul style="list-style-type: none"> ■ The relative normalization of migratory flows in Patras in recent years paving the way for implementation of targeted integration policies. ■ Ensuring adequate training conditions of the second and third generation immigrants facilitate the full economic and social integration. ■ Capitalization existing experience that exists in different cities of Europe and the world. ■ Networking and cooperation with local and regional and social bodies in Western Greece for a comprehensive regional strategy for social inclusion. ■ The European Platform for Combating Poverty and Social Exclusion through which 20% of the European Social Fund concerns the fight against poverty and social exclusion. ■ The Asylum, Migration and Social Inclusion Fund (AMIF) contributes to the effective management of migratory flows and to the development and implementation of the common asylum and migration policy. ■ The program Rights, Equality and Citizenship 2014-2020 contribute with actions to protect the rights of migrants and refugees. ■ The program for Employment and Social Innovation 2014-2020 (EaSI) contribute to employment, social protection, combating social exclusion and poverty. ■ The Fund for European Aid to the Most Deprived (FEAD) supports the provision of material assistance such as food, clothing and other basic items as well as social inclusion actions such as guidance and support.

SWOT Analysis – Integration and social inclusion of migrants - city of Patras -	
	<ul style="list-style-type: none"> ■ Utilization of tools for the benefit of intercultural management with the participation of all stakeholders in synergy.
Critical Issues/ Challenges/ Strategy priorities	
<ul style="list-style-type: none"> ■ Promoting employment and supporting labor mobility. ■ Promoting social inclusion and combating poverty. ■ Investing in education, skills and lifelong learning for the effective integration of migrants. ■ Emphasizing the cultural wealth that migrants bring and interacting with the elements of local culture. Integrating diversity. Fighting non-existent rumors, stereotypes and discrimination. ■ Networking and co-ordination of all stakeholders under a joint management system and action plan. ■ Enhancing integrated mediation services provided by representatives of foreign and local communities. ■ Enriching the intercultural competences of professionals in the field (representatives of civil society, local authorities and social associations) through training. ■ Making use of any available resources and synergies to achieve social work under severe budget constraints. 	

5.3. Basic guidelines

The selection of priorities and key directions of Patras IAP, were revealed from the diagnosis of the current situation and the SWOT analysis, and were carried out on the basis of the following criteria:

- Realism and feasibility of interventions based on available resources.
- Target population groups with the greatest problems.
- Targeting interventions that maximize impact and expected outcomes.
- Targeting interventions that are within the remit of city operators.
- Putting priority in areas of action not covered by other actors, creating significant gaps in the social protection system.

The consultation participatory process that preceded the selection of the key directions was of decisive role in the design of the plan. The process was carried out in two ways: a) completing an electronic questionnaire by stakeholders and/or individuals who have been involved or have been active in the past on issues of reception, support and social integration of migrants and refugees b) organization of special extended working meetings for this purpose meetings with the participation of both ULG Patras members and representatives of relevant local actors (in the areas of education, culture, equal opportunities, justice, sport, parliamentary-professional orientation, volunteering-civil society. The ULG meetings were also exploited for this regard.

The aim of the above consultation was to record the problems, experiences and suggestions of all involved in conducting the Integrated Action Plan.

A number of proposals were gathered through the consultation process, which can be grouped into four (4) categories of intervention:

1. Networking and coordination of stakeholders
2. Training of professionals with responsibilities for offering services related to inclusion
3. Information - education of refugees and immigrants
4. Information - awareness of citizens

In conclusion, based on:

- the foregoing analysis,
 - the results of the overall consultation,
 - the objectives of the "Arrival Cities" project,
 - the guidelines and content of existing planning tools of the Municipality of Patras (and its municipal organizations / enterprises) such as the Operational Plan of the Municipality as well as the Sustainable Urban Development Plan of Patras, etc.,
 - programming at the level of the relevant Western Greece Region (mainly through the West Greece 2014-2020),
- the basic directions-guidelines of Patras IAP are identified as follows:

1. Addressing modern policy challenges for social inclusion, intercultural management and the fight against xenophobia, through a specific strategic vision and organized plan.
2. Focusing on specific aspects of education and culture for the social integration of migrants.
3. Organize the reception/ welcome and hosting of the new incoming population with the aim of optimally adapting to the new conditions no matter how long they will last.
4. Activation of the ULG members for providing proposals and implementation of coherent actions that serve the general strategy for the management of the intercultural character of the city of Patras.
5. Support the cross-sectoral cooperation and exploitation/ interconnection with transnational city networks where the Municipality of Patras is an active member.
6. Maturation of ideas and fermentation that will lead to proposals for financing actions from national and other funding opportunities.
7. Maintain local networking for synergy to implement actions after the end of the ARRIVAL CITIES project.

