# Integrated Action Planning Report

TechDiversity

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

## Integrated Action Planning Report

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# 1. Introduction

This **Integrated Action Planning Report (IAPR)** summarises how partner cities co-produced Integrated Action Plans (IAPs) through URBACT's method of integration, participation and action-oriented planning. It draws on the TechDiversity Baseline Study (Dec 2023) and integrates findings from the Mid-Term Review (Dec 2024).

**It previews three pillars:** (i) a synthesis of local challenges; (ii) the ULG-led co-creation process; and (iii) core IAP elements and actions. Across the network, solutions were tailored to local needs identified through baseline diagnostics, ULG workshops and testing actions.

Partners convened structured ULGs (typically 8–9 meetings per city) and, by Dec 2024, prepared draft Action Tables for peer review.

**The report is organised as a logic chain - Context & Needs (S4) → Overall Logic & Integration (S5) → Action Planning (S6) → Implementation Framework (S7). Evidence flows Baseline → MTR → Peer Review → Final IAPs.**

**This Integrated Action Planning Report (IAPR)** is a **Technical Report** about the co-production process of respective Integrated action plans and it summarizes all cities' local challenges addressed within the network, it provides details of the co-creation process with stakeholders (via the ULG), it presents all core elements about cities IAPs, outlining concrete actions to be taken and finally, it demonstrates alignment with the URBACT method: **integration, participation, and action-oriented planning.**

More specifically:

## Summary of Cities' Local Challenges addressed.

Cities participating in the URBACT network address **distinct local challenges;** these range from urban regeneration, youth unemployment, and social inclusion to environmental sustainability and city center vitality. Solutions planned through specific actions are tailor-made to respond to the real needs of each city, grounded in a thorough understanding of local contexts through baseline studies, stakeholder consultations, and collaborative diagnostics. **TechDiversity focused on improving diverse local economic digital and tech opportunities.**

## Co-Creation Process with Stakeholders (via URBACT Local Group - ULG)

A **core element of URBACT methodology** is the formation of the URBACT Local Group (ULG), bringing together diverse stakeholders: public sector, private businesses, NGOs, citizens, experts, and knowledge institutions. The ULG is responsible for both co-designing and co-implementing city strategies and Integrated Action Plans (IAPs). The co-creation process includes regular workshops, creative sessions, and testing actions - pilot experiments, ensuring that action plans reflect a wide range of perspectives and are grounded in real, lived experiences. Building relationships with stakeholders and fostering organizational learning are key to scaling effective solutions and improving professional capacity.

## Core Elements of Cities' Integrated Action Plans (IAPs) and Concrete Actions

**IAPs** are the main output from each city's participation in URBACT Action Planning Networks. **They serve as roadmaps for addressing identified local challenges and contain:**

- **A clear definition of local challenges and objectives**, informed by baseline studies and stakeholder input.
- **Concrete actions** to be taken - these must be needs-based, context-sensitive, and inspired by best practices from other cities.
- **Action tables** which list each proposed action, responsible parties, timeframes, funding sources, and expected outcomes.
- **Implementation and monitoring strategies**, which help cities track progress, revise actions, and share lessons learned.

These plans integrate economic, social, and environmental objectives and typically involve both 'hard' and 'soft' investments (e.g., infrastructure improvements alongside capacity building and social innovation).

## Alignment with the URBACT Method: Integration, Participation, and Action-Oriented Planning

The URBACT method is grounded in three principles:

- **Integration:** Combining physical, economic, and social dimensions through horizontal (across departments), vertical (across governance levels), territorial (with neighbouring municipalities), and resource (balancing investment types) integration.
- **Participation:** Actively engaging stakeholders throughout the process via the ULG, ensuring broad ownership and a shared vision. This participatory approach strengthens local democracy and stakeholder capacities.
- **Action-Oriented Planning:** The process focuses on generating actionable steps informed by structured learning, peer exchange, and co-creation. Cities "learn by doing," test pilot actions, evaluate outcomes, and refine their plans in collaboration with local and transnational partners.

**This approach ensures** that solutions are sustainable, widely supported, and effective in tackling complex urban challenges, building community resilience and better urban futures.

**The TechDiversity Baseline Study,** which was completed in December 2023, provides the essential data for this IAPR. It is a document that has set the starting point of the **three TechDiversity Themes of focus** (Supporting Structures, Human Resources & Methods and Tools).

**Given the Mid-Term Review (Dec 2024)**, has been representative of the partners' perspectives up to that point and focuses largely on the evaluation of the integrated approach, participation, knowledge transfer, action planning requirements, progress of the small-scale activities, and risks to mitigate, IAPR also takes key information from it.

**Moreover,** this Report captures the essence of the action planning process, progress and summarises the actions designed by the partner cities in their effort to meet their aim, as well as the recommendations they draw and communicated through the Network's Final Product (NRP).

## 2. TechDiversity URBACT APN

**TechDiversity** was an URBACT network of eight partners that represented small and medium-sized European cities, which aimed 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.

The Network operated from July 2023 to December 2025 with the following partners:

- e-Trikala (for Trikala)
- Amarante
- Arezzo
- ARRSA Regional Development Agency (for Bielsko Biala)
- Bucharest District 6

- Idrija
- Larnaka
- National and Kapodistrian University of Athens (for Psachna)

## 3. URBACT Integrated Action Plans

An URBACT Integrated Action Plan (IAP) is a city-level output that defines actions to be implemented within the city 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.

# Chapter 1 Methodology & Mid Term Review Results

# 4. **TechDiversity Methodology Overview**

It all began with the implementation of carefully planned study visits to the eight cities that made up the TechDiversity Network. The main theme topics that are of interest to most of the partners have been identified through the analysis and synthesis of the partners' input from all study visits and the kick-off meeting in Trikala (November 2023). The project's Methodology is included in the Baseline Study.

## 4.1   Baseline Study as a starting point

As part of the Baseline Study, the following graphics assisted partners in coming to an agreement on the project's focus and planned methodology.
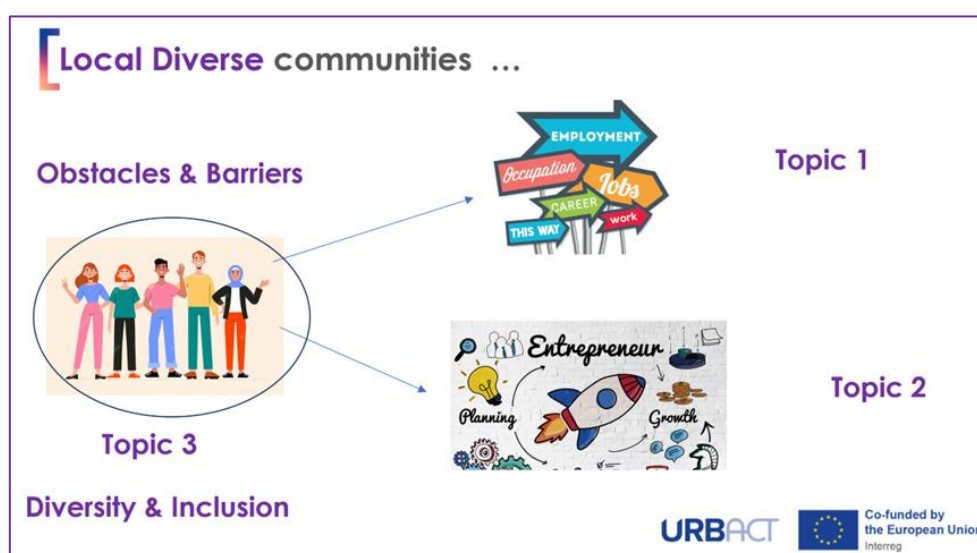


**Infographic 1:** The three TechDiversity Topics connected with local obstacles and barriers, by Kostas Karamarkos.
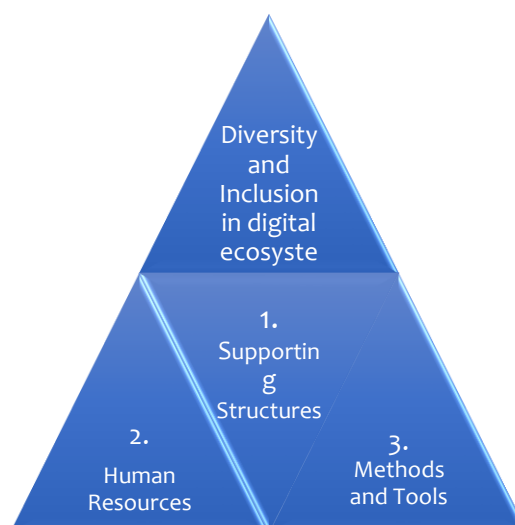


**Infographic 2:** The three TechDiversity Themes, by Kostas Karamarkos.

## 4.2 Thematic Focus

The following Table 1 shows the partner cities' **primary needs and obstacles** on the TechDiversity policy issue. It was a core input to projects' methodology:

| City | Position – Starting point in terms of available numerical data related to the policy issue | Core Challenge | Learning & Capacity building needs |
|------|------|------|------|
| Trikala | There are plans to address this aspect during the project lifetime by overviewing all available studies – researches regarding Demographic Representation, Inclusive Hiring and Promotion, Education and Training Access, Leadership Representation & Community Engagement | To introduce technology diversity into urban planning to raise awareness in order to change the mentality of the citizens. | Trikala needs inputs (mostly methods & tools) on how to facilitate all minority groups related with the policy issue & mostly the group that is considered as a pressing aspect |
| Amarante | A notable issue in the city is the lack of clear accountability in tech companies regarding diversity and inclusion | There is a pervasive challenge - a lack of awareness among its residents about the advantages and opportunities linked to technological inclusion. This issue underscores the pressing need for more profound and strategic outreach efforts. | Diversity Training and Awareness Digital Literacy and Access Mentorship and Role Models Inclusive Leadership Data Collection and Analysis Inclusive Policy Development Cross-Sector Collaboration |
| Bielsko Biala | In the city strategic documents, we can find priorities related to inclusion of underrepresented groups, equalization of educational & work opportunities, boosting technology & entrepreneurship, activation of seniors & silver economy development, lifelong learning or startup support and multisectoral cooperation. | The city has growing IT, technology and modern business services sectors and the challenge is to support all diverse community groups (mainly women and Ukraine well-educated migrants) to be involved in them. | How to include diversity and inclusion - in relation to digital and tech ecosystems - in strategic framework of the city. How to build the capacity of using of participatory approach and URBACT tools & methods |
| Larnaka | The CMMI research centre, which is acting as a structural support for the city development needs and will support the city in similar activities in the near future | To facilitate any initiative that will lead to a more inclusive digital ecosystem, involving marginalised and minoritized community groups in terms of diversity and inclusion. | Study of good practices, as to adapt them according to the city needs and the ways that the project team could apply them in the city's digital ecosystem. URBACT methods of engaging the targeted groups & IAP development tools. |
| Psachna | The labour market even in a small city like Psachna is evolving due to technological advancements, creating a | Develop employment opportunities for graduates of the University's | To learn about new concepts and gain deeper understanding of various subjects connected to the project's goal. |

| | | | |
|---|---|---|---|
| | need for new skills among diverse future workers | departments in the local community, with particular attention to compliance with diversity and inclusion regulations regardless of gender identity, ethnicity, economic profile, race, etc. | How to promote cooperation, participation, and the design of creative actions to support diverse population groups. |
| Arezzo | There are some sets of data at Social Services level containing data regarding all sorts of marginalised groups. It would be a solution to broaden the scope of the existing database in the future to cover other areas as well. TechDiversity IAP for Arezzo should be the mean for also addressing this issue | The greatest challenge for Arezzo policy makers, and other local stakeholders seeking to contribute to progress toward the SDGs, is how to cooperate to leverage technology to create a more inclusive society. | To scale up the knowledge-based digital inclusion already taking place in the city and to start-up its evolution to tech and digital ecosystems development.<br>New tools and methods for effective policymaking<br>URBACT methods of engaging the targeted groups<br>Tools to be used in the drafting of the IAP |
| Idrija | Limited data available. mostly due to the small size of the city.<br>There is a plan to address this aspect during the project lifetime, and Idrija will seek to obtain certain information. | The greatest local challenge is to address the issue resulting from the lack of economic diversity based on a strong dependence on two flagship companies | Idrija intents to gain deeper insights into the diversity and inclusion issues that small towns should be dealing with. Tools: to promote diversity & inclusion, to encourage collaboration, participation & more |
| Bucharest District 6 | There are some sets of data at Social Services level, containing data regarding all sorts of marginalised groups. A complementarity is expected between TechDiversity and SMART 6 program for creating a more comprehensive data set and monitoring tools, useful for the policy issue. | The core challenge is related to the existence of suitable infrastructure for the tech companies that would be interested in relocating their activities in the district offering diverse job opportunities. | Support to be active on the policy issue through the city the Integrated Plan for Urban Development 2021-2030. Methods of engaging the targeted groups. Retention of stakeholders. Tools to be used in the drafting of the IAP. |

**Table 1:** TechDiversity Cities' summarized profiles in primary needs and obstacles

The projects' Baseline Study's State-of-the-Art chapter **demonstrated the value and potential of urban design in enhancing inclusion and diversity in the tech and digital sectors** in all TechDiversity cities. The shared policy issues, learning needs, and opportunities for policy reforms in all cities were evident from the profiles of the eight partners and from all previous city visits by the lead expert & lead partner representative. The cities' majority are in less and more developed regions, and most of them shared their challenges **around pressing local issues** like economic decline and absence of industry, brain drain, shrinking population and working in the shadow of larger neighbouring cities.

The concluding section of the Baseline Study **set out the Methodology & the Network Roadmap.** This part drew out the subthemes that the network addressed, including how they were explored in the transnational exchange with a summary of the learning needs & potential contributions across all partners. It detailed the exchange, learning & capacity building methodologies proposed**. It gave an overview of the potential focus of all the Integrated Action Plans,** orientations for the URBACT Local Groups across the partnership and how the network supported them to achieve their objectives.

The partner cities mainly focused **on at least one identified pressing aspect** and supported **at least one diverse local group,** through their Action Plans.

| City | Unemployment Rate (%) | Pressing Aspect of the local financial ecosystem | Pressing Aspect of the TechDiversity policy issue & Minority Group(s) in tech & digital sectors |
|---|---|---|---|
| Trikala | 19.60 | Economic decline, absence of industry | The age group 18-33 will be the main group that will be examined |
| Amarante | 9.42 | Work in the shadow of a larger neighbouring city | The city faces a challenge in facilitating the reskilling & upskilling of women workers in the tech sector. Existing programs may not effectively cater to their unique needs, leading to underrepresentation in tech roles |
| Bielsko Biala | 1.70 | Technology & modern business services / Sectors scaling up needs | Four main groups are initially indicated in terms of their need of their better connection to employment and entrepreneurship opportunities: Women, migrants, seniors, and young people |
| Larnaka | 11.00 | Brain drain | Larnaka is initially planning to focus on young scientists related with tech & digital sector to be upskilled, as to be prepared for the operation of the expected development of the Marina Port |
| Psachna | 17.70 | Economic decline, absence of industry | Aspects of the policy issue concern Under-representation of women, Ageing population/workforce, Youth outmigration, and University graduates/senior year students. |
| Arezzo | 7.40 | Brain drain | Young people including those with disabilities and of other groups socially isolated such as women and other, to the tech and digital sectors' employment offer and related entrepreneurship opportunities |
| Idrija | 2.60 | Work in the shadow of a larger neighbouring city | A precise more pressing aspect is not identified, although it relates to the Idrija's local economy & the vulnerability it poses to the local community. |
| Bucharest District 6 | 0.53 | Few tech companies are active | Specific challenges are related to the inclusion in the tech economy related sector of local population (women, young student graduates, vulnerable groups, migrants, and Roma) |

**Table 2:** Partnership Overview related with the cities pressing aspects (Baseline Study findings)

## 4.3 Participatory Factor

The nature & scope of URBACT was clear for all partners: to develop an Action Plan **following the URBACT integrated & participatory approach,** based on the transnational exchange. The TechDiversity Network allowed the involved small-medium size EU Cities to benefit **from a structured and organized process of exchange and learning with peers across Europe**. They all profited from the well-proven URBACT Method, which includes as a core component, the development of an Action Plan for cities **through integrated and participative approaches.**

Focused and specific additional inputs from inside and outside the project were planned for Stages 2-3, as support for the development and use of integrated planning and participatory approaches within the TechDiversity cities. With the use of relevant methods and tools in the context of diversity and inclusion, the LP and the LE helped the partners to achieve their expected results.