5.4.Main Objectives of Patras IAP

Therefore, the main objectives of Patras IAP are:

1. Organization of reception and improvement of support services for smooth social integration.
2. Improve access to basic goods such as housing, health and education.
3. Promoting employment and supporting the mobility of migrant workers.
4. Strengthening the intercultural competences of professionals in the field of migration.
5. Managing and highlighting interculturalism.
6. Development of joint actions among local actors to highlight the importance of unity, against discrimination and stereotypes.
7. Combating xenophobia and racism.
8. Development of cultural and educational actions with emphasis on women and young people

5.5.Expected Results

Through the implementation of the proposed plan, issues of important challenges faced by the city of Patras and related to the migration phenomenon, are expected to be managed and specific results is expected to be achieved, such as:

- Establish structures and services for migrants conceiving healthcare.
- Increase the percentage of migrants receiving support services for social inclusion.
- Support for formal working conditions for migrants and help with administrative issues.

- Increase the level of knowledge of migrants about their rights, social benefits and administrative procedures.
- Increase the voluntary contribution to addressing better living conditions for migrants.
- Changing fixed perceptions and negative stereotypes about migrants.
- Enhance growth of local culture through the integration of cultural elements of migrants.
- Increase respect of diversity regarding migrants and local population.
- Improve mediation services provided by community.
- Strengthen the intercultural competences of professionals or volunteers (representatives of civil society, local authorities and community organizations)
- Increase the degree of networking and coordination of all stakeholders under a joint management system and action plan that will allow effective interventions to be implemented under severe budgetary constraints (please, note that Greek municipalities have to manage increased tasks with a state budget reduced by over 35% since 2015).

5.6. Priority Axes and Measures

The Measures of the Integrated Action Plan per Axis are shortly presented in the table below. It is clarified that the measures outline general directions of action that will be supported by the Municipality of Patras and ULG Patras, as well as by other entities, local, regional and national.

PRIORITY AXIS 1. NETWORKING AND COORDINATION OF STAKEHOLDERS		Indicative actions:
Measure 1.1	Improvement of co-ordination in the welcome process, hosting and social inclusion of immigrants	<ul style="list-style-type: none"> – Establishment of working groups and recording of responsibilities – Regular technical meetings – Incorporation of a regular communication – Development of a common methodology for reports and evaluation templates – Development of an Emergency Management Plan – Good practices exchange among European cities (partners of the ARRIVAL CITIES project)
Measure 1.2	Enlargement of the network of stakeholders	<ul style="list-style-type: none"> – Workshops for the information and mobilization of the city's institutions – Meetings with stakeholders for exchange of experiences and knowledge – Media actions (printed-electronic press & social media) – Utilization of existing local ICC networking – Development of intercultural manuals (roadmaps)
Measure 1.3	Exploiting new technologies to ensure ongoing consultation, direct access to relative information and effective co-ordination	<ul style="list-style-type: none"> – Development of an electronic platform as a "reference e-space" comprising: <ul style="list-style-type: none"> – Platform's design and management system – Organization of forums for open discussion and – Exchange of information on actors' actions – Demonstration of the results of related actions
Measure 1.4	Provision of infrastructure for the LAP implementation	<ul style="list-style-type: none"> – Locating physical space for the housing of antennae of Associations of Migrant Communities and Associated Institutes, including: <ul style="list-style-type: none"> – Information material for the participants involved – Planning and implementation of common activities – Permanent exhibition/ presentation of relevant photographic material of the operators – Rolling exhibitions (painting, photography, small scale sculpture) of related subjects