The following infographic illustrates the links between Themes, Sub-themes & Topics for the preparation of partners IAPs through the participative approach.
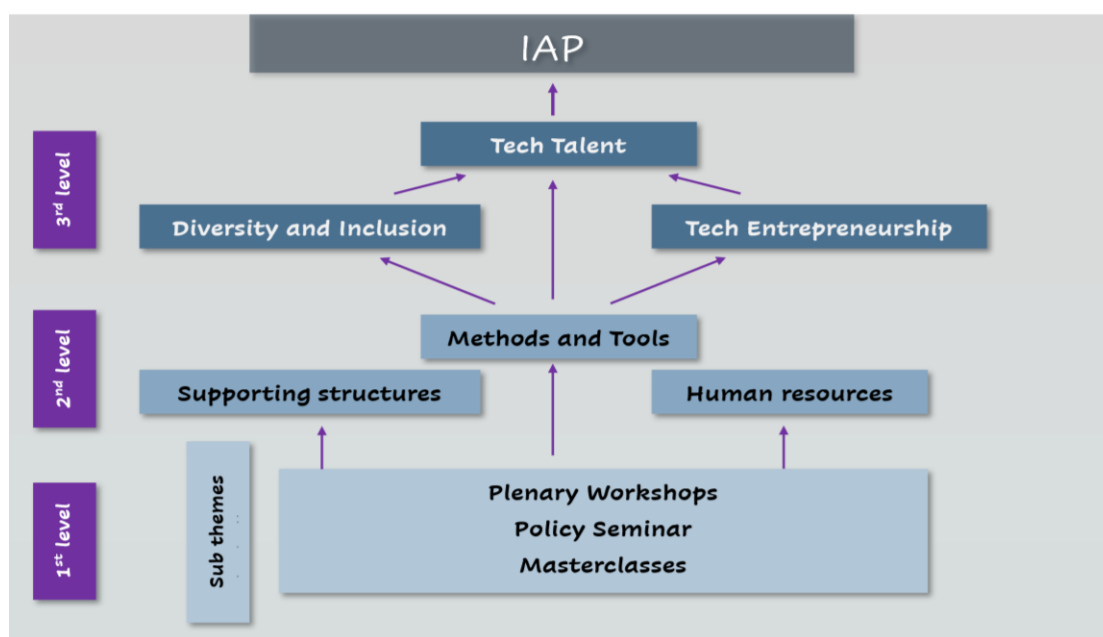


**Infographic 3:** Links between TechDiversity Themes, Sub-themes & Topics, by Kostas Karamarkos.

## 4.4 Transnational Factor

The TechDiversity consortium undergone **an extensive programme of facilitated transnational exchange and learning**, as well as participative co-

creation at the local level, that developed tailor made comprehensive integrated action plans (IAPs). The **Network Roadmap** provided an overview by outlining all partners respective ambitions, objectives, stakeholders mapping, timeline of activities, including links with transnational and local activities (testing actions), key milestones and deliverables, potential risks in order to monitor and report IAP progress.

**The aim of the transnational factor was twofold,** on one side to exchange / build knowledge competences on the selected policy issue and from on another side, a two rounds of peer reviews of the IAPs' progress.

The transnational methodology was structured in 7+1 exchange project level meetings dealing with the carefully selected themes of focus, as well as with the progressive development of the IAPs, following the URBACT APN Guidelines.

**The main TechDiversity Network Meeting Exchange Tools for transnational exchange & learning were:**

i. **Plenary Workshops -** The core transnational learning & exchange tool for participants to develop specific soft skills, useful for successful implementation of the project.

ii. **Policy Seminars (by LE and ad hoc experts or/and external speakers) -** Thematic challenges for cities to be discussed in a global and European context.

iii. **Masterclasses by external speaker or/and ad hoc experts -** Specific topics related to diversity & inclusion to be addressed.

iv. **Site visits & Case Examples & Good Practises -** Selection or combination of all 3 sub exchange tools to explore the local content and exchange among the partners.

v. **Peer Review -** Work with peers during the IAP preparation

vi. **Bi or Tri-lateral web meetings between groups of partners -** Web meetings between smaller groups of partners to tackle specific issues of common interest, allowing deeper dives.

**Throughout the duration of the project, the partners shared the following common denominators in transnational level:**

**Core Common Challenges**
• To introduce technology diversity into urban planning by supporting diverse community groups.

- To work on strategic outreach efforts to disseminate knowledge and advocate for tech inclusion, as also to facilitate initiatives that will lead to a more inclusive digital ecosystem.
- To leverage technology as to create a more inclusive society.

**Core common learning and capacity building needs**

- To introduce technology diversity into urban planning by supporting diverse community groups.
- Diversity training, awareness, inclusive leadership, diversity, and cities as job opportunities facilitators.
- Tools and methods to support diverse groups in entrepreneurship.
- Case examples and good practices of supporting structures experience.
- Creative actions to support diverse population groups.
- New tools and methods for effective policymaking.

**Core pressing aspects of the policy issue (in priority order)**

- Young scientists – professionals up to 30.
- Women workers in the tech – digital sector.
- People with disabilities.
- Migrants.
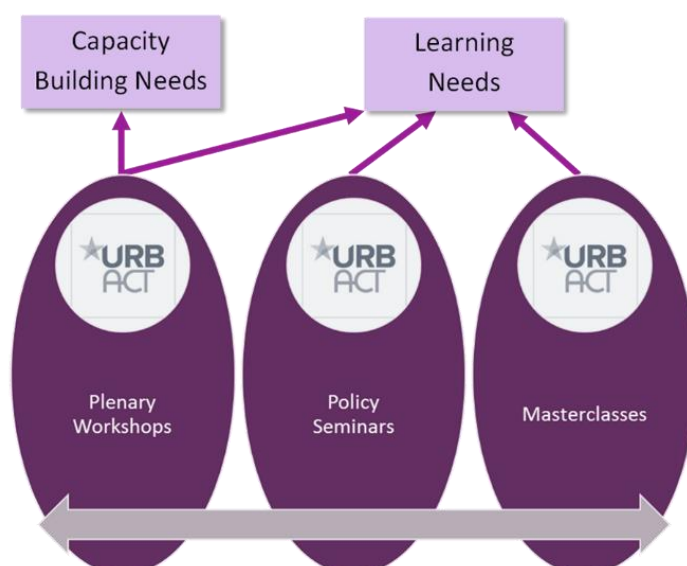


**Infographic 4:** Links between TechDiversity Needs and Network Meetings' Tools, by Kostas Karamarkos.

The TechDiversity Journey from city-to-city network meetings is presented in the following table *(no variations from the content of the Baseline Line).*

| Month | City | Learning – Capacity Building Objects: Themes & Sub-themes (Exchange Tool) |
|---|---|---|
| | | **Key activities Macro aspect** |
| | | **(1) Local Analysis - Planning Actions (2024) / Stage 2** |
| 03/ 2024 | Amarante | **Project Launch for Topic 1: Tech Talent**<br>1. TechDiversity Methodology and Roadmap - suggested ULG Framework - Canvases & Templates (PW)<br>2. Introduction to The Equality Act 2010 (PS)<br>3. EU Action Plan on Integration and Inclusion 2021-2027 (PS)<br>4. Facilitation skills, in the context of coordinating the process and work of the ULG (PW)<br>5. TechDiversity IAP Training Session: Framework and Testing Actions (PW)<br>6. Citizens' awareness methods (PW)<br>7. The Bi or Tri-lateral web meetings between groups of partners (PW) (*)<br>8. Key legislation related to Equality, Diversity, and Inclusion in EU level (PS)<br>9. Site visit & Case Example & Good Practice (SV-CE-GP) |
| 06/ 2024 | Bucharest | **Project Launch for Topic 2: Tech Entrepreneurship**<br>1. Guidelines on URBACT IAP & Integrated approaches (PW)<br>2. Deep dives on Testing Actions (PW)<br>3. Tools for boosting diversity & inclusion on job opportunities in the digital ecosystem of a city (PS)<br>4. The Diversity Charter (PS)<br>5. 'Brain drain' and TechDiversity policy issue (PS)<br>6. Public sector and diversity in digital ecosystems (M)<br>7. Site visit & Case Example & Good Practice (SV-CE-GP) |
| 09/ 2024 | Idrija | **Theme 1: Supporting Structures**<br>1. Introduction to key concepts/trends for a more diverse and inclusive local economic development in tech and digital sector (PS)<br>2. What any diversity and inclusion policy should contain (PW)<br>3. Potential synergies to other ongoing projects, programmes & platforms working on similar issues (PW)<br>4. The value of Diversity, Inclusion and Gender Equality for more diverse new local digital ecosystems in small – medium cities (PS)<br>5. Local diverse ecosystems to start and scale businesses (M)<br>6. Site visit & Case Example & Good Practice (SV-CE-GP) |
| 12/ 2024 | Larnaka | **Theme 2: Human Resources**<br>1. Introduction to key concepts/trends for a more diverse and inclusive local economic development in tech and digital sector (PW)<br>2. EU Action Plan on Integration and Inclusion 2021-2027 (PS)<br>3. Mid Term Review - MTR (PW)<br>4. How to Draft an URBACT IAP (PW)<br>5. Labour market integration and access to vocational training (PS)<br>6. Small – medium Cities offering more diverse job opportunities (M)<br>7. Site visit & Case Example & Good Practice (SV-CE-GP) |
| | | **(2) Methods and Tools identification - Preparing Implementation (2025) / Stage 3** |
| 05/ 2025 | Bielsko Biala | **Theme 3: Methods and Tools**<br>1. Writing an Integrated Action Plan using the guidelines developed by URBACT (PW)<br>2. IAP Peer Review Methodology session (PW) |

| | | |
|---|---|---|
| | | 3. The impact of digital and tech sectors on more diverse future job opportunities and the urban living environment (PS) |
| | | 4. The future of diverse workforce and the skills required to be involved in local digital ecosystems (PS) |
| | | 5. Private sector and diversity in digital ecosystems (M) |
| | | 6. Site visit & Case Example & Good Practice (SV-CE-GP) |
| | | **(3) Draft IAP - Preparing Implementation (2025) / Stage 3** |
| 09/ 2025 | Arezzo | **Deep Dives on selected Tools and Methods for IAPs** |
| | | 1. Tools and Methods City Comparator (PW) |
| | | 2. IAP Peer Review Closing session (PW) |
| | | 3. Monitoring Framework (PW) |
| | | 4. Diversity and Inclusion in local digital ecosystems as Sustainable Development Goals drivers (PS) |
| | | **(4) Finale (2025) / Stage 4** |
| 12/ 2025 | Athens for Psachna | 1. Network Results Product by LE (NRP) |
| | | 2. Showcasing results (with each NUP) |
| | | 3. Final Conference |

**Table 4:** The TechDiversity Journey – Network Meetings

**Sub-Themes for Bi or Tri-lateral web meetings between groups of partners facilitated by the National and Kapodistrian University of Athens**

| Subthemes for Bi or Tri-lateral web meetings | Partner Cities |
|---|---|
| Startups and diversity | Amarante, Trikala and Bielsko Biala |
| Vocational education & training for minority community groups | Arezzo and Idrija |
| Large scale private investments and diverse job opportunities | Bucharest & Larnaka |

The webinars organised & facilitated by the National & Kapodistrian University of Athens and were supported by the Lead Expert & the Lead Partner project team. Their structure & duration were flexible depending on the inputs that sourced. All partner cities were welcome to participate including their stakeholders for whom the web meeting sub-theme or topic is relevant. Subthemes, as also the duos or trios of partner cities involved were agreed during the 1st meeting of Stage 2. The content & knowledge of all webinars were valuable for all partners' IAPs & were presented during the project closing event of the Finale Stage.

## 4.5 Local level Factor

Despite the differences between cities' learning needs within TechDiversity network, all partners shared many similar challenges in dealing with their

ambition to be active on the policy issue, to facilitate any future activities in the local level, to introduce diversity & inclusion in tech & digital sector, and mainly, to raise awareness to change the mentality of their citizens.

The composition of the partners' ULGs has been made by the participating cities during Stage 1 and highlighted the expertise and dynamic to influence policies and draft the action plans. Some adjustments were made during Stage 2 in 2024.

**All action plans were drafted at local level,** adopting the lessons learnt from the transnational exchanges & policy inputs. An effective communication channel was established among the TechDiversity partners - partner city - ULG Coordinator and ULGs. The ULG meetings served the dissemination of the knowledge acquired during network meetings among ULG members and helped to plan ahead in detail. 8 to 9 ULG meetings took place per partner, distributed in time as foreseen in the Baseline Study. The LE followed all ULG meetings agendas, as also their minutes, that were based on a well-structured ULG meetings' model prepared also by the LE.

| Stage | Main Subject | When | ULGs per partner |
|:-----:|:-------------|:----:|:----------------:|
| 1 | Introduction and project local focus | Dec 2023 | 1 |
| 2 | TechDiversity Policy issue reflections | Feb to Nov 2024 | 4 |
| 3 | Action Plan preparation & peer review | Dec 2024 to Sep 2025 | 3 |
| 4 | Action Plan endorsement and TechDiversity results promotion | Nov - Dec 2025 | 1 |

**Table 4:** ULGs meetings Model followed by all partners

Each ULG meeting reflected in any case the knowledge gathered in the transnational level. Partners were strongly suggested to discuss each agenda in advance with the LE and to use, not only presentations, but also any related with the meeting purpose URBACT tool, problem & action plan canvas etc. They were also suggested to organise each meeting at different ULG premises and think out of the box to organise meetings with the core team, meetings with wider key Stakeholders, workshops with citizens, testing activities - pilots, events for communicating about the project and more.

## 4.6 The integration Factor

These crucial elements were covered in several lectures, policy seminars, and workshops held during the project meetings. To better understand how to make their IAPs as integrated as feasible, partners engaged in interactive activities and employed a variety of tools.



**Infographic 5:** Onsite integration exercise during the meeting in Arezzo, September 2025

## 4.7 City TechDiversity Roadmap

All partners prepared in early 2024 a City TechDiversity Roadmap which they presented the activities foreseen at city level. Each city project team & ULG undertook to complete a successful process to develop the Integrated Action Plan. Each city Roadmap adopted the Network Roadmap in local level.
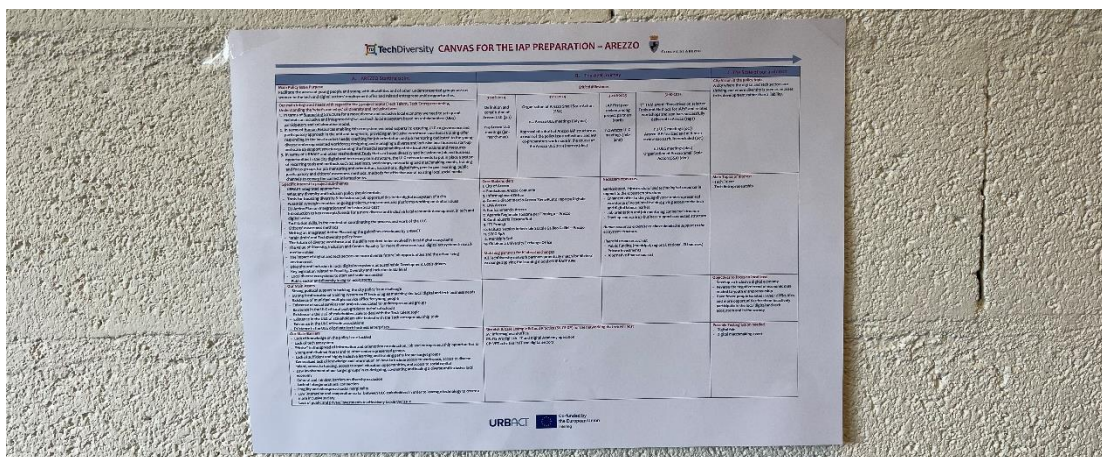


**Picture 1:** Arezzo's City Roadmap during the wall gallery that took place in Amarante, March 2024

# 5. Midterm Review Results Overview

A Mid Term Reflection (MTR) process took place the last 3 months of 2024. Partners followed a clear framework that was prepared by the LE including directions, questionnaires, onsite discussion of the results (during the meeting in Larnaka).

**The MTR process was composed of the following steps:**

1. MTR survey: the state of play through a questionnaire / Deadline: 31/10/2024

2. MTR meeting: Analysing and discussing the survey results /    Date:   5th December

3. MTR report: Identification of changes needed in the network /   End     of December 2024

An abstract prepared from the Midterm Reflection (MTR) process and partner survey (Oct–Dec 2024) is following.

**Abstract — key messages at a glance**

- **Roadmap on track:** Partners agreed no reprogramming is needed; outputs and milestones remain valid. Draft IAPs exist across the network with Action Tables prepared by December 2024; peer review is planned for May–September 2025 and final IAPs for December 2025.
- **Network learning is strong:** Partners report clear capability gains on TechDiversity's three themes, high satisfaction with LP/LE support, and transnational exchanges as a primary driver of learning.
- **Local engagement is broadening:** ULGs are active in all cities (see Figure 1). Engagement is strongest where meetings use hands-on tools (e.g., action tables/canvases) and align with city strategies.
- **Testing Actions add value:** All partners committed to TAs in 2024; four partners rate them 'extremely helpful' for shaping their IAPs and four 'very helpful'.
- **Integration progressing:** Most cities rate themselves 'almost able' to evidence the URBACT integrated approach; two already 'able'. Targeted exercises continue into early 2025.
- **Main headwinds:** capacity for implementation, political backing, and funding remain the most cited risks (see Figure 3).

**What partners said — curated feedback**

- Hands-on sessions with pre-shared tools made ULG time more productive and inclusive.
- Transnational study visits, ad-hoc expert inputs, and LE guidance were repeatedly called 'extremely useful'.
- Private-sector engagement is a recurring challenge; public/education actors are most consistently engaged.
- Strong turnouts and insights in Amarante & Arezzo; stakeholder attraction improved over time in Bucharest D6 & Idrija.
- ULG participation fluctuates due to time constraints; proactive follow-ups and clear value propositions help retention.

**Outlook to 2025 — immediate priorities**

- Complete integration checks, results indicators, and risk registers (Dec 2024–Jan 2025).
- Execute Testing Actions and fold evidence into refined Action Tables (by Feb–Mar 2025).
- Peer-review IAPs against operability, governance, funding strategy, and monitoring frameworks (May–Sep 2025).
- Targeted mitigation: bolster delivery capacity, secure political sponsorship, and line-up blended funding early.

**Figures (tracking progress)**
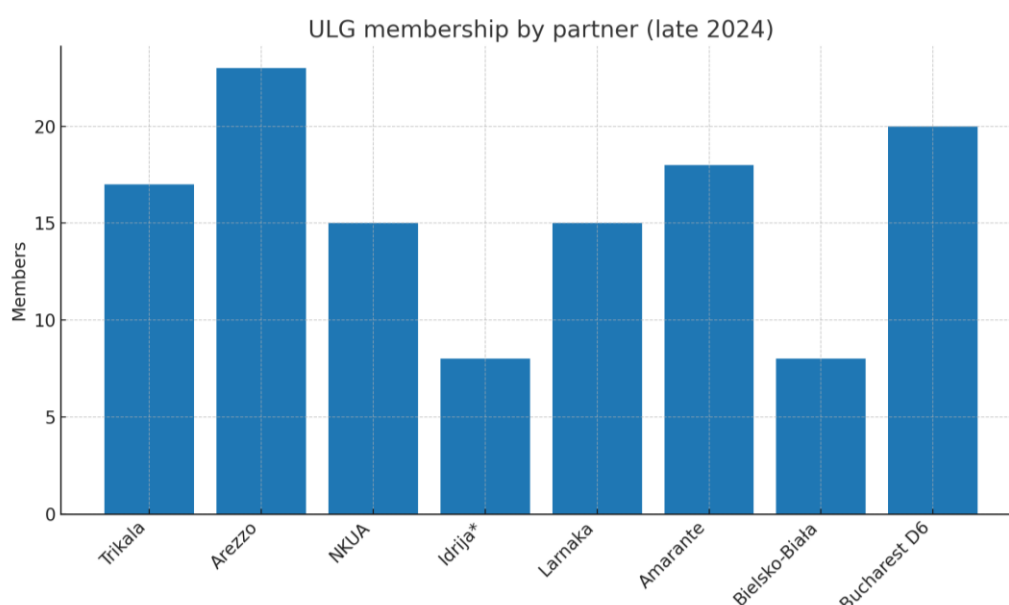


**Figure 1:** ULG membership by partner (as of late 2024). *Idrija reported a range of 6–10; midpoint of 8 shown for visualisation.
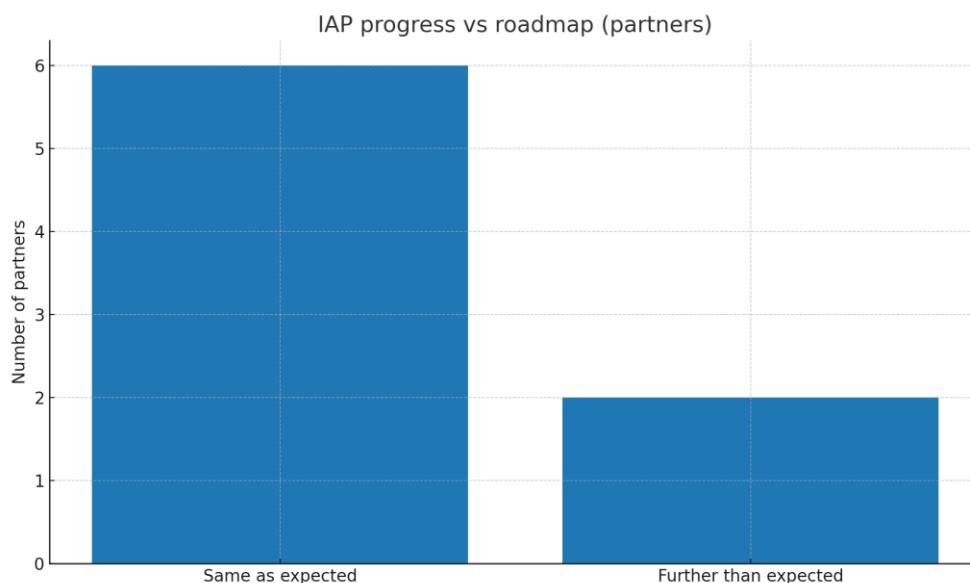
**Figure 2:** IAP progress vs roadmap — partners reporting 'same as expected' vs 'further than expected'.
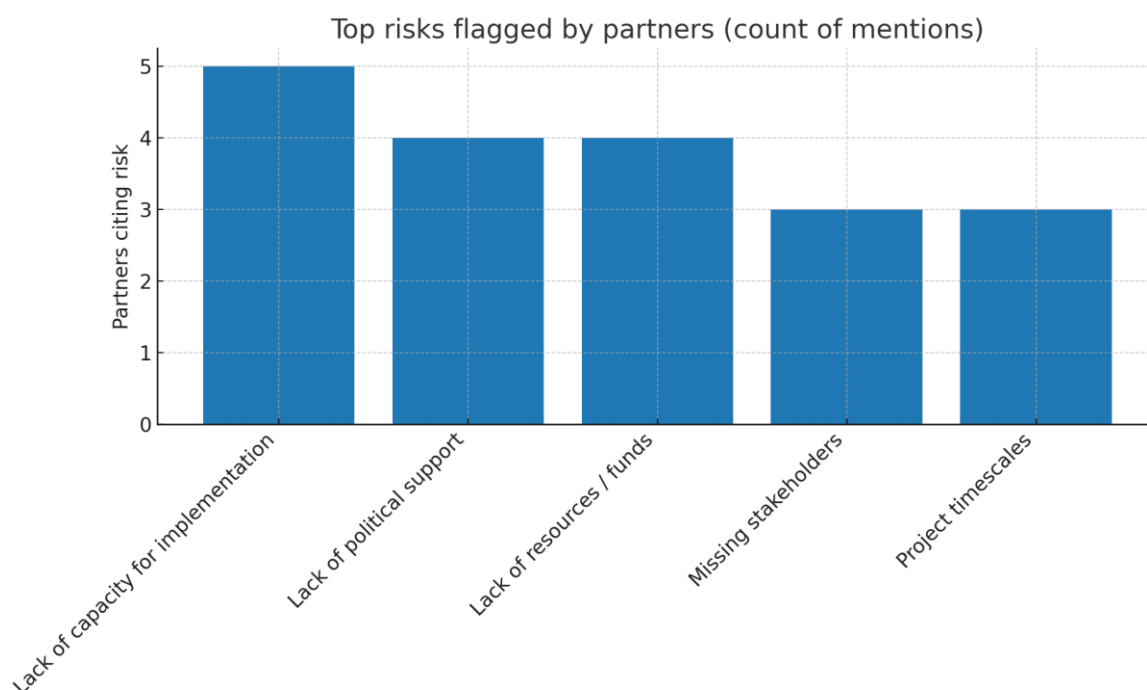


**Figure 3:** Top risks cited by partners for completing and delivering IAPs.

**Note:** This abstract synthesises MTR survey responses and discussions held Oct–Dec 2024.

# Chapter 2

# Main

# Achievements

## 6. Summary of Cities' Local Challenges addressed.

The partners included the following local challenges (in abstract form) that needed to be addressed in their IAPs:

- **Amarante (PT)** — Skills mismatch; limited startup resources; social disparities (gender/ethnicity/socio-economics); weak digital infrastructure (rural); talent retention / rural–urban divide.

- **Arezzo (IT)** — Demographic imbalance & ageing; youth NEETs; 14% school dropout; gender gap in tech; hard-to-fill IT/ICT roles; low SME digitization; need an inclusive ecosystem and better skills/matchmaking.

- **Bielsko-Biała (PL)** — No local D&I data; underuse of diverse talent (women/migrants/seniors); migrants working below qualifications; barriers to workspace/funding/networks/social capital.

- **Bucharest District 6 (RO)** — Education–employers' mismatch (tech/VET); vulnerable students overrepresented in risk categories; integration gaps (weak multi-level governance, limited territorial integration, underdeveloped environmental axis); need to formalise stakeholder roles and diversify funding.

- **Idrija (SI)** — Mono-structured economy; limited space; poor accessibility; integration of foreign workers; brain drain; ageing; very low unemployment dampening entrepreneurship; gender disparity among unemployed.

- **Larnaka (CY)** — High youth unemployment; digital skills gaps (esp. 50+); early-stage digital transformation; skills demand–supply mismatch; mindset shift toward inclusion (immigrants, disabled) needed; stronger stakeholder collaboration and digital inclusion for all.

- **NKUA / Psachna (GR)** — Brain drain of students/graduates; absence of local D&I strategies/indicators; small-town constraints; limited R&I infrastructure; low awareness of university activities; need for entrepreneurship, gender/social equity, and university–community–industry linkages.

- **Trikala (GR)** — Very high unemployment; women underrepresented (esp. leadership); data gaps; need to embed gender/digital/green cross-cutting themes; stronger cooperation with academia; align with

strategies; improve multi-level governance; diversify funding; build monitoring capacity.

**The following is a brief comparative analysis of the above challenges faced by cities, which also demonstrates the common elements on which the exchange of experiences was based through the procedures foreseen in the project's methodology and exchanges.**

**Quick cross-city read (why it matters for planning)**

- **Shared threads:** nearly everyone faces a **skills mismatch** and needs **inclusive pipelines** (talent & entrepreneurship). Amarante, Larnaka, Trikala, and Bucharest D6 all highlight **equity for under-represented groups** (women, youth, migrants, disabled).

- **Distinct angles:**

  o **Territorial & governance integration** is most explicit in **Bucharest D6** (multi-level, territorial, environmental pillars).

  o **Rural connectivity & retention** stands out in **Amarante**; **geographic constraints** and **mono-economy** in **Idrija**.

  o **Older workers (50+)** and a needed **mindset shift** around immigrants/disabled are particularly visible in **Larnaka**.

  o **University-anchored ecosystem-building** is unique to **NKUA/Psachna**.

- **Target groups emphasis:**

  o **Women in tech**: Amarante, Arezzo, Trikala.

  o **Youth/NEETs & vulnerable students**: Arezzo, Bucharest D6, Larnaka, Trikala.

  o **Migrants/foreign workers**: Bielsko-Biała, Idrija, Larnaka.

The Table following includes Challenges, Comparison Notes, Primary Target Groups, Root Causes, Immediate Levers (0–18 months) for all cities:

| City | Section 4 – Key Challenges (from IAP) | Comparison notes (similarities, differences, useful observations) | Primary target groups | Root causes (diagnosis) | Immediate levers (0–18 months) |
|---|---|---|---|---|---|
| Amarante | - Skills mismatch for tech roles<br>- Limited resources for startups (funding/mentoring)<br>- Social disparities (gender, ethnicity, socioeconomics)<br>- Weak digital infrastructure (esp. rural areas)<br>- Talent retention & rural–urban divide | Very similar to Trikala and Larnaka on skills gaps and inclusion; distinct rural connectivity gap and explicit women-in-tech priority. Talent retention echoes NKUA/Psachna and Idrija; startup resource constraints align with Bielsko-Biała's access-to-support theme. | Women in tech; rural youth; underserved socio-economic groups; early-stage founders/startups | Rural connectivity deficit; limited local capital/mentors; cultural barriers to inclusion; education–industry mismatch; fragmented support infrastructure | Rural digital hubs & last-mile pilots; targeted scholarships/bootcamps; women-in-tech mentoring + childcare support; micro-grants/pre-seed vouchers; local angel/mentor network catalyser |
| Arezzo | - Demographic imbalance/aging; low birth rate<br>- Youth NEETs; 14% school dropout<br>- Gender gap in tech/digital<br>- Recruiting IT/ICT technicians is difficult<br>- Limited digitization across SMEs<br>- Need for inclusive ecosystem, skills & matchmaking | Shares youth and gender inclusion focus with Amarante and Trikala; more emphasis on NEETs and school-to-work transition than others. Recruitment difficulty mirrors Bucharest D6's education–industry mismatch. | NEET youth & at-risk students; women; SMEs; ICT technician pipeline | Ageing population; weak school-to-work pathways; low SME digital maturity; gender stereotypes; limited VET–employer alignment | Dual-education & apprenticeship pacts; SME digital vouchers & factory diagnostics; rapid reskilling academies; career guidance & job-matching platforms; flexible training with childcare |
| Bielsko-Biała | - No local D&I data; need metrics<br>- Underuse of diverse talent (women, migrants, seniors)<br>- Migrants | Closest to Bucharest D6 on building pipelines and support structures; unique strong migrant focus. Data/metrics | Migrants/foreign-trained professionals; women; seniors; underrepresented founders | Absence of D&I baseline; credential recognition frictions; limited social capital & | City D&I dashboard & open data; credential recognition help-desk; inclusive co-working with childcare; |

| | | | | | |
|---|---|---|---|---|---|
| | working below qualifications<br>- Access barriers: workspace, funding, networks/social capital | gap also seen in Trikala and NKUA/Psachna. | | networks; constrained access to affordable space and seed funding | micro-seed fund; mentorship & employer-led bridging programs |
| **Bucharest District 6** | - Misalignment between education (tech/VET) and employers' needs<br>- Vulnerable students overrepresented in risk categories (dropout, low participation)<br>- Integration gaps: weak multi-level governance; limited territorial integration; underdeveloped environmental pillar<br>- Need to formalise stakeholder roles; sustained funding diversity | Strongest articulation of governance/territorial integration challenges among partners. Education–industry alignment need mirrors Arezzo's recruitment issues; inclusion of vulnerable students connects to Larnaka's and Trikala's equity emphases. | Vulnerable students; VET learners & teachers; local SMEs; public institutions | Curriculum not co-designed with employers; fragmented multi-level governance; weak territorial project integration; limited green skills mainstreaming | District Skills Council & sector pacts; curriculum co-design sprints; governance MoUs & role charters; integrated territorial pilots; blended finance playbook; green-tech modules for VET |
| **Idrija** | - Mono-structured economy; limited space for growth; poor accessibility<br>- Brain drain; ageing population<br>- Integrating foreign workers and families<br>- Very low unemployment reduces entrepreneurship appetite; gender disparity among | Brain drain overlaps with NKUA/Psachna and Amarante; physical/geographic constraints are distinctive. Integration of foreign workers echoes Bielsko-Biała's migrant theme. | Foreign workers & families; youth at risk of leaving; women (esp. unemployed); creative sector aspirants | Economic mono-structure; geographic isolation & limited space; weak amenities for families; low perceived upside for entrepreneurship | Remote-work hubs & mobility incentives; creative-industry incubator; family integration services (schools, language, housing); corporate open-innovation challenges; place-branding for talent attraction |

| | | | | | |
|---|---|---|---|---|---|
| | unemployed<br>- Lack of creative industry opportunities | | | | |
| **Larnaka** | - High youth unemployment; digital skills gaps (esp. 50+)<br>- Early-stage digital transformation; limited advanced tech adoption<br>- Skills demand–supply mismatch; need mindset shift toward inclusion (immigrants, disabled)<br>- Need stronger stakeholder collaboration and digital inclusion for all | Most aligned with Trikala on unemployment/skills; explicit older workers and mindset-shift challenge is distinctive. Stakeholder collaboration and inclusion themes mirror Bucharest D6. | Unemployed youth; 50+ workers; immigrants; disabled persons; SMEs | Early-stage digital maturity; employer bias/mindset barriers; weak collaboration platforms; limited pathways into advanced tech roles | Intergenerational digital labs; inclusive hiring & disability-confidence training; SME digital adoption sprints; citywide inclusion charter; targeted internships & job guarantees |
| **NKUA / Psachna** | - Brain drain of students/graduates due to scarce local opportunities<br>- Absence of local D&I strategies and indicators; small-town constraints<br>- Limited R&I infrastructure; weak academia–community–industry links<br>- Need to foster local entrepreneurship; promote gender & social equity | Strong parallel to Idrija and Amarante on retention. The university-led angle is unique, positioning academia as anchor for ecosystem-building. | Students & graduates; local SMEs; women; community organisations | Limited R&I infrastructure and absorptive capacity; weak university–industry interface; lack of D&I strategy/metrics; small-town market constraints | University innovation hub & living labs; graduate retention scholarships; D&I metrics framework; seed accelerator & SME challenge programs; community entrepreneurship clinics |
| **Trikala** | - Very high unemployment; women underrepresented (esp. leadership) | Shares equity and skills themes with Larnaka and Amarante; governance/mon | Unemployed (esp. women & youth); SMEs; academia | Structural unemployment; leadership gender gap; lack of | Employment pathways & tech bootcamps; women's leadership |

| | | | | |
|---|---|---|---|---|
| - Data gaps on D&I; need to embed gender/digital/green cross-cutting themes<br>- Strengthen cooperation with academia; align with existing strategies<br>- Improve multi-level governance; diversify funding; build monitoring capacity | itoring challenges echo Bucharest D6. Emphasis on integrating green transition is notable. | partners; municipal departments | D&I/skills data; limited cross-government coordination; insufficient green/digital integration | accelerator; D&I/skills observatory; cross-sector governance board; green+digital capability program for SMEs and city staff |