PRIORITY AXIS 2: HUMAN RESOURCES OF STAKEHOLDERS		Indicative actions:
Measure 2.1	Inform and activate the executives and staff of stakeholders	<ul style="list-style-type: none"> – Seminars for the presentation of the objectives of the Plan – Newsletters on current immigration policy issues – Working meetings to exchange experiences and facts with colleagues from other cities
Measure 2.2	Developing knowledge and skills of stakeholder executives and staff	<ul style="list-style-type: none"> – Workshops by theme, category of specialty and competencies – Training on migration management, crisis management, etc. – Training in intercultural education – Understanding and utilization of tools developed by other actors (eg "A world in a suitcase"²)
PRIORITY AXIS3: SUPPORT AND SOCIAL INCLUSION OF IMMIGRANTS		Indicative actions:
Measure 3.1	Improving first immigrant reception services	<ul style="list-style-type: none"> – □ Establish welcome/ reception facilities with appropriate labeling and the ability to provide information and support – Development of communication material (multilingual leaflets, internet postings, etc.) – Development of an e-forum on issues of reception and social integration of migrants
Measure 3.2	Supporting employment and labor mobility	<ul style="list-style-type: none"> – Learning program for Greek Language – Training on skills that local labor market demands – Employment consulting focused on the match between labor needs and demand – Information events for employers – Mentoring employers to accept and integrate diversity into the workplace
Measure 3.3	Full inclusion of immigrants as active members of the local community	<ul style="list-style-type: none"> – Full inclusion of migrants as active speakers – Organization of cultural actions involving local residents and immigrants. Exploitation of large-scale events such as the Patriarchal Carnival and the Patras International Festival. – Organization of sporting events involving local residents and immigrants – Actions to raise awareness among immigrant parents about the role of education, sport and culture in the inclusion process of their children. – Organizing an intercultural "language-school-language course" (countries of origin of migrants): <ul style="list-style-type: none"> - Commission of the Intercultural School / Language Learning Language School of Migrants (through Games and Interactive Activities) - Commission of interactive groups of experts for the familiarization with the local culture
PRIORITY AXIS4: ACTIVATION OF CIVIL SOCIETY AND MOVEMENT OF CROPPED DISCRIMINATIONS		Indicative actions:
Measure 4.1	Informing and raising awareness of the city's inhabitants	<ul style="list-style-type: none"> – Citizen's information. Publicity with news streaming through press releases, articles and listings on the internet, television, newspapers. – Special events aimed at raising awareness of the local community. <ul style="list-style-type: none"> - Organization of cultural tours (walk-through / walking tour). - Drawing up a cultural map (printed and electronic) with the sights of the city that have an intercultural character.

² This is an experiential action for children and young people aged 5 to 18 years old to deal with xenophobic perceptions in our country. It was designed by the Greek Guiding Association as part of the Educational Program "Refugee flows, human rights and interculturalism".

		<ul style="list-style-type: none"> – Exploiting the anti-rumor model to combat stereotypes in a flexible, innovative way. – Establish a permanent exhibition with evidence of the evolution of the migration flows in Patras and the wider region over time. – Publish articles to highlight the benefits of integrating intercultural elements into the culture and social life of the city.
Measure 4.2	<i>Focus on actions related to the next generation (children and teens)</i>	<ul style="list-style-type: none"> – Implementation of workshops on intercultural kindergartens (exploiting the dramatic play, music and painting). – Implementation of cultural programs in schools (on immigration, solidarity, human rights, against racism etc.) throughout the school year. – Establishment and organization of thematic networks of schools, training per category (primary / higher education / academic education). – Organization of thematic festivals at the end of the school year for the presentation of the operation of networks and related initiatives of the educational community. – Organizing celebrations institutions 'Global Day' (eg Migrants Day, Poetry Day, Racism Day, Women's Day, etc.) which will highlight the messages through theatrical events, intercultural storytelling events, dance and music events, art events, sporting events, etc. – Exploitation of voluntary youth organizations (eg BEST, AISEC, AEGEE) and media that are closely linked to young people (eg UP FM Patras University Radio) - Connect with cultural groups from the University of Patras and TEI of Western Greece) and the organization of thematic actions/ exhibitions, competitions (eg "Young people are taking photos for interculturalism").
Measure 4.3	<i>Magnification of volunteering and social initiatives movement</i>	<ul style="list-style-type: none"> – Development of a solid network of volunteers and basic infrastructure and equipment. – Communication actions and workshops to enlarge the involvement of cultural unions and associations in the volunteering initiatives. – Organization of voluntary activities of students in high school: <ul style="list-style-type: none"> - Visiting immigrant centers (eg at the immigrant Center in Myrsini, Iliia), taking interviews, providing practical support (eg offering clothing and food, toys and activities with small refugees, volunteering meals, etc.).
Measure 4.4	<i>Development of Corporate Social Responsibility (CSR) programs</i>	<ul style="list-style-type: none"> – Develop a CSR guide for the purposes of the Integrated Action Plan. – Advisory and technical support to enterprises for the implementation of CSR programs. – Preparation of annual plans for the coordination of CSR actions and a program of individual sponsorships based on the general needs of the city. – Promotion and awarding actions of companies involved in CSR actions on issues of integrating diversity.