**Table 5:** Section 4 Challenges: Cross-City Comparison

## 6.1 Local challenges addressed.

The LE checked if the Overall logic & Integrated approach (Section 5 (S5) of all IAPs) truly addresses the challenges raised in Section 4 (S4) and came up with the following remarks for the Actions foreseen in Section 6 (S6). **These remarks could be useful to all partners during their first review of their IAPs, once their priority actions have started to be implemented.**

### Amarante (PT): S4→S5→S6 coherence

**Key gaps observed**

• Rural connectivity & last-mile digital inclusion under-specified in actions.

• Women-in-tech priority not fully anchored with childcare/mentoring supports.

• Pre-seed/angel pipeline for early-stage founders not clearly linked.

**Owner(s) / delivery coalition**

• Municipality Digital Dept; local telco/ISP; community centers

• Women's associations; Chamber of Commerce; major employers (HR)

• Startup hub; angel syndicate; municipal econ dev office

**KPI starters**

• ≥ 200 rural residents served; ≥ 70% basic digital task completion

- $\geq$ 40 women trained; $\geq$ 20 placed in tech roles; $\geq$ 10 employer pledge signatories
- $\geq$ 10 startups funded; $\geq$ 20 mentors onboarded; $\geq$ EUR 150k follow-on financing

**Funding hooks**

- ERDF 2021–27 (Digital inclusion); ESF+ (skills); RRF digital pillars
- EIT Digital/EIT Women; private CSR; national equality funds

**Dependencies / Risks**

- Connectivity procurement delays; mentor availability; sustaining opex

## Arezzo (IT): S4→S5→S6 coherence

**Key gaps observed**

- NEETs and school-to-work pathways only partially operationalised.
- SME digitalisation actions not tied to recruitment of ICT technicians.
- Gender gap interventions not embedded in VET/apprenticeship offers.

**Owner(s) / delivery coalition**

- Province/City; VET providers; employer associations
- Chamber of Commerce; SME consortia; Digital Innovation Hubs
- VET schools; municipal equality office; large employers' academies

**KPI starters**

- $\geq$ 50 NEETs in apprenticeships; $\geq$ 70% completion; $\geq$ 60% employment at 6 months
- $\geq$ 100 SMEs supported; $\geq$ 120 ICT hires/reskills
- $\geq$ 60% female participation in targeted modules; $\geq$ 30 women placed

**Funding hooks**

- ESF+ (apprenticeships/NEET); ERDF for SME digital; RRF Mission 1.2 (IT)

**Dependencies / Risks**

- Employer uptake; VET timetable rigidity; stigma/bias against NEETs

## Bielsko-Biala (PL): S4→S5→S6 coherence

**Key gaps observed**

- Credential recognition and migrant bridging not explicitly actioned.
- D&I data baseline and monitoring not formalised.
- Affordable workspace & seed funding fragmented.

**Owner(s) / delivery coalition**

- Municipality; Voivodeship labour office; NGOs; large employers (HR)
- City data office; universities; civic tech community
- Municipality property unit; incubators; local banks/impact investors

**KPI starters**

- $\geq$ 150 migrant professionals assessed; $\geq$ 60% placed within 6 months
- Dashboard live in 90 days; $\geq$ 10 indicators tracked; quarterly updates
- $\geq$ 100 founders supported; $\geq$ 30 childcare users; $\geq$ 15 seed tickets issued

**Funding hooks**

- ESF+ (integration & labour); AMIF; ERDF (social infrastructure)

**Dependencies / Risks**

- Data protection hurdles; employer recognition; sustainability of seed fund

## Bucharest District 6 (RO): S4→S5→S6 coherence

**Key gaps observed**

- Multi-level governance & territorial integration not anchored via MoUs.
- Green skills/environmental pillar underdeveloped in actions.
- Curriculum co-design with employers not on a fixed cadence.

**Owner(s) / delivery coalition**

- Sector 6 City Hall; Bucharest PMB; County Council; ministries; employer bodies
- VET schools; green industry clusters; NGOs
- School inspectorate; universities; chambers; HR associations

**KPI starters**

- Council established; $\geq$ 4 MoUs; $\geq$ 2 integrated territorial pilots launched
- $\geq$ 300 learners in green modules; $\geq$ 50 employer mentors
- $\geq$ 4 sprints/year; $\geq$ 5 curricula updated; $\geq$ 150 students placed

**Funding hooks**

- ESF+ (skills); ERDF; RRF education/green components

**Dependencies / Risks**

- Institutional coordination; silo budgeting; employer bandwidth

## Idrija (SI): S4→S5→S6 coherence

**Key gaps observed**

- Place-based mobility & accessibility improvements not linked to talent retention.
- Creative industries pipeline weakly represented in actions.
- Family integration services for foreign workers not operationalised.

**Owner(s) / delivery coalition**

- Municipality; regional transport; anchor employers
- Cultural office; university partners; private sponsors
- Municipality social services; schools; language providers; NGOs

**KPI starters**

- $\geq$ 150 remote workers retained/attracted; $\geq$ 10 employer partnerships
- $\geq$ 40 creatives incubated; $\geq$ 12 productions; $\geq$ 2 regional showcases
- $\geq$ 100 families supported; $\geq$ 70% 6-month satisfaction/retention

**Funding hooks**

- ERDF (regional dev); Creative Europe; ESF+ (integration)

**Dependencies / Risks**

- Transport procurement; small market size; housing availability

## Larnaka (CY): S4→S5→S6 coherence

**Key gaps observed**

- 50+ upskilling and intergenerational learning not central in actions.
- Inclusion charter & employer bias training not formalised.
- Advanced tech pathways (internships/job guarantees) limited in scope.

**Owner(s) / delivery coalition**

- Municipality digital team; NGOs; youth councils
- Mayor's office; HR associations; disability organisations
- Universities; tech SMEs; chamber; public sector IT units

**KPI starters**

- ≥ 500 50+ learners; ≥ 200 youth mentors; ≥ 70% skills progression
- ≥ 50 employers sign charter; ≥ 300 managers trained
- ≥ 120 internships; ≥ 60% transition to jobs

**Funding hooks**

- ESF+ (adult learning, inclusion); ERDF (digital); Digital Europe

**Dependencies / Risks**

- Employer participation; stigma; sustained facilitation capacity

## NKUA / Psachna (GR): S4→S5→S6 coherence

**Key gaps observed**

- D&I strategy/indicators not embedded in governance cycles.
- Weak university–industry interface for local absorption of talent.
- Entrepreneurship supports not fully aligned with small-town market limits.

**Owner(s) / delivery coalition**

- NKUA leadership; campus administration; municipality
- University labs; SME associations; public bodies
- Accelerator operator; regional dev agency; angel network

**KPI starters**

- ≥ 12 D&I indicators tracked; annual public report; gender gap ↓ by 10%

- ≥ 8 living-lab pilots; ≥ 100 co-op placements; ≥ 20 SME problem statements
- ≥ 15 startups; ≥ EUR 500k follow-on; ≥ 5 export contracts

**Funding hooks**

- ESF+ (higher ed & skills); ERDF (R&I); Horizon Europe; EIT KICs

**Dependencies / Risks**

- Academic scheduling; SME readiness; mentor scarcity

## Trikala (GR): S4→S5→S6 coherence

**Key gaps observed**

- D&I/skills data observatory and KPIs not institutionalised.
- Green+digital integration for SMEs/city staff needs structured program.
- Governance board and diversified funding model not fully set.

**Owner(s) / delivery coalition**

- Municipality; university partner; statistics office
- Chamber; tech providers; municipal HR & training
- Mayor's office; finance dept; development agency; lenders/investors

**KPI starters**

- Dashboard live; ≥ 20 indicators; quarterly reviews
- ≥ 200 SMEs onboarded; ≥ 300 staff trained; ≥ 30 transformation projects
- Board constituted; ≥ 3 funding sources per program; ≥ EUR 2m mobilised

**Funding hooks**

- ERDF; ESF+; RRF; Interreg Greece–Balkans; EIB advisory

**Dependencies / Risks**

- Data integration; SME bandwidth; co-financing gaps

## 6.2 Small-Scale Actions influence to Action Plans

This subsection concludes to a Table analysis of how the local small-scale actions have influenced the foreseen Actions. An accumulative table that maps each city's **implemented local small-scale actions (pilots)** to the **foreseen Actions in Section 7** and rated the strength of influence for each mapping is following.

| City | Influential local pilots (that shaped Section 7) |
|---|---|
| Amarante | The Amarante Go Tech scholarship scheme proved effective in encouraging underrepresented groups to enter digital training. It demonstrated the value of financial incentives to increase participation and directly influenced the design of Area 1 – Employment Opportunities and Area 5 – Diversity & Inclusion Frameworks. |
| Bucharest District 6 | The success of the pilot confirmed the need for and directly informed the design of larger-scale actions in this plan, such as the District-wide Professional Orientation and Counselling Program (Action 3.1) and the Digital Platform for Skill Development and Career Opportunities (Action 4.2). |
| NKUA | Findings from the testing action directly informed and accelerated 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. |
| Bielsko-Biała | IAP's HerStory in IT |
| Arezzo | IAP's Action 2.1 – Matchmaking event |
| Larnaka | The testing action is linked to the Intervention Area 1 of the IAP, Upskilling Larnaka and the Strategic Objective Development of Local Skills that will Match the Local Technological Needs and more specifically with the activities 1) State of the art analysis on local technological needs and 2) - Design of training programmes to facilitate the lifelong learning. The training courses offered showed that there is a need to survey the real skills needed and offered specific training modules that will have a value added for the participants. |
| Idrija | It inspired the development of Action "Inclusive and Supportive Environment" and Action "Idrija Inspire", recognizing the importance of placing more efforts in the integration of foreign workers and their families in the local society, raising awareness on the importance of the issue among local people, improving digital skills of both groups, encouragement and facilitation in their entrepreneurial efforts. |
| Trikala | It inspired the development of Action 1.1 "Entrepreneurship Support Lab" and Action 2.1 "Demo Days," recognizing the importance of embedding digital skills early in the education chain, in order to foster a stronger local ecosystem of future entrepreneurs, innovators, and tech-skilled professionals. |

| | • Covers the actions related to entrepreneurship (Action 1.1), Demo Days (Action 2.1), and parts of advisory, training, and acceleration services. Energy4ALL EU project – NetZeroCities Pilot Cities Programme<br>• Energy4ALL EU project – NetZeroCities Pilot Cities Programme Supports actions related to climate and energy transition such as the Climate Neutrality Hub (Action 1.2) and the Energy Center and Observatory (Action 5.1). |
|---|---|

**Table 6:** Local small-scale actions (pilots) influence on planned Actions

# 7. Co-Creation Process with Stakeholders (via URBACT Local Group - ULG)

**The TechDiversity 8 ULGs Activity as Cross-City Abstract for years 2023–2025 is following.**

**What ULGs did across the network (patterns & tools)**

Across the eight partners, ULGs were used mostly to (i) map actors, (ii) agree a pressing diversity challenge, (iii) co-design a city vision, and (iv) prototype/testing actions, typically using core URBACT tools: Problem Tree, City Roadmap/Working Canvas, Newspaper of Tomorrow, Testing Action Canvas, and Action Planning Tables. Several partners institutionalised the group for implementation and monitoring beyond the IAP.

**City snapshots (ULG inputs → tangible outputs)**

**Amarante** - ULG prioritised "women in tech" as the pressing aspect after diagnosing skills mismatch, resource gaps for entrepreneurship, and social disparities. The city mobilised a broad slate of municipal, education, ecosystem, and firm actors to co-design actions across training, inclusion frameworks, and hubs.

**Arezzo** - 8 ULG meetings, facilitated by the municipality, co-designed an inclusive tech & digital ecosystem vision and defined needs around governance, human resources, and training/entrepreneurship pathways. Governance locks ULG into an ongoing role (annual meetings for 4 years; thematic working groups; M&E group).

**Bucharest District 6** - ULG brought together city counsellors, social services, workforce agency, universities, NGOs, and firms; key result was diagnosing the skills mismatch between VET/HE and employer needs. The ULG co-set a vision

and ran a pilot (CV/interview mentoring) to validate assumptions before scaling.

**Bielsko-Biala** - ULG composition spans city, university, youth council, NGOs, BSOs, and a lively private tech scene. The group co-used Problem Tree, co-created a shared Miro workspace, and designed/embedded a public-facing testing action "HerStory in IT" inside the BBDays4.IT festival to boost women's visibility and soft-skills in tech.

**Idrija** - ULG formed via surveyed invitations to ensure coverage of entrepreneurship, youth, economy, education, culture, social inclusion, planning, and environment. Work focused on the town's mono-structured economy and migrant integration; the testing action targeted a more supportive environment for migrant workers and families.

**Larnaka** - Eight staged ULG meetings mostly around: (1) problem definition (low digital adoption, skills gaps, underrepresentation), (2) city vision via Newspaper of Tomorrow, (3) skills–business matching concept, (4) action scoping (training, business needs study, job-broker tooling, mindset campaigns). The plan commits to continued ULG meetings for delivery/monitoring.

**NKUA – Psachna** - University-anchored ULG spanning five faculties, students, municipal actors, and regional industry. Eight clearly sequenced meetings moved from scope (Dec-2023) to tools (Problem Tree; Roadmap), vision (May-2024), testing/action tables (late-2024), refinement (Mar-2025), and funding/peer review (Jun-2025).

**Trikala -** Core and wider ULGs met around transnational milestones; early meetings at GiSeMi Hub undertook stakeholder mapping, agreed vision via Newspaper of Tomorrow, and defined intervention areas through the ULG Working Canvas. The group builds on prior URBACT practice and will meet annually for monitoring.

**Methods that worked (actionable takeaways)**

- **Sequenced learning → testing → scaling:** NKUA's 8-meeting arc is a strong template (diagnose → vision → test → fund → implement).

- **Tool discipline builds consensus:** Bielsko-Biała's Problem Tree + Newspaper of Tomorrow + action tables created a shared language and accelerated delivery, aided by a persistent Miro workspace.

- **Public-facing pilots galvanise stakeholders:** HerStory in IT (Bielsko-Biala) and D6's CV/interview pilot show that small, visible wins de-risk bigger programs.