5.7.IAP's structure, implementation, expecting performance and timetable

T

he following table presents the actions proposed to achieve the objectives of IAP, with a reference to the stakeholders proposed to be involved, an indicative timetable, key performance indicators, possible sources of funding, as well as the risk factors that threaten their effective implementation.

5.8.Monitoring and Evaluation of IAP

Monitoring of the implementation process of IAP is done through a systematic process of collecting information on the activities, deliverables and results of the individual actions of the Project (as well as possible new related initiatives that occur in the meantime).

The main scope of the evaluation in the EU Structural Funds is transferred to the program level, in that sense the evaluation of the project "Arrival Cities" is basically implemented in the framework of the evaluation of the

URBACT III program. However, the ARRIVAL CITIES project partners can decide whether to implement a corresponding rating system when implementing the Project.

The implementation of the Integrated Action Plan is monitored through the use of Key Performance Indicators (described in the following table).

It is required to be noted that project evaluation can be conducted in three stages during the planning procedure:

Ex ante evaluations are made before the start of implementation as a test method for the design and relevance of the indicators.

The **mid-term evaluations** are carried out after the completion of individual parts of the project. They provide the opportunity to review how well-structured the interventions are and to re-shape and guide the process of implementing the project in order to maximize results.

Ex-post evaluations are implemented after the consummation of interventions or at the end of the project.

Integrated Action Plan

PRIORITY AXIS 1. NETWORKING AND COOPERATION OF STAKEHOLDERS						
NEED/ WEAKNESS	ACTIONS	STAKEHOLDERS / ACTORS	TIMETABLE	KEY PERFORMANCE INDICATORS	POTENTIAL FUNDING	RISK FACTORS
Improvement of co-ordination in the welcome process, hosting and social inclusion of immigrants	Action 1.1.1: Networking and operation of working groups <ul style="list-style-type: none"> – Establishment of working groups and recording of responsibilities – Regular technical meetings – Incorporation of a regular communication 	– ULG Patras	2018-2022	– Number of meetings per year	<ul style="list-style-type: none"> – European territorial cooperation (2014-2020) – Own Resources 	<ul style="list-style-type: none"> – low participation – weak commitment
	Action 1.1.2: Network's management <ul style="list-style-type: none"> – Development of a common methodology for reports and evaluation templates – Development of an Emergency Management Plan – Good practices exchange among European cities (partners of the ARRIVAL CITIES project) – Evaluation and reviews of IAP according to future needs and changes 	– ULG Patras	2018-2022	<ul style="list-style-type: none"> – number of quarterly and annual reports – 1 Crisis Management Plan – number of good practice proposals evaluated and adopted – annual evaluation reports 	<ul style="list-style-type: none"> – European territorial cooperation (2014-2020) – Own Resources 	<ul style="list-style-type: none"> – administrative burden – bureaucratic procedures
Enlargement of the network of stakeholders	Action 1.2.1: Increase awareness and mobilize stakeholders to expand the Network <ul style="list-style-type: none"> – Workshops for the information and mobilization of the city's institutions – Meetings with stakeholders for exchange of experiences and knowledge – Media actions (printed-electronic press & social media) – Utilization of existing local ICC networking – Development of intercultural manuals (roadmaps) 	– ULG Patras	2018-2022	<ul style="list-style-type: none"> – number of events – number of participants – number of meetings – number of publications – a number of new operators who joined the network or collaborated with ULG Patras – 1 Intercultural Networking Manual 	<ul style="list-style-type: none"> – European territorial cooperation (2014-2020) – Own Resources 	<ul style="list-style-type: none"> – low participation – low awareness – weak commitment
Ensure ongoing consultation, direct access to relative information and effective co-ordination	Action 1.3.1: Development of an electronic platform as a "reference e-space" comprising: <ul style="list-style-type: none"> – Platform's design and management system – Organization of forums for open discussion and – Exchange of information on actors' actions – Demonstration of the results of related actions 	– ULG Patras	2018-2022	<ul style="list-style-type: none"> – platform in continuous operation – number of participants in discussion forums 	<ul style="list-style-type: none"> – European territorial cooperation (2014-2020) – Own Resources 	<ul style="list-style-type: none"> – Constant need to update and manage the content to be posted

Provision of infrastructure for the IAP implementation	Action 1.4.1: Establishment and operation of “Centre of Interculturalism” of Patras Locating physical space for the housing of antennae of Associations of Migrant Communities and Associated Institutes, including: – Information material for the participants involved – Planning and implementation of common activities – Permanent exhibition/ presentation of relevant photographic material of the operators – Rolling exhibitions (painting, photography, small scale sculpture) of related subjects	– ULG Patras and new actors	2018-2022	– “Centre of Interculturalism” of Patras in continuous operation – number of actions hosted at the Center per year – number of migrants who use the Center's services each year	– European territorial cooperation (2014-2020) – Ministry of Migration Policy – DG ECHO – Own Resources – Volunteering	– significant operating costs, resources are needed to continue operating on a long-term basis
PRIORITY AXIS 2: HUMAN RESOURCES OF STAKEHOLDERS						
NEED/WEAKNESS	ACTIONS	STAKEHOLDERS / ACTORS	TIMETABLE	KEY PERFORMANCE INDICATORS	POTENTIAL FUNDING	RISK FACTORS
Inform and activate the executives and staff of stakeholders	Action 2.1.1: Increase awareness and involvement of the executives and staff of the Network's stakeholders – Seminars for the presentation of the objectives of the Plan – Newsletters on current immigration policy issues – Working meetings to exchange experiences and facts with colleagues from other cities	– ULG Patras and new actors	2018-2022	– number of executives involved in information and awareness raising – newsletter number / year	– European territorial cooperation (2014-2020) – Own Resources	– low participation – weak commitment
Developing knowledge and skills of stakeholder executives and staff	Action 2.2.1: In service training and education of the executives and staff of the Network's stakeholders – Workshops by theme, category of specialty and competencies – Training on migration management, crisis management, etc. – Training in intercultural education – Understanding and utilization of tools developed by other actors (eg "A world in a suitcase" ³)	– ULG Patras and new actors	2018-2022	– number of executives involved in training and training	– European territorial cooperation (2014-2020) – Ministry of Migration Policy – DG ECHO	– Insurance of resources
PRIORITY AXIS3: SUPPORT AND SOCIAL INCLUSION OF IMMIGRANTS						
NEED/WEAKNESS	ACTIONS	STAKEHOLDERS / ACTORS	TIMETABLE	KEY PERFORMANCE INDICATORS	POTENTIAL FUNDING	RISK FACTORS
	Action 3.1.1: Reception facilities for migrants	– ULG Patras and new actors	2018-2022	– number of reception points	– Own Resources	– Insurance of resources

³ This is an experiential action for children and young people aged 5 to 18 years old to deal with xenophobic perceptions in our country. It was designed by the Greek Guiding Association as part of the Educational Program "Refugee flows, human rights and interculturalism".

Improving first immigrant reception services	– Establish welcome/ reception facilities with appropriate labeling and the ability to provide information and support			– number of immigrants served by reception points	– Ministry of Migration Policy – DG ECHO – Volunteering	
	Action 3.1.2: Migrants' information – Development of communication material (multilingual leaflets, internet postings, etc.) – Development of an e-forum on issues of reception and social integration of migrants	– ULG Patras and new actors	2018-2022	– number of immigrant recipients of communication material – number of immigrants participating in the online forum	– Own Resources – Ministry of Migration Policy – DG ECHO – Volunteering – Regional Strategic Reference Framework Western Greece 2014 - 2020	– Insurance of resources
Supporting employment and labor mobility	Action 3.2.1: Vocational training for migrants – Learning program for Greek Language – Training on skills that local labor market demands	– ULG Patras and new actors	2018-2022	– number of participants in Greek language learning programs – number of participants in training programs	– Own Resources – Operational Programme «Development of Human Resources, Education, and Lifelong Learning 2014-2020» – Regional Strategic Reference Framework Western Greece 2014 - 2020 – Volunteering	– low interest from immigrants – safeguarding resources
	Action 3.2.2: Employment consultation for migrants – Employment consulting focused on the match between labor needs and demand	– ULG Patras and new actors	2018-2022	– number of participants in counseling services	– Own Resources – Operational Programme «Development of Human Resources, Education, and Lifelong Learning 2014-2020» – Regional Strategic Reference Framework Western Greece 2014 - 2020	– low interest from immigrants – safeguarding resources