- **Institutionalised governance keeps momentum:** Arezzo locked in annual ULG meetings under a Steering Committee/Observatory, with thematic groups and M&E roles—useful for Attica's continuity.

**What ULGs actually produced**

- **City visions** explicitly linking tech growth and diversity (Arezzo, Bucharest D6, Trikala, Larnaka).

- **Prioritised pressing issues** such as women's participation (Amarante; Bielsko-Biała) and migrant inclusion (Idrija).

- **Tested interventions** that validate assumptions before investment (Bucharest D6, Bielsko-Biała, Idrija).

- **Action tables & timelines** (NKUA and Arezzo show mature action planning and governance alignment).

**Cross-cutting insights to bring to the peer review**

1. **Mindset + pipeline:** Most ULGs paired mindset change (awareness, role models) with concrete pipelines (skills, matching, entrepreneurship). Expect discussions on "soft" levers (campaigns, mentoring) that unlock "hard" outcomes (placements, startups).

2. **Bridging institutions:** Universities (NKUA), VET providers and employers (Bucharest D6), and chambers/associations (Arezzo, Bielsko-Biała) are the ULG glue for sustained delivery.

3. **Monitoring built into the ULG cadence:** Several partners commit to regular ULG meetings for implementation review, which Attica can mirror for accountability.

4. **Design for transferability:** Tools and formats (e.g., Newspaper of Tomorrow; HerStory in IT) are being reused-good candidates for replication in Attica's municipalities.

# 8. Core Elements of Cities' Integrated Action Plans (IAPs) and Concrete Actions

Overview of all partners IAP logical framework, core results from the two Peer Reviews rounds and Action Plan Tables.

## 8.1 IAP structure

The LE provided all partners with an IAP template (included in its full version as an annex) to work on including the following core structure. The LE provided detailed suggestions for each section following, based on their progress during the project lifetime:

1. City's mayor statement

2. TechDiversity

3. URBACT Integrated Action Plans

4. Context, needs and vision

4.1. Overall theme being addressed – Current situation (including Related strategies)

4.2. Problem identification by local stakeholders

4.2.1. Problem identification

4.2.2. City's local stakeholders: Inputs & methodology

4.3. (Overall) Vision

4.4. Main integration challenges

4.5. First ideas for testing actions at local level

5. Overall logic and integrated approach

6. Action planning details

7. Implementation framework

8. Annex

## 8.2 IAPs Peer Reviews

In 2025, the LE organized two rounds of Peer Reviews involving partner couples, which were held in Arezzo and Bielsko Biala. The following outlines the partners' well-defined strategy and methodical approach:

**Scope: Partners working in pairs to evaluate each other's IAPs for overall coherence and completeness using the URBACT framework.**

**Based on the official APN Guide Transnational TD Peer Reviews should take place:**

In addition to regular exchanges between city partners within each APN, dedicated peer review activities were conducted during the Core Network Meetings. These sessions provided cities with the opportunity to share their plans and offer constructive feedback, as sections of the IAP are developed.

**The 1st Peer Review took place in Bielsko Biala, May 2025 following the instructions provided in April 2025:**

- **In TD we will work in 4 groups of 2 cities** and each partner will fill in **1 TD Peer Review Tool - TD Questionnaire of 1 IAP** of the partner in the same couple.
- Each partner has to read 1 draft IAP from another city.
- Partners' draft IAPs **have** to be uploaded to One Drive **by Friday 4th of April 2025,** so all will have **almost 5 full weeks** to read the other partners' IAP and fill in the related TD Questionnaire.
- Each IAP will be presented and analysed in details during the Bielsko Biala meeting for the draft IAPs prepared **by Friday the 4th of April 2025.**
- We will also work during a specific peer review workshop, in which all cities will share within their group, their feedback and any useful suggestions to other partners' IAPs.

**The same methodology will be followed on the final draft IAPs prepared by September 2025 (meeting in Arezzo).**

- Partners can enhance their final draft IAP by reviewing comments, recommendations, and the discussions that took place during the 2nd peer review sessions for all IAPs.
- The LE will provide the customised TD Peer Review 2 Tool (TD Questionnaire) following the official Peer to Peer Assessment Tool.
- Partners should also make use of their 1st Peer Review Tool result, to compare it with the results of the 2nd Peer Review Tool and **highlight** the improvements made in the final draft IAP.

- Partners should **specially focus** on Section's 7 content (Implementation Framework)

**Partners incorporated the following essential components from the Peer Review Exercises into their IAP:**

**Arezzo**

- Evidence of ULG members' contribution to the IAP

- Stronger outcome indicators for actions

- Explanation of effects on neighbouring territories

**Amarante**

- Governance & responsibilities clarified (action leaders + oversight committee)

- Strengthened indicators and operational metrics

- Concrete gender-equality measures (mentorship, scholarships, awareness)

**NKUA (Evripos/Psachna)**

- Detailed implementation framework

- Detailed costing of actions

- Clear targets for results & outcome indicators

**Trikala**

- Reframed key actions for each Strategic Objective

- Strengthening the visibility of diversity in the IAP vision

- More participatory and follow up activities of ULG members

**Bielsko-Biała**

- Territorial integration

- Vertical integration

**Bucharest District 6**

- Reframed intervention areas/objectives/actions (some actions removed)

- Finalized Action Planning (Section 6)

- Added action descriptions with expected outcomes & output indicators

**Idrija**

- Vertical integration (e.g., with regional development actors / Ministry of Culture; Kajzer co-funded project)

- Territorial integration (open to neighbouring municipalities; cross-border projects with Italy)

- Re-checked results/output indicators (per peer input)

**Larnaka**

- Added a second Action table with activity details

- Improved indicators with numerical targets; clear result indicators

- Defined specific, measurable outputs per action

## 8.3  IAP Actions per partner

The following tables include the planned actions of each partner, as also their estimated cost.

**Psachna (NKUA)**

| No | Action | Estimated Cost |
|----|--------|----------------|
| 1.1 | Psachna Digital Innovation Hub (Remote Support). | 80.000 € |
| 1.2 | Innovation Hub Support and Mentoring Services for New Businesses | 23.000 € |
| 1.3 | Plan the Psachna Innovation Hub 1st Accelerator Program | 14.000 € |
| 1.4 | Psachna Tech Upskilling for Under-Represented Talent | 35.000 € |
| 2.5 | Digital Networking Platform Linking Students & Tech Firms | 24.000 € |
| 3.6 | Open-Data & Lab Access Incentives for Relocating Tech Firms | 12.000 € |
| 3.7 | Psachna Urban Living-Lab Testbed for Tech & Research | 36.000 € |
| | Total | **224.000 €** |

**Trikala**

| No | Action | Estimated Cost |
|----|--------|----------------|
| 1.1 | Entrepreneurship Support Lab | 200.000,00 € |

| No | Action | Estimated Cost |
|---|---|---|
| 1.2 | Climate Neutrality Hub | 300.000,00 € |
| 2.1 | Demo Days | 200.000,00 € |
| 3.1 | Data Center | 2.700.000,00 € |
| 4.1 | Memoranda of Understanding (MOUs) | - |
| 5.1 | Energy Center and Climate Neutrality Observatory | 300.000,00 € |
| | **Total** | **3.700.000,00 €** |

## Larnaka

| No | Action | Estimated Cost |
|---|---|---|
| 1.1 | State of the art analysis of the local training technological needs | 30,000 € |
| 1.2 | Training programmes to facilitate the lifelong learning | 60.000 € |
| 2.1 | Awareness Campaigns | 50.000 € |
| 2.2 | Matchmaking Event | 40.000 € (for 3 events) |
| 2.3 | Annual Competition for Digital Entrepreneurs | 40.000 € (for 3 events) |
| 2.4 | Matchmaking Platform | 30.000 € |
| 3.1 | Technology Hub and business observatory | 300.000 € |
| 3.2 | Business information and support center | 50.000 € (annually) |
| | **Total** | **860.000,00 €** |

## Amarante

| No | Action | Estimated Cost |
|---|---|---|
| 1 | Job Matching Platform | 50.000 € |
| 2 | Inclusive Career Fair | 20.000 € |
| 3 | Tech Skills Bootcamps | 60.000 € |
| 4 | School Coding Clubs | 25.000 € |
| 5 | Storytelling Campaigns | 15.000 € |
| 6 | Community Hackathons | 30.000 € |
| 7 | Entrepreneur Grant Program | 80.000 € |
| 8 | Innovation Hub | 120.000 € |
| 9 | D&I Toolkit | 20.000 € |
| 10 | Women in Tech Mentorship | 35.000 € |
| 11 | Community Tech Labs | 100.000 € |
| | **Total** | **555.000 €** |

## Arezzo

| No | Action | Estimated Cost |
|----|--------|----------------|
| 1.1 | Observatory for Inclusion | 25,000 € (startup) + 20,000 € /year maintenance |
| 2.1 | Matchmaking Event | 8,500 € /event (annual) |
| 3.1 | Inclusive Training | 376,000 € + over 2 years |
| 4.1 | Start Hub ImpresaGiovani | 143,400 € (setup + 2 years of activities) + 15,000 € /year maintenance |

## Bucharest District 6

| No | Action | Estimated Cost |
|----|--------|----------------|
| 1.1 | Building a Landmark Technical High School through Strategic Stakeholder Engagement – PTTR Living Lab | 3.000 € |
| 1.2 | Create a Community Innovation Hub – FAVORIT+ Living Lab | 670.000 € |
| 1.3 | Invest in specialized equipment dedicated to technical & vocational high schools | 700.000 € |
| 2.1 | Implement a District-Wide Professional Orientation and Counselling Program for tech/ vocational high school and university students, with a focus on equal access for vulnerable groups | 0 € |
| 2.2 | Creating and Providing a Dedicated Youth Entrepreneurship Programme for Tech/ Vocational Students, including access for vulnerable groups | 47.900 € |
| 3.1 | Establishing Scalable Consultative Boards for Technical High Schools in District 6 | 0 € |
| 3.2 | Facilitating Access to Digital Platforms for skill development and tech career opportunities (with a focus on at risk target groups) | 20.000 € |
| | **Total** | **1.490.000 €** |

## Bielsko Biala

| No | Action | Estimated Cost |
|----|--------|----------------|
| 1.1 | Entry Portfolio – Give IT a try! | 23.500 € |
| 1.2 | Starter kIT | 5.000 € |
| 2.1 | Pathways | 15.000 € |
| 2.2 | Bootcap | 18.000 € |

| 2.3 & 3.1 | Spotlight Voices | 10.000 € |
|---|---|---|
| 4.1 | Tools and Platforms for community building | 35.000 € |
| 5.1 | Promotion and city level advocacy | 20.000 € |
| | **Total** | **126.500 €** |

**Idrija**

| No | Action | Estimated Cost |
|---|---|---|
| 1.1 | Innovation Hub & Community Working Space | 60.000 € |
| 2.1 | Creative Makerspace | 165.000 € |
| 3.1 | Inclusive and Supportive Environment | 30.000 € |
| 4.1 | Creative Centre Kajzer | 1.100.000 € |
| 5.1 | Idrija Inspire | 55.000 € |
| | **Total** | **1.410.000 €** |

# 9. Final assessment of core project elements

An overall introduction **of all partners' IAP next steps** is included in this subsection. Partners were asked during the Finale Phase to provide feeds on their project takeaways, as also ideas for any possible policy guidelines for other cities around EU that are facing similar policy issues in tech and digital ecosystems.

## 9.1 Project takeaways for partners

The content following arises from the partners feeds.

**Cross-network takeaways.**

Across the partnership, cities converged on a common mission: embed diversity and inclusion in the local tech/digital economy through integrated, participatory action planning. Capacity grew around co-creation, SMART monitoring, funding alignment, and peer-to-peer transfer of practices; youth, women, migrants and people with disabilities were recurring priorities, with actions blending skills, entrepreneurship, and ecosystem support.

**Specifically for each city:**

**Amarante.** Through URBACT methods (canvas, Newspaper of Tomorrow, Action Table) and co-creation with stakeholders, Amarante strengthened local

capacity, agreed on indicators, and mapped funding routes. Policywise, Amarante structured a coherent portfolio of integrated actions (Areas 1–6), designed practical instruments (D&I Toolkit, D&I Seal), and set an implementation timeline linked to ERDF/PPP financing. International cooperation added clear value: access to tested tools and practices, peer validation, and faster learning cycles—helping de-risk delivery and accelerate impact. Together, these advances position the city to grow an inclusive, competitive, and future-ready tech economy.

**Arezzo.** Strengthened governance and ULG collaboration helped tackle cultural barriers and low awareness around inclusion, with clear gains in municipal capacity for inclusive policy planning. Peer reviews sharpened focus on young NEETs, women and persons with disabilities; inspiration from Amarante's IET and Idrija's ID20 informed youth/startup support (e.g., "Start Hub ImpresaGiovani") and guided policy-style recommendations on embedding D&I across the policy cycle.

**Bielsko-Biala.** A laser focus on improving women's position in tech led to flagship initiatives like HerStory in IT and deeper private-sector engagement through the ULG - challenging but ultimately increasing action specificity and implementability. Good practices from Amarante and Arezzo fueled plans toward a more complex, connected ecosystem; URBACT's integrated approach reinforced "connect-the-dots" horizontal partnerships. The main takeaway from "herstory" initiative will be – if the issue is indeed a pressing one and you have committed local stakeholders around, the broader perspective of international cooperation and clear (Urbact) methodology to follow through the process is a boost for the local transformation.

**Bucharest District 6.** The core gap identified was misalignment between education and employers' needs, alongside deficits in soft skills, counseling/mentoring and tech-entrepreneurship scaffolding. The city coupled hard and soft investments (e.g., living-lab actions tied to education infrastructure) and crystallized actions on district-wide counseling and youth entrepreneurship- drawing on Arezzo's ITS Prodigi and Amarante Tech Hub as transfer cues. The project team gained access to the experience and lessons learned of other partner European cities, as well as the URBACT toolbox.

**Idrija.** With a vulnerable, narrow local economy, youth out-migration and migrant integration challenges, Idrija used the process to move from fragmented activities to a holistic, measurable framework. Peer feedback

translated into SMART indicators, clearer stakeholder roles, and outcomes; Bielsko-Biała's festival/HerStory in IT informed plans for an Innovation Hub & Community Working Space to bind CCI, digital skills and inclusion. The capacity of the ULG members and city officers was enhanced through the TechDiversity project, especially in participatory planning tools and methods, design of integrated actions and activities, monitoring in the phase of the action's implementation. The added value of international cooperation is also a very important takeaway for the city.

**Larnaka.** High youth unemployment, a 50+ digital-skills gap, and early-stage digital transformation framed the challenge. Peer reviews (Arezzo as reviewer) led to tighter action tables and clarified output/result indicators with targets; inspiration from InformaGiovani Arezzo and Amarante Tech Hub steered Larnaka's direction toward a Technology Hub and business observatory, with stronger funding/monitoring under the URBACT method. At the policy level, the project touched city's main challenges and embedded it in its strategic planning. The provision of funding sources in the IAP is also useful for the future implementation of the activities.

**NKUA – Evripos/Psachna.** Addressed youth migration and limited digital-ecosystem opportunities in a rural context by mobilising university–municipality–business collaboration. Peer reviews refined the entrepreneurship micro-hackathon and action tables; Amarante Tech Hub and IET models shaped a Psachna Digital Innovation Hub concept and targeted upskilling/mentoring pathways for under-represented talent. Through the project, the capacity of the ULG members and city and university officers was significantly enhanced. International cooperation was also of added value.

**Trikala.** Faced high unemployment and under-representation of women/vulnerable groups in the digital economy. The project embedded inclusion into Smart City strategies, introduced monitoring and risk frameworks, and diversified funding approaches. Peer input (Bielsko-Biała, then Arezzo) strengthened governance and gender-equality mainstreaming; Amarante Tech Hub and InformaGiovani Arezzo informed the Entrepreneurship Support Lab and youth pathways. Through the project, both ULG members and municipal officers significantly strengthened their capacities in participatory planning, action design, and monitoring. At the policy level, TechDiversity improved the city's strategic approach by embedding diversity and inclusion into Trikala's broader Smart City and Sustainable Development strategies.

## 9.2 Most fruitful Case Examples & Study Visits

A brief summary of the most successful case examples and study visits that each partner featured in their feeds, along with the tangible impact on their IAPs, can be found below.

**Amarante.** Most useful: Youth Makerspace in Larnaka. The municipality possesses all the necessary conditions to successfully replicate and even enhance this model. This initiative would serve as a cornerstone for the TechDiversity project in Amarante, directly addressing the need to increase the representation of underrepresented groups in digital and technology sectors.

**Arezzo.** Most useful: IET – Tâmega Business Institute (Amarante) and ID20 Institute (Idrija). Both shaped the design of Action 4.1 "Start Hub ImpresaGiovani" and reinforced ecosystem collaboration for youth/startups.

**Bielsko-Biała (ARRSA).** Most useful: Amarante Tech Hub and IET – Tâmega Business Institute, with ITS Prodigi (Arezzo) as a next-step reference on tailored tech skills. These informed ARRSA's direction toward a more complex digital innovation hub and skills pipeline.

**Bucharest District 6 (BD6).** Most useful: ITS Prodigi (Arezzo) for counselling/entrepreneurship alignment and Amarante Tech Hub (plus Tâmega Business Institute case example). These directly fed Actions 2.1 & 2.2 on district-wide counselling and youth entrepreneurship and inspired additional actions on consultative boards and access to digital platforms.

**Idrija**. Most useful: HerStory in IT & BBDays4.IT (Bielsko-Biała) and Youth Makerspace Larnaka. They catalysed Idrija's plans for an Innovation Hub & Community Working Space and a Creative Makerspace connecting young creators with firms, mentoring, and STEAM skills.

**Larnaka.** Most useful (including study visit learning in Arezzo): Amarante Tech Hub and InformaGiovani Arezzo (Youth Services & Business Hub). These underpinned Larnaka's Technology Hub & Business Observatory concept and youth-centred services (mentoring, guidance, training, job orientation).

**NKUA – Psachna.** Most useful: Amarante Tech Hub and IET – Tâmega Business Institute. Together they shaped the Psachna Digital Innovation Hub concept and the Upskilling & Capacity-Building action (hands-on training, mentorship, tight links to industry).

**Trikala**. Most useful: Amarante Tech Hub and InformaGiovani Arezzo. These informed the Entrepreneurship Support Lab and targeted digital-skills pathways for NEET youth and women, embedding inclusion into smart-city delivery.

## 9.3 Successes, Hardships & Next Steps

**Cross-network picture:**

**Partners report** strong wins in building/energising local coalitions and testing inclusive actions; the toughest hurdles were sustaining stakeholder engagement and stitching together funding/governance for implementation; immediate next steps concentrate on activating hubs, formalising partnerships, and locking resources—mirroring the IAPR's network headwinds of capacity, political backing, and funding.

**Successes, Hardships & Next Steps by city are following:**

**Amarante.** *Success:* The municipality consolidated an integrated and feasible IAP, with anchor actions (Bootcamps, Mentoring for Women, Coding Clubs and Career Fair) aligned to indicators and funding; *Hardship:* The main challenge is sustaining resources and participation given the mismatch between training supply and real company needs; *Next:* Launch the pilot "Tech Skills Bootcamps" and the "Mentoring Program", in partnership with schools/companies, and submit an ERDF application for scaling.

**Arezzo.** *Success:* a robust stakeholder network co-designed actions for diverse NEETs; *Hardship:* mindset/cultural barriers and hesitant business engagement; *Next:* secure sustainable funding and formalise governance to scale the IAP actions.

**Bielsko-Biala.** *Success:* "HerStory in IT" made diversity a relevant agenda at strategic and community levels; *Hardship:* keeping the initiative's "living" rhythm (time-intensive engagement and reporting); *Next:* continue/expand HerStory, keep stakeholders engaged, and fund IAP actions.

**Bucharest District 6.** *Success:* TechDiversity empowered D6 to drive inclusion and talent; ULG played a key role in the SkillUp Masterclass testing action; *Hardship:* identifying and retaining the right ULG members; *Next:* reconvene the ULG to set concrete steps/timelines for first implementations starting in 2026.

**Idrija.** *Success:* unified previously fragmented efforts under a shared goal; raised the profile of inclusion/integration in local policy; *Hardship:* sustaining ULG commitment; *Next:* implement Action 2 (Creative Makerspace) and Action 1 (city-centre coworking), build political support, and assemble multi-source funding.

**Larnaka.** *Success:* IAP framed as a living method to build a supportive ecosystem for talent/innovation; *Hardships:* continuous stakeholder engagement, funding/sponsorship, and implementation HR; *Next:* present IAP to Municipal Board, keep/open ULG participation, start funding efforts immediately, and set up ongoing monitoring.

**NKUA / Psachna.** *Success:* Tech Entrepreneurship Micro-Hackathon catalysed the Psachna Digital Innovation Hub concept; *Hardship:* maintaining active involvement of all key stakeholders; *Next:* launch the DIH and secure partnerships/funding to sustain an inclusive local ecosystem.

**Trikala.** *Success:* embedded diversity & inclusion into smart-city strategy with a participatory framework; *Hardship:* continuous stakeholder engagement while diversifying funding; *Next:* activate the IAP by launching the Entrepreneurship Support Lab and securing long-term partnerships/funding.

**What does this mean for implementation (network-level)**

To convert hardships into momentum, partners are prioritising:

(i)     formal governance compacts with ULG/anchor institutions

(ii)    diversified finance (EU, national, private, sponsorship) and

(iii)   cadence-based engagement (clear roles, indicators, and risk assessment) fully consistent with the IAPR's emphasis on action-oriented planning and immediate 2025 priorities.

## 9.4   Looking Ahead - Policy Guidelines

Both the partners' feeds and their IAPs are the source of the content that follows. As a result of the entire project experience as well as the policy problem seminars, workshops, and masterclasses, the LE contributed invaluable insights.

**Across partners, a clear forward path emerges: make diversity & inclusion the default operating system of local digital policy, lock it into governance,**

**and resource it like core infrastructure. Concretely, partners converge on the following guidelines:**

- **Make diversity & inclusion non-negotiable.** Guarantee the active participation and representation of under-represented groups in every stage of digital and tech initiatives - design, delivery, and oversight.

- **Institutionalise participatory governance.** Give URBACT Local Groups co-lead roles and ensure their long-term operation and links to regional/national actors, universities, and business.

- **Embed cross-cutting priorities.** Integrate gender equality, digital inclusion, and the green transition into all digital strategies so innovation advances equity and sustainability together.

- **Invest in capacity that multiplies.** Systematically upskill municipal officers, educators, and community leaders on inclusive, entrepreneurial, and participatory methods to sustain change.

- **Coordinate across levels and sectors.** Build structured cooperation among municipalities, regional/national authorities, academia, and the private sector; connect local actions to smart-specialisation strategies.

- **Back entrepreneurial pipelines, especially for youth.** Strengthen inclusive entrepreneurship support, mentoring, and hubs; prioritise NEETs and graduates so diverse talent flows into local firms.

- **Design for small-town realities.** Recognise small towns as innovation nodes; adapt programmes and regional policies so places like Psachna and Idrija aren't left behind.

- **Secure and diversify funding.** Pair EU and national funds with private partnerships; plan for implementation, not pilots only, and protect continuity beyond project cycles.

- **Make inclusion measurable.** Build data-driven ecosystems with monitoring frameworks and indicators so progress on equity is visible and accountable.

- **Shift culture, avoid tokenism.** Prioritise community-led approaches and move beyond symbolic actions, tackle mindsets alongside programmes.

- **Align locally with national/EU strategies.** Ensure city IAPs dovetail with national digital and inclusion policies to attract investment, build skills, and scale impact.

These guidelines reflect partners' "final comments" and lived implementation lessons: inclusive governance, durable capacity, and measurable delivery are the levers that will carry TechDiversity from plans to long-term policy and practice.

# 10. Alignment with the URBACT Method: Integration, Participation, and Action-Oriented Planning

This section summarises partners reflections on Integration, Participation, and Action-Oriented Planning elements.

## 10.1 The Integration experience

The following content arises from the partners feeds and the Self-Assessment Tool (& Mid Term Review results).

**Across the network,** partners used the URBACT integrated approach to **bind economic, social, environmental and governance dimensions** into single, actionable city playbooks, shifting from isolated pilots to coherent delivery frameworks with clear roles, indicators and funding routes. This mirrors URBACT's definition of integration (horizontal, vertical, territorial and resource) and the mid-term finding that most cities were already "almost able" or "able" to evidence it.

**Takeaways on Integration for each city are following:**

**Amarante.** Main benefit for the municipality: Moving from isolated initiatives to a coherent plan of actions with clear outputs, outcomes and indicators, creating conditions to scale.

**Arezzo.** The integrated, participatory method was "essential" to co-design actions with stakeholders and align inclusion-in-tech with EU urban strategies—creating a structured pathway for implementation and ongoing engagement.

**Bielsko-Biala (ARRSA).** Integration was most tangible as horizontal partnership-building, connecting an already strong IT community with a new

D&I layer to make the ecosystem more holistic and practical ("connect-the-dots" vision).

**Bucharest District 6.** Integration helped weave economic, social and environmental strands while diagnosing gaps in vertical/territorial cooperation; crucially, it married hard + soft investments via living-lab actions linked to new education infrastructure. Final comments stress continuity of the core team and stronger multi-level governance going forward.

**Idrija.** Moving from fragmented initiatives to a holistic framework, Idrija combined economic development, digital innovation, environment and social inclusion to better connect youth, women and migrants with opportunities in the digital/CCI ecosystem.

**Larnaka.** A step-by-step integrated process anchored in the ULG produced a targeted IAP for the city's tech & diversity gap; after early engagement hurdles, peer input and expert support helped lock an implementation and resourcing strategy.

**NKUA – Psachna.** Integration reframed youth out-migration as a multi-dimensional challenge, aligning university–municipality–business collaboration and yielding a more holistic, actionable IAP.

**Trikala.** Integration embedded cross-sectoral and territorial lenses, linking digital transformation with equity and sustainability, backed by monitoring and risk frameworks to keep policy evidence-based.

**Finally, TechDiversity Network mechanisms that strengthened integration were** the Peer reviews that explicitly pushed vertical/territorial integration (e.g., Bielsko-Biala, Idrija) and sharpened operability (indicators, governance, **Integration worked** when cities institutionalised ULG co-leadership, paired mindset change with pipelines (skills, entrepreneurship), and blended funding—creating durable architectures to deliver inclusive tech ecosystems beyond the project window.

## 10.2 Lessons learnt from the participative model & action-oriented planning.

The content for the **core lessons learnt** arises from the partners IAPs, feeds and evaluation of the additional activity that took place in Scotland (September 2025).

- **Co-creation works when formalised.** Institutionalised ULG co-leadership (clear roles, cadence, decision rights) turns participation into delivery capacity.
- **Peer review = acceleration.** Structured cross-city feedback sharpened SMART actions, indicators, and feasibility, cutting "pilot purgatory."
- **Test before you scale.** Small, time-boxed pilots de-risked actions, clarified costs/owners, and built political buy-in.
- **Integrate by design.** Horizontal (cross-sector), vertical (multi-level), and territorial lenses convert isolated ideas into coherent policy pathways.
- **Finance the doing.** Blend EU/national/private funding and plan OPEX (mentoring, facilitation, monitoring) not CAPEX only.
- **Measure what matters.** A lean, shared KPI set and simple dashboards sustained accountability and learning across partners.

## 11. Annex

11.1 IAP Template

City Logo

# TechDiversity

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

## INTEGRATED ACTION PLAN

City Name

Authors Names & Position (including ULG members that contributed to the development of the IAP)

Picture of the city's APN journey

December 2025

# Table of content

## Suggestions - Recommendations – Directions by JS & LE:

✓ Narrative descriptions and lengthy texts **should be avoided**

✓ This template is a LE suggestion, based on the official framework.

  **Partners can modify** the content, **but must follow** the core

  structure and the official directions. **Integration** is the focal point

  of the IAP development strategy

✓ Carefully read the **official program Guideline 2023** for the IAPs

  and the **IAP Study Report 2023  (One Drive)**

✓ The **future oriented IAPs** are developed in **four sections** - from

  context setting and needs identification at the beginning, to the

  implementation framework at the end

✓ The **starting point for any IAP i**s necessarily an understanding of

  the local context and the specific policy and practical challenge(s)

  being addressed.

✓ An IAP defines the local level actions to be carried out in response

  to **a specific urban policy challenge**

✓ An IAP should have a **clear action-focus** to lead to feasible actions

  (what implies indicators and monitoring)

✓ An IAP should provide **both a focal point and end goal** of the action

  planning journey

✓ IAPs are **future oriented** with a **strong implementation focus**

✓ An IAP has to be structured and include **timing, budget, task**

  **allocation** to facilitate its implementation

- ✓ **Local stakeholders should co-develop the IAP** – it is not an one man/woman effort or a professional task to be full assigned to an expert
- ✓ Take advantage of the Baseline **Study** and your detailed **City Profile** (and just make updates if needed based on the exchanges on the local level with your ULG)
- ✓ IAP is the **basis** for your follow up **dissemination activities**, once it is endorsed by the ULG
- ✓ The IAP **could be approved officially** by the mayor or a related with the policy issue vice mayor or even better the city council (it is not mandatory, but it is suggested).
- ✓ It is suggested also to share the IAP with your ULG members in an **online working document.**
- ✓ **Various examples** can be found in the IAP Study on p.8 and in One Drive etc
- ✓ An IAP (depending on its visual format) could **be from 20 to 40 pages.**

# 1. City's mayor statement

Half page statement by the mayor (or other elected representative of the city council) is **optional.**

If yes, mention the city's vision and expected impact in local diverse minorities on the selected policy issue

Insert a picture of the mayor, or the ULG, or the partners city visit "family" picture.

## 2. TechDiversity

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

The network operated  from July 2023 to December 2025.

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

## 3. URBACT Integrated Action Plans

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

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

IAPs are **future oriented** – setting out the actions that cities will implement beyond the life cycle of the URBACT network. For this reason, each IAP not only sets out what the city intends to do on its specific topic, but also has a **strong implementation focus,** for example through the identification of specific



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

The IAP links with the overall URBACT Action Planning Cycle.

# 4. Context, needs and vision (not more than 8 to 10 A4 pages)

**The final draft should be completed by 31 of May 2024.** The LE will come back with possible suggestions for improvement by the **10th of June** (after the NM in Bucharest) and the section should be completed  **by the end of June 2024.**

**The section can strongly rely on the Baseline Study and your City Profile.**

This section provides the basis for all subsequent action planning. It answers mainly to the question: **Why did we decide to be involved in this project and to address the TechDiversity policy issue.**

Core statistics should be included and concrete  evidences to demonstrate the challenges and the themes addressed by the city. This part should lead to a short diagnosis about the local context related to the challenges and the most pressing aspect – issue as decided by the partner and the ULG.

Check a few -not many- former IAPs (and as a good practice for this section from La Rochelle (Gendered Landscape)

**Suggested Subsections  (The first three could be combined in 1 subsection):**

1. *Overall theme being addressed*
2. *Current situation*
3. *Relevant existing strategies and policies*
4. Problem identification by local stakeholders
5. Vision

6. Main integration challenge(s)
7. First ideas for testing actions at local level

All of these aspects are valuable for ensuring that:

a) there is a shared vision of what the current situation is and where the city wants to get to amongst the ULG members;

b) that the subsequent planned actions are genuinely responding to real needs in the city;      and

c) that the city has a clear framework also for presenting and explaining the city's plans to external audiences. This IAP section can also provide a useful baseline for subsequent monitoring activities and identifying success in delivering change on the ground

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

Select data and the most critical content from your city profile or the baseline study related to:

- Population statistics and demography
- Economic statistics
- Employment statistics
- Challenges and other content around the policy issue
- Starting point – position of the city
- Relevant existing strategies and policies
- Barriers and threats

## 4.2. Problem identification by local stakeholders

### 4.2.1. Problem identification

Select the most critical content related with the policy issue from your city profile and/or the baseline study related to:

- The precise core and more pressing aspect of the policy issue
- City ambition
- Core challenge(s)
- Learning needs

Please highlight the content that came through your ULG members and include comments coming from your Local priorities, SWOT Analysis and Problem Tree outputs.

### 4.2.2. City's local stakeholders: Inputs & methodology

Members of the active ULG list and their coordinator profile.

Include the core results of the first ULG meetings and the tools you used:

- Problem tree
- stakeholder ecosystem map,
- stakeholder influence/importance matrix,
- stakeholder analysis table.

Illustrate with pictures with your ULG in action.

Use Information from your city profiles & questionnaire, the baseline study and your city roadmap.

Introduce the working methodologies you selected for your ULG meetings:

- The methods and tools
- Any highlights
- Any struggles and solutions identified – risks and mitigation strategies

Illustrate with pictures with your ULG in action

This part can be completed at a later stage of the IAP development

## 4.3. (Overall) Vision

Introduce the vision agreed with your ULG.