					– Volunteering	
	Action 3.2.3: Mentoring for migrant’s integration into the workplace – Information events for employers – Mentoring employers to accept and integrate diversity into the workplace	– ULG Patras and new actors	2018-2022	– number of participating employers	– Own Resources – Operational Programme «Development of Human Resources, Education, and Lifelong Learning 2014-2020» – Regional Strategic Reference Framework Western Greece 2014 - 2020 – Volunteering	– low sensitivity – safeguarding resources
Full inclusion of immigrants as active members of the local community	Action 3.3.1: Acquaintance and interaction through culture – Full inclusion of migrants as active speakers – Organization of cultural actions involving local residents and immigrants. Exploitation of large-scale events such as the Patriarchal Carnival and the Patras International Festival.	– ULG Patras and new actors	2018-2022	– number of cultural actions – number of participants in cultural actions	– Own Resources – Volunteering	- low awareness / interest / participation
	Action 3.3.2: Acquaintance and interaction through sports – Organization of sporting events involving local residents and immigrants	– ULG Patras and new actors	2018-2022	– number of sporting events – number of participants in sporting events	– Own Resources – Volunteering	- low awareness / interest / participation
	Action 3.3.3: Acquaintance and interaction for parents – Actions to raise awareness among immigrant parents about the role of education, sport and culture in the inclusion process of their children.	– ULG Patras and new actors	2018-2022	– number of beneficiaries of migrant parents	– Own Resources – Volunteering	- low awareness / interest / participation
	Action 3.3.4: Organizing an intercultural "language-school-language course" (countries of origin of migrants): – Commission of the Intercultural School / Language Learning Language School of Migrants (through Games and Interactive Activities) – Commission of interactive groups of experts for the familiarization with the local culture	– ULG Patras and new actors	2018-2022	– number of actions of the intercultural school-tutorial – number of participants in actions of the intercultural school-tutorial	– Own Resources – Volunteering	– management requirements – operational costs

PRIORITY AXIS4: ACTIVATION OF CIVIL SOCIETY AND MOVEMENT OF CROPPED DISCRIMINATIONS						
NEED/ WEAKNESS	ACTIONS	STAKEHOLDERS / ACTORS	TIMETABLE	KEY PERFORMANCE INDICATORS	POTENTIAL FUNDING	RISK FACTORS
Informing and raising awareness of the city's inhabitants	Action 4.1.1: Media campaign <ul style="list-style-type: none"> – Citizen's information. Publicity with news streaming through press releases, articles and listings on the internet, television, newspapers. – Publish articles to highlight the benefits of integrating intercultural elements into the culture and social life of the city. 	– ULG Patras	2018-2022	– number of publications	<ul style="list-style-type: none"> – European territorial cooperation (2014-2020) – Own Resources – Volunteering 	– difficulty in attracting interest from the general public
	Action: 4.1.2 Events Management <ul style="list-style-type: none"> – Special events aimed at raising awareness of the local community. <ul style="list-style-type: none"> - Organization of cultural tours (walk-through / walking tour). - Drawing up a cultural map (printed and electronic) with the sights of the city that have an intercultural character. – Exploiting the anti-rumor model to combat stereotypes in a flexible, innovative way. – Establish a permanent exhibition with evidence of the evolution of the migration flows in Patras and the wider region over time. 	– ULG Patras and new actors	2018-2022	<ul style="list-style-type: none"> – number of events – number of participants 	<ul style="list-style-type: none"> – European territorial cooperation (2014-2020) – Own Resources – Volunteering 	<ul style="list-style-type: none"> – difficulty in attracting interest from the general public – organizational difficulties
Focus on actions related to the next generation (children and teens)	<ul style="list-style-type: none"> – Action: 4.2.1 Focus on actions related to the next generation (children and teens) – Implementation of workshops on intercultural kindergartens (exploiting the dramatic play, music and painting). – Implementation of cultural programs in schools (on immigration, solidarity, human rights, against racism etc.) throughout the school year. – Establishment and organization of thematic networks of schools, training per category (primary / higher education / academic education). – Organization of thematic festivals at the end of the school year for the presentation of the operation of networks and related initiatives of the educational community. – Organizing celebrations institutions 'Global Day' (eg Migrants Day, Poetry Day, Racism Day, Women's Day, etc.) which will highlight the messages through theatrical events, intercultural 	– ULG Patras and new actors	2018-2022	<ul style="list-style-type: none"> – number of programs and events – number of participants 	<ul style="list-style-type: none"> – European territorial cooperation (2014-2020) – Own Resources – Volunteering 	<ul style="list-style-type: none"> – organizational difficulties – possible mistrust by parents