Possible use of your output of the Newspaper of Tomorrow tool.

Example: Figure 1 Example: https://urbact.eu/sites/default/files/2023-01/Thriving-Streets_Klaipeda-Final.pdf

## 4.4. Main integration challenges

Identify where most effort is needed strategically to improve the integrated approach in the city:

o First analysis of current levels of integration

o Current approach to key URBACT cross-cutting themes (gender, digital, green…)

Use the information from your City Profile or/and the Baseline Study on Integration and on the Cross-Cutting themes, as also the documentation in One Drive for Integration and finally the masterclass on integration PPT by the LE

## 4.5. First ideas for testing actions at local level

Introduce your initial plans on the testing actions activities based on your local discussions, examples provided in One Drive, the ad hoc expert suggestions and inputs, the Bucharest workshop etc

# 5. Overall logic and integrated approach



**Core Content of Section 5 should include (minimum):**

**Strategic Objectives**

• How to achieve them (once the IAP will be implemented)

• Definitions of metrics and measures

**Intervention Logic Model**

• Logic Model

• Demonstration of all actions that will lead to meeting the strategic objectives

**Actions Overview**

• Summary description, providing an overview of all actions

**Integration Approach**

• Justification on the integration aspect of all actions foreseen

**Details – directions: Official Guide Pages 8,9 and 25-30**

The fifth section of the IAP should set the overarching strategic objectives for the IAP, the overarching areas of action and intervention that the IAP is going to focus upon and the accompanying specific actions, and a final assessment of integration and whether any aspect is potentially missing.

In terms of the elements of this section, partners should detail on no more than 4 pages the following elements:

a) **Details of each strategic objective for the IAP.**
   These should flow from the Context, Needs and Vision as detailed in Section 4 and clearly outline what the IAP is specially looking to achieve, with there being no more than 4 or 5 strategic objectives. Most Strategic objectives should include to consider social, environmental and gender considerations. Partners could use the 'Planning Actions' section of the URBACT Toolbox as a way of developing strategic objectives and which particularly provides advice on how to define objectives.

**b) Details on the overarching areas of intervention that will enable you to deliver your strategic objectives and vision.**

The areas of intervention could be around 'Opportunities and employment facilitation in digital ecosystems', for example.

This should be new text and outline clearly the areas of policy and practice for intervening in and the reason why this intervention is important in relation to your strategic objectives.

**c) Details on the specific actions you will undertake in relation to each area of intervention and that will enable you to realise your strategic objectives and vision.**

An example action could be 'Workshops on how to apply Gender considerations and clauses on upcoming Procurement Opportunities.'

This should be new text and describe each action succinctly and linked to the relevant area of intervention.

**d) Details on whether each Action selected is integrated.**

This should outline which of the 12 aspects of integration are relevant for each action. In terms of writing the Overall Logic and Integrated Approach section, the strategic objectives, areas of intervention, and actions should all be developed in coordination with the ULG to ensure shared ownership of what the IAP is looking to achieve and how it will realise it.

**In terms of timeframes for continuing to develop the Overall Logic and Integrated Approach section:**

• Each Partner presented their draft strategic objectives to other Partners at the Transnational Meeting in June 2024 and the LE and Peers provided feedback and thoughts upon improvement.

• At the Transnational Meeting - September 2024, the LE provides some further advice about areas of interventions, actions and assessing the integration of actions.

• Between June 2024 and November 2024, all Partners have to work with their ULG members on drawing their areas of intervention and accompanying actions and to present those drafts at the TNMs (September and December 2024).

• Following this, Partners will draft into their IAP the complete section 5 including their strategic objectives, intervention areas, draft actions, and integration assessment by Friday 15th November 2024 and send to LE.

• The LE will review each of these elements and send comments to Partners, with it anticipated that the section is finalised by 28th February 2025 and sent to LE in preparation for the Peer Review Transnational Meeting in early April 2025.

**The fifth section is the heart of the IAP, setting out the full breadth and scope of the IAP for delivering on the overall vision. IAP Section 5 is crucial not only in resulting in a final full list of planned actions under the IAP, but also in demonstrating that these actions have been designed logically to meet the identified needs.**

### Defining areas of intervention

Defining the IAP's areas of intervention serves mainly to make it easier to plan and structure the full range of actions needed to achieve the strategic objectives. The areas of intervention are headings under which actions will be planned by the ULG. Each IAP can define its own intervention areas freely in the way that responds most logically and directly to the challenges faced and the objectives set.

### Defining strategic objectives

As mentioned above, the definition of strategic objectives can help to improve the structure and understanding of the overall plan. Depending on the logic and preferences of the city/ ULG, these might work best being defined per strategic objective or per action area. The important thing is to create an overall logic which makes sense and is coherent, enabling a clear vision of the plan, what it aims to achieve and how the specific planned actions are intended to contribute. **Ideally, strategic objectives should be SMART, meaning that they should be Specific, Measurable, Achievable, Relevant and Time-bound.** This will ensure that the success or otherwise of the IAP can subsequently be monitored and reviewed, allowing for informed modifications and improvements in planned actions in the future.

### Presenting the logic from vision to action areas

The overall logic of the IAP can be presented in multiple ways, **but in all cases lengthy text or narrative descriptions should be avoided.** A series of summary tables offer one presentation possibility, however previous IAPs have also shown interesting visual approaches which could serve as inspiration.

Examples provided in the Guide pages 26 – 27

**Defining actions**

Actions should be defined in terms of things that will be done under each of the areas of intervention. It should be the case that the way that the IAP separately defines the objectives, areas of intervention and actions makes it clear what constitutes an action (as opposed to an objective for example). Nevertheless, there will always be some flexibility and potential ambiguity in definitions.

**Presenting actions**

Whilst the overall logic of the IAP can be presented in interesting visual ways to showcase the connections between the vision, different levels of objectives and areas of focus/intervention, it is recommended that **the list of actions should at some point be presented in a summary table structured by action area.** It is not considered realistic or necessary to provide significant action planning detail in IAP Section 5. However, where possible, it is useful to at least define who would be responsible for implementing each action, how much it might cost and when the action might be implemented. Where this information is provided, it is understood that these are likely to be broad estimations.

**An initial risk assessment for the plan as a whole might also be useful at this stage.**

Examples provided in the Guide pages 28 – 29

**The integrated approach**

The full list of planned actions foreseen by the IAP will enable a detailed review of the integrated nature of the IAP, including strengths and weaknesses in terms of integration and the identification of any missing areas. Review by the Lead Expert and a Peer Review of the draft list of planned actions should take place in time for the ULG to further strengthen the integrated nature of the plan. Even the earlier definition of the areas of intervention can enable a first review of the integrated approach in terms of whether the emerging plan seems to be covering all the aspects necessary to deliver the vision.

> **URBACT Tools: The Planning Actions section of the URBACT Toolbox provides tools and guidance on:**

• How to define objectives

• How to co-create actions

• How to check that an Action Plan is integrated

https://urbact.eu/toolbox-home/planning-actions

## 6. Action planning details



The 6th IAP section, to be fully completed by month 24 (July 2024) starts to work more directly towards implementation by providing significantly **more action planning detail** than is provided by the integrated approach set out in IAP Section 5.

It is recommended to select a maximum of **10 actions to plan in significantly more detail in this way in IAP Section 6.** It could be that this represents all the actions defined in IAP Section 5, however, it is mostly likely to represent only a selection.

The selection of actions to be planned in detail should be based **on a clear prioritisation.**

This could be based on those actions **that are most urgent or those that require external funding** (so that the more detailed planning can support a future funding application).

The detailed planning of each action should involve the definition **of seven different action planning elements (table following).**

| | | |
|---|---|---|
| 1. | Implementation steps | |
| 2. | Timings | |
| 3. | Responsibilities | |
| 4. | Costs | |
| 5. | Funding | |
| 6. | Monitoring indicators | |
| 7. | Risk mitigation | |

Each of these aspects should be addressed in as much specific detail as possible. This means, for example, that the action should be broken down **into a series of separate implementation steps (sometimes defined as 'tasks' or 'activities')** which need to happen for the action to take place. *(For example, the creation of a new installation could require a series of specific steps including confirming technical specifications, identifying a site, stakeholder consultation, launching a procurement process etc.)*

Timings should be as specific as possible, for example by month rather than by year and broken down by implementation steps where possible. Under responsibilities should be defined not only **who is overall responsible for the action**, but who else is involved as an implementation partner and whether specific steps need to be implemented by different actors.

**Costs** should be broken down by type and amount to give as accurate a figure as possible. Resources required could include staff, physical infrastructure (offices, buildings, open spaces, etc.), capital and revenue expenditure, bearing in mind some actions do not need budget, but could be about structural changes.

Equally, the **funding** identified for the particular action should be specific, including the source and, where relevant, particular funding calls. This can include possibilities of innovative financing solutions (cofinancing, crowdfunding, etc.) as well as European, national or regional funds (including but not limited to ERDF and ESF).

**Monitoring indicators** should aim to identify both output and results indicators for the particular action to enable implementation to be tracked and its impact measures.

Finally, **risk mitigation measures** should be identified to overcome potential challenges to implementation based on a clear risk assessment.

**Presentation of action planning details**

All of the detailed action planning elements required in IAP Section 6 can best be presented in **action planning tables.** However, these can be formulated in different ways, also with inspiration from social innovation tools and business canvas models. The use of 'tables' does not necessarily mean a literal grid of cells (such as an Excel spreadsheet), but refers more to a consistent, structured presentation of details which makes it easy to understand and navigate across actions.

**There is no 'perfect' IAP** that provides an exact model to follow in providing detailed action planning tables. However, **past IAPs provide a lot of inspiration** in the variety of possible approaches, styles and formats for setting out actions in detailed action planning tables (see IAP Study Case Studies).

**Some IAPs created multiple tables** to present different aspects of the action planning detail – for example one table to define actions, timings and responsibilities, with separate tables to present other aspects, such as the necessary financial resources, or implementation risks. However, some of the clearest examples found ways to combine all the action planning detail into one table. Flexible presentation styles support this.

**Various IAP action planning tables examples are provided in the official URBACT guide for IAPs. A good example that matches TechDiversity policy issue is following.**

ACTION 1 TITLE :

## WORKPLACE GENDER BALANCE WEBINAR

**/ Short Description :**
Proposal of webinars dedicated to certain employment sectors on the territory experiencing staff shortages, with a presentation of the professions from the angle of a workplace gender balance. Aimed at schoolchildren, students, employees or job seekers retraining. Live (day) or replay, with two formats:
- 30 minutes on a single profession/sector
- One hour with a sector and several professions presented

For this latter format, the following will be presented:
- the professions
- the companies recruiting these skills
- the profiles sought
- the training paths to access employment

The interventions will be provided (ideally) by young professionals, having undergone recent training (on the job, student, work-study or retraining), who will give personal accounts of their pathways. The first part will focus on presenting the professions of the Grand Port Maritime of La Rochelle (somewhat male dominated) with testimonials from female representatives.

A one-hour format is envisaged, with the presentation of several professions and pathways.

**/ Stakeholders :**
- The Urban Community, Employment and higher education direction (programme of the "Assises de l'Emploi" employment conference)
- The HR Department of the Grand Port Maritime de La Rochelle
- Partner players in orientation: CIO (information and orientation centre), "Mission Locale", ERIP (regional space for local information)
- Companies and training organisations concerned
- Young people in companies, training organisations and CFAs (apprentice training centres)
- Players in professional transition (APEC - executive employment association, Cap Métiers, Atouts Compétences - weekly e-newsletter from Cap Métiers on orientation, training and employment in New Aquitaine)

**/ ACTION Owner :**
Cap Métiers Nouvelle Aquitaine (logistics, preparation, facilitation)

**/ Links to Strategy :**
Promoting, acculturating and disseminating gender balance through presentations of jobs in the region that are male dominated with testimonials from women and, conversely, female dominated jobs with testimonials from men.

**/ Finance & Resources :**
No cost: Cap Métiers Nouvelle-Aquitaine - main operator - has the materials, the method and the know-how. The contributors are volunteers (companies, training organisations, employees/students for the testimonials).

**/ ACTION Readiness :**
Prepare content, approach to the academic world and communication.

**/ Risks :**
"Establish" these webinars with players in employment and National Education, through an optimal and targeted dissemination of information, for appropriation by all the audiences concerned.

**ACTIVITIES SUMMARY : STEPS: 3 MONTHS OF IMPLEMENTATION**

| ACTIVITY | DATES | OUTPUTS | RELATED ACTIVITIES | PROBLEMS / CONCERNS |
|---|---|---|---|---|
| Preparation (identification of testimonials, participants) | D-2 months | | | |
| Dissemination of information in the ERIP of the employment area of La Rochelle / Schools | D-1 month | | | • Get the National Education to adhere to this system, for schoolchildren<br>• Get teachers on board for regular screening of these webinars, even in replay |
| Registration | D-1 month | • Number of registrations (LiveStore and Cap Métiers agenda) | | |
| Technical rehearsal with all players | D-15 days | | | |
| All remotely | D-Day | • Number of live log-ins (target : 50 at least)<br>• Number of replay views (target : 1,000 at least) | | Pay careful attention to "Live" session log-ins |

# 7. Implementation framework

The 7th section to be completed by the end of month 30 completes the IAP by addressing implementation considerations for the IAP as a whole beyond the specific planning details linked to individual actions. This should be presentable in around 5 pages.

Arguably the most important aspect of the implementation framework is the governance processes that are being put in place to ensure IAP implementation. In this context, it is important to remember that the IAP is setting out actions that will be implemented after URBACT support has come to an end.

Therefore, it is important that **a body is identified (or created) to oversee implementation** and given an effective mandate and resources to do the job without needing URBACT support. In this context, the question of ULG continuation should be specifically addressed to ensure that the participatory approach promoted by URBACT is taken forward in the city. It could be that the ULG is formalised in its existing format.

However, it could also be that a slightly different type of structure or process is created for ensuring ongoing stakeholder involvement in taking the IAP forward. The ULG and its role can helpfully be defined as part of the overall governance process being put in place.

**The overall monitoring framework should also be defined** – ideally including the process for ensuring that regular monitoring and reporting actually takes place in practice (linked to the governance arrangements). This should link back to the strategic and/or specific objectives defined at the beginning of IAP Section 5  to elaborate on how success will be measured. It should include a definition of indicators, as well as **baseline values and targets** for specific future dates.

Whilst IAP Section 6 in particular already identifies specific funding opportunities for certain actions, the plan can also benefit from an overall funding strategy that cuts across all the planned actions. This can usefully include a timeline of funding opportunities along the project pipeline. URBACT has provided tools to support the development of a resourcing strategy for each IAP (see below). It can be useful to start working on the overall resourcing strategy as early as possible in the definition of the actions – notably to identify specific funding opportunities in Section 6. **However, the overall funding strategy can be presented in IAP Section 7.**

It may also be that cities are able to undertake a risk assessment already during the development of IAP Section 5 (which would be useful for informing specific mitigation actions). However, IAP Section 7 'implementation framework' is the place to set out the overall risk assessment for the IAP and mitigation measures established to encourage implementation of the planned actions.

The risk analysis can cover operational, financial, legal, staffing, technical and behavioural risks, categorised into low, medium or high risk, together with an outline of the steps which will be taken to mitigate the risk. The planned timings for implementation of the various actions set out in the IAP can also usefully be presented in an overall timeline or Gantt chart. This can serve not only to highlight visually which actions need to happen first, but also to identify any bottlenecks in the planning and to keep track of implementation progress against the original plan. This can cover all the actions defined in IAP Section 5.