	<p>storytelling events, dance and music events, art events, sporting events, etc.</p> <ul style="list-style-type: none"> – Exploitation of voluntary youth organizations (eg BEST, AISEC, AEGEE) and media that are closely linked to young people (eg UP FM Patras University Radio) - Connect with cultural groups from the University of Patras and TEI of Western Greece) and the organization of thematic actions/ exhibitions, competitions (eg "Young people are taking photos for interculturalism"). 					
Magnification of volunteering and social initiatives movement	<p>Action 4.3.1: Network of volunteers</p> <ul style="list-style-type: none"> – Development of a solid network of volunteers and basic infrastructure and equipment. – Communication actions and workshops to enlarge the involvement of cultural unions and associations in the volunteering initiatives. 	– ULG Patras and new actors	2018-2022	– number of volunteer participants	– Own Resources – Volunteering	– organizational difficulties
	<p>Action 4.3.2: Organization of voluntary activities</p> <ul style="list-style-type: none"> – Organization of voluntary activities of students in high school: <ul style="list-style-type: none"> o Visiting immigrant centers (eg at the immigrant Center in Myrsini, Iliia), taking interviews, providing practical support (eg offering clothing and food, toys and activities with small refugees, volunteering meals, etc.). 	– ULG Patras and new actors	2018-2022	– number of voluntary actions per year	– Own Resources – Volunteering	– organizational difficulties
Development of Corporate Social Responsibility (CSR) programs	<p>Action 4.4.1: Attracting planning and organizing Corporate Social Responsibility actions</p> <ul style="list-style-type: none"> – Develop a CSR guide for the purposes of the Integrated Action Plan. – Advisory and technical support to enterprises for the implementation of CSR programs 	– ULG Patras and new actors	2018-2022	– number of enterprises implementing Corporate Social Responsibility (CSR) programs for the integration of migrants	– Own Resources – Volunteering – Charity and Sponsors	– organizational difficulties – ensuring funding
	<p>Action 4.4.2: Coordination, evaluation and annual Corporate Social Responsibility Awards</p> <ul style="list-style-type: none"> – Preparation of annual plans for the coordination of CSR actions and a program of individual sponsorships based on the general needs of the city. – Promotion and awarding actions of companies involved in CSR actions on issues of integrating diversity. 	– ULG Patras and new actors	2018-2022	<ul style="list-style-type: none"> – total budget of Corporate Social Responsibility (CSR) programs organized annually – number of migrants benefiting from Corporate Social Responsibility (CSR) actions 	– Own Resources – Volunteering – Charity and Sponsors	– organizational difficulties

5.9. Synergies and sustainability of results

Through a prioritization process of the executive working staff and ULG members, particular emphasis was placed on actions that can maximize the expected results, considering also the limitation of available resources.

Transnational cooperation through the ARRIVAL CITIES project enables the exchange of knowledge and good practices developed by project partners and thus contributes efficiently in a realistic plan and effective allocation of resources. By transferring successful examples from abroad and adjusting them to the local context, we avoid the extra costs of deploying tools and methods that would also require a pilot/ testing phase at risk of unsatisfactory final evaluation or even a rejection.

It is noteworthy, that ADEP SA has linked ARRIVAL CITIES project and Patras IAP, with the activation of Patras in the “ALDA - European Union of Local Democracy” network and the “Intercultural Cities-ICC” Network of the Council of Europe, as well as with two other EU projects namely “LSE: Life Skills for Europe” (ERASMUS+), “URGENT: Urban Re-Generation European Network of Towns” (Europe for Citizens). The main aim of this connection and networking is to achieve multiplied effects on dissemination and exploitation of ARRIVAL CITIES products (Patras IAP included).

Patras IAP is regarded as a programming tool that matches other existing tools at city level (such as the business plan of Patras, the Sustainable Development Plan, etc.) and is in line with the Regional Operational Plan of Western Greece.