URBACT Tools and previous examples are included in the official APN IAP Guide

This is good example of a governance structure
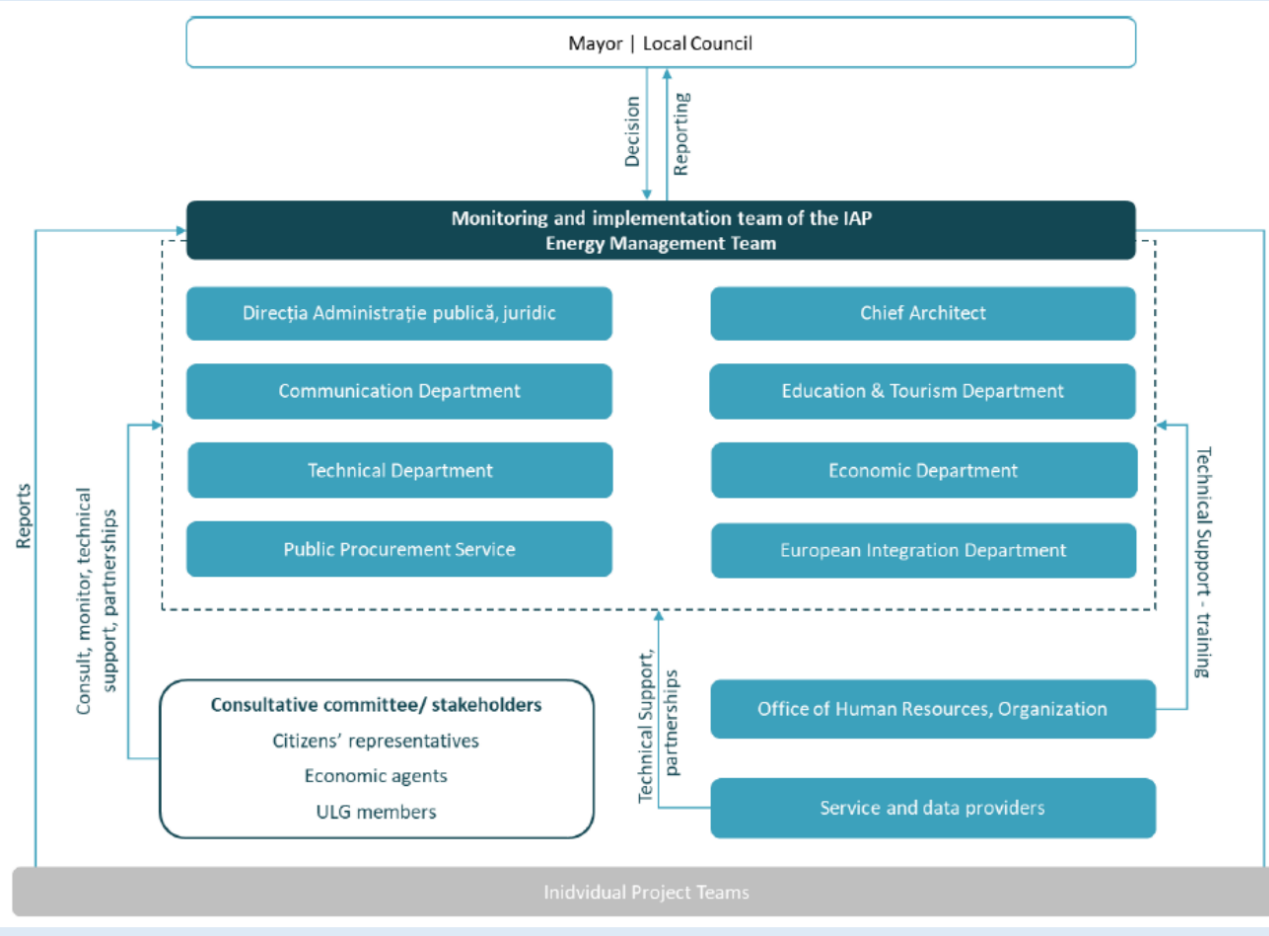
The IAP concludes with a section of 'conclusions and next steps' highlighting immediate commitments for taking the IAP forward, including presenting the IAP to other possible stakeholders, creating a long-term partnership with current ULG members, developing the Energy Management Team within the City Hall and integrating the IAP's medium and long-term actions in other strategic documents of the city.

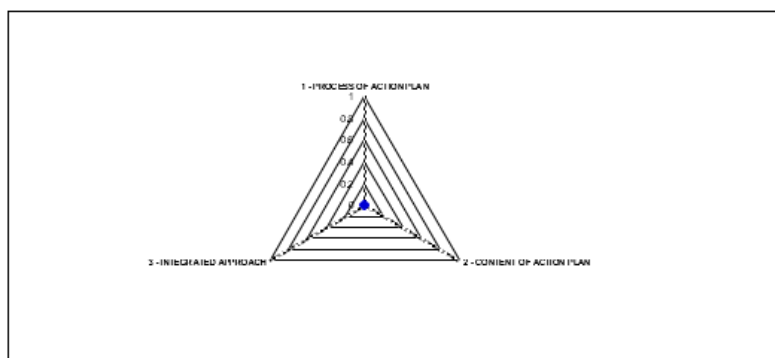# 8. Annex

## 11.2 IAP Peer Assessment Tool Template

**IAP 2nd Peer to Peer Assessment Tool**

| | |
|---|---|
| Integrated Action Plan | **Partner IAP that you are assessing** |
| Date of assessment | **Date of peer review assessment** |
| Completed by | **Name of peer reviewer** |
| Instructions | For each indicator (row) complete the score column by entering a score between 1 and 5 where 1 is weak, 3 is moderate, 5 is strong. **In case the parameter is Not Applicable, or you are not sure for the case under consideration, score "0".** You can use the score criteria on the right to see what score to give. Complete briefly the evidence column for each indicator. Concentrate mainly on suggestions that you can also elaborate further during the peer to peer session in Bielsko Biala. Suggestions concern proposals of improvement you wish to make to your peer that occur to you while reading the plan, or answers to their direct questions during the meeting (in Bielsko Biala. The radar plot and summary scores at the bottom of the table will be calculated automatically. |

### 1. PROCESS OF THE INTEGRATED ACTION PLAN

| Indicators | Score awarded out of 5 | Evidence for score – why was the score given – | Indications for scoring | Concerns | Suggestions |
|---|---|---|---|---|---|
| Description of how the Plan was developed with the local stakeholders contribution | | | score 1: not addressed<br>score 3: thin description<br>score 5: clear outline of how the ULG worked | | |
| Steps that have been followed with the stakeholders contribution | | | score 1: no meetings held with stakeholders<br>score 3: small number of meetings<br>score 5: meetings held with all stakeholders | | |
| 1 Total Score | 0 | | | | |

### 2. CONTENT OF THE INTEGRATED ACTION PLAN

| Indicators | Score awarded out of 5 | Evidence for score – why was the score given – | Indications for scoring | Concerns | Suggestions |
|---|---|---|---|---|---|
| Organisation of document - Structure: Does the Plan have a coherent and clear structure? | | | score 1: no coherent structure<br>score 3: some structure but no progression<br>score 5: clear logical progression from description of situation to problem analysis to proposed actions | | |
| Problem definition: Does the Plan clearly defines the problem/issue to address, providing also a sufficient evidence to support definition of problem? | | | score 1: no data presented on problem/lack of problem analysis<br>score 3: some data presented<br>score 5: full and comprehensive data presented / clear problem analysis, with use of problem tree and other tools | | |
| Overall strategic goal/ vision: Does the Plan present clear strategic goal that clearly addresses the problem and the change that the Plan is seeking to achieve in relation to the initial situation? | | | score 1: lack of clear goal and vision<br>score 3: goal and vision stated in a vague, unjustified way<br>score 5: clear strategic goal and vision shown in logical format | | |
| Strategic Objectives: Does the Plan present SMART Strategic Objectives that are in line with the overall strategic goal/vision? | | | score 1: lack of objectives<br>score 3: lack of SMART objectives<br>score 5: SMART objectives in line with overall strategic goals and vision | | |
| Actions: Is each and every proposed action having a clear output in line with the Strategic Objectives? | | | score 1: lack of outputs for all actions<br>score 3: outputs vague, not linked to the specific objectives or the overall strategic goal<br>score 5: outputs well linked to the specific objectives or the overall strategic goal | | |
| How well are the actions described and analysed? Do they give a clear picture of what is intended? | | | score 1: barely described, just headings, lack of analysis of activities<br>score 3: some description of what is intended through the actions and through vague activities<br>score 5: full description including rationale, nature of intervention, anticipated results | | |
| Use of indicators to measure anticipated outputs (link to actions): Do the output indicators capture relevant types of products that the proposed actions can realistically deliver in contribution to the specific objective/result? | | | score 1: no indicators<br>score 3: indicators are mentioned but targets are not quantified<br>score 5: full set of quantified indicators with milestones in specific section of action plan | | |
| Use of indicators to measure anticipated results (link to objectives): Do the result indicators and their targets presents relevant, realistic and measurable aspect of the desired change? | | | score 1: no indicators<br>score 3: indicators are mentioned but targets are not quantified<br>score 5: full set of quantified indicators with milestones in specific section of action plan | | |
| Digital transformation: Are the actions addressing the need of cities to adopt innovative digital tools and methods to address the challenge tackled? | | | score 1: not at all<br>score 3: to some extent<br>score 5: fully considered and addressed | | |
| Equality: Is gender equality and equality of diverse, vulnerable groups addressed through out the actions or the activities? | | | score 1: not at all<br>score 3: to some extent<br>score 5: fully considered and addressed | | |

| | | 3. INTEGRATED APPROACH | | | |
|---|---|---|---|---|---|
| **Indicators** | **Score awarded out of 5** | **Evidence for score** – why was the score given – | **Indications for scoring** | **Concerns** | **Suggestions** |
| Sectorial/ Policy integration: Is diversity in tech and digital sectors addressed in collaboration with stakeholders dealing with policy making on other relevant topics? | | | score 1: no consideration<br>score 3: some meetings held but policies still remain fragmented<br>score 5: full integration of CE in all relevant policies | | |
| Contributions from range of agencies within the area to the Plan (horizontal integration) | | | score 1: no engagement by other bodies (i.e. Only local authority involved)<br>score 3: some engagement by other bodies<br>score 5: all relevant departments and agencies are engaged | | |
| Contributions from higher levels of government in the Plan (vertical integration) | | | score 1: no involvement of higher levels<br>score 3: limited involvement of higher levels<br>score 5: higher levels of government have committed to the plan, including financially | | |
| Territorial integration | | | score 1: no involvement of neighbouring municipalities<br>score 3: limited involvement<br>score 5: neighbouring municipalities have committed to the plan, including financially | | |
| Actions from both ERDF and ESF type are included either hard or soft actions (integration between 'hard' (physical) investments and 'soft' (social) investments) | | | score 1: no<br>score 3: limited<br>score 5: yes | | |
| **3 Total score** | **0** | | | | |
| | | | | | |
| **Final Score** | **0** | | | | |
| | | SUMMARY ANALYSIS | | | |
| **Themes** | **Average score for theme** | **No of criteria measured in theme** | **Total scores** | | |
| 1 - PROCESS OF ACTION PLAN | 0 | 2 | 0 | | |
| 2 - CONTENT OF ACTION PLAN | 0 | 10 | 0 | | |
| 3 - INTEGRATED APPROACH | 0 | 5 | 0 | | |
| **Grand Total Score** | **0** | **17** | **0** | | |

RADAR PLOT of the 3 dimensions

**NAME OF THE CITY**

**IAP REPORT FEEDS (IAPRF)      &**

**FINAL NETWORK RESULT OUTPUT (NRP) ...**

## 0. *Intro*

**The city project team mentions that this report (IAPRF):**

- Is **based** on the template provided by the TechDiversity LE.

- **Captures** some key learning points emerging from the overall project experience.

- **Records** the city's' learning journey providing an overview of the transformation that has taken place.

- **Includes** Core Achievements as takeaways, the partners' selected Good Practise or Case Example for its added value to each IAP, as also some Policy Guidelines, looking ahead the IAP implementation.

- Finally, it **includes** some "highlights to remember" the project journey and the people involved.


**PS1:** Everything that is included in this report **can be used** by the Lead Expert & the Lead Partner to feed the IAP REPORT & NRP.

**PS2:** The photos that are included must be of a high quality resolution and **must adhere** to intellectual property rights.

# 1. Quantitative Evaluation of the TechDiversity Journey

**Please rate the project's success on a scale of 1 to 10.**

| NAME OF THE CITY | |
|---|---|
| Project Methodology tools | 1 to 10 |
| Policy instrument improvement in the city level (diversity in tech & digital ecosystem) | 1 to 10 |
| Networking with peers from other cities | 1 to 10 |
| ULG members Capacity Building raise | 1 to 10 |
| Lead Partner support in managing the project | 1 to 10 |
| Lead Expert support | 1 to 10 |
| Ad Hoc Expert 1 support (Elke Shimmel) | 1 to 10 |
| Ad Hoc Expert 2 support (Lydia Gryszkiewicz) | 1 to 10 |
| URBACT JS toolbox, directions and support | 1 to 10 |
| The project's journey results for the city in overall, compared to our initial expectations, as well as the efforts made by the city and our ULG | 1 to 10 |

# 2. Additional Feeds for TechDiversity project level Final Outputs

| 2.1 PEER REVIEWS TAKEAWAYS | ANSWERS AND FINAL COMMENTS |
|---|---|
| Share an overview of the takeaways to your IAP as feeds of the two rounds of peer reviews and related sessions in Bielsko Biala and Arezzo | **Minimum requirements:**<br>**Please indicate whether you thought the task was helpful, whether the partner that peer reviewed your IAP was helpful and committed to the assignment,**<br>**and, most importantly,**<br>**whether the main lessons learned were integrated into your final IAP.** |

| 2.2 PROJECT CORE TAKEAWAYS | ANSWERS AND FINAL COMMENTS |
|---|---|
| Give a summary of the project's main takeaways for your city. | **Minimum requirements:** **Please mention: challenges faced, pressing issue addressed, ULG & city officers capacity building, policy issue improvement & international cooperation added value.** |
| **2.3 INTEGRATION EXPERIENCE** | **ANSWERS AND FINAL COMMENTS** |
| Briefly describe your thoughts on the Integration component of URBACT APNs and your experiences with the TechDiversity journey. | **Minimum requirements:** **Please indicate whether or if it was truly helpful for the particular policy issue that the project addressed, as well as the primary benefit that your city received from using the integrated approach to finalise your IAP.** |
| **2.4 GOOD PRACTISES AND CASE EXAMPLES** | **ANSWERS AND FINAL COMMENTS** |
| All other partners introduced 14 Good Practices & Case Examples. Pick those that you consider as of added value: (i) for the project exchanges needs (ii) for your IAP needs | **Minimum requirements:** **Select at least 1 GP and 1 CE.** **Please briefly introduce the added value for the two categories mentioned and if these have influenced your IAP and/or any specific Actions included.** |
| **2.5 POLICY GUIDELINES FOR LOCAL GOVERNANCE NEEDS** | **ANSWERS AND FINAL COMMENTS** |
| Policy guidelines are general, non-mandatory recommendations or frameworks that provide helpful advice, best practices suggestions, and guidance for implementing policies, procedures, or standards within an organization. | **We expect at least 3 guidelines for local governance decision – makers arising from your TechDiversity experience.** Examples: - Ensure the representation and active participation of underrepresented groups - including women, |

| | |
|---|---|
| They are intended to assist decision-makers by offering interpretations, suggested actions, and administrative instructions without the force of a requirement. | migrants, people of color, persons with disabilities, youth from low-income backgrounds, and older adults - in all local digital and tech initiatives of your city. <br><br> - Integrate diversity and inclusion principles into every stage of the digital and tech policy cycle, with a focus on empowering marginalized communities to lead innovation |

## 3. Place here AT LEAST 2 Amazing Pictures of your City

Please make sure you possess the property rights to them, as they will be included in the project's dissemination outputs!

## 4. Place here a Picture of the Project Team & the ULG Coordinator

## 5. Successes, Hardships and Next Steps

### 5.1 Successes

Place here a local picture of the project's lifetime.

Describe in just one sentence what you consider as a main project success for your city.

### 5.2 Hardships

Place here a local picture of the project's lifetime.

Describe in just one sentence what you consider as a main project hardship for your city.

### 5.3 Next Step

Describe in just one sentence what is your first next step when the project is over.

# 6. Final Comments – Thoughts

Describe in one page maximum any own final comments – thoughts regarding the project journey.
***Please feel free to possibly use as "starting point inspiration" some or similar of the following comments:***

- The idea to work on the 3 strongly connected topics made the project journey more interesting and finally successful

- No aspect of the project is identified that went totally wrong

- The project has clearly met expectations and has been key to defining a long-term policy in diversity for my city

- Communication efforts could have worked better in our local level

- Changes in the personnel involved or somehow responsible for the project implementation are not helping the ULGs participation & the projects' progress

- We will certainly (not) pursue another URBACT project …

# 7. Epilogue

## 7.1 Highlights to remember

a. Name and add a picture of one project moment that will be in your memory and heart!

b. Name and add a picture of a project moment that you would like to forget!

c. Name and add a picture of a funny moment

d. Name and add a picture of anyone from the Network (LP, experts, partners, ULG members) that was a real influencer during the projects' journey for a specific reason

e. Name and add a picture of the 2 most valuable members of your project and ULG team in local level