

TECHDIVERSITY

Diversity and inclusion in Knowledge based Digital and Tech Ecosystems

A Practical Playbook



INTRODUCTION



NETWORK RESULTS PRODUCT

1. INTRODUCTION – FRONT MATTER

How to Read this Product

This Results Pack is designed as a **practical playbook** for city leaders, municipal officers, and organisations active in local tech and digital ecosystems. Its purpose is to make the collective knowledge of the TechDiversity network accessible and usable beyond the life of the project.

The structure of the document allows different audiences to quickly identify what is most relevant to them:

- The **Policy Brief** offers a concise overview of the network – who we are, what we achieved, and why it matters.
- The section **From Baseline to Results** presents measurable changes across the network and highlights transferable good practices.
- The **City Result Cards** summarise each partner's journey in a clear and comparable format.
- The **Policy Recommendations** translate lessons learned into concrete advice for decision-makers.
- The section **TechDiversity & the SDGs** links our results with global sustainability goals.
- Finally, the **Appendices** provide a library of methods, tools, and case examples that can be directly adopted or adapted.

This is not a report to read once and file away. It is a **toolbox** meant to support ongoing and future efforts in building inclusive, innovative, and resilient digital ecosystems in cities of all sizes.

Executive Summary – Policy Brief

The TechDiversity network, implemented under the URBACT IV Programme, brought together eight European cities – Amarante, Arezzo, Bielsko-Biała, Bucharest District 6, Idrija, Larnaka, NKUA (Psachna), and Trikala – to explore how diversity and inclusion can

be embedded in knowledge-based, digital, and tech ecosystems.

Our mission was clear: to design and test approaches that make local digital transitions inclusive, equitable, and sustainable. Over three years, the network worked through URBACT Local Groups, testing actions, peer reviews, and transnational exchanges to co-create Integrated Action Plans (IAPs) that reflect both local needs and shared European lessons.

The results speak for themselves. Cities have developed stronger governance models, embedded cross-cutting themes such as gender equality, digital inclusion, and green transition into their policies, and created frameworks for monitoring, funding, and risk assessment. Testing actions generated concrete outcomes, from inclusive STEM education to innovation hubs and entrepreneurship support for underrepresented groups.

Why does this matter?

Because the future of Europe's digital and tech economy must be shaped by all communities, not just a privileged few. By embedding diversity and inclusion into local digital ecosystems, TechDiversity cities are laying the groundwork for resilient, competitive, and fair urban futures.

FROM BASELINE TO RESULTS



2. FROM BASELINE TO RESULTS - WHAT CHANGED ACROSS THE NETWORK (OUTCOMES)



From Baseline to Results

This section includes feeds from:

- **Partners' Integrated Action Plans (IAP) & the projects' IAP Report**
- **Partners' Scorecards** (Nov '23 → Nov '24 → Nov '25) to record improvements in the project's three topics
- **A Brief Evidence box:** in which ULG activities, site visits and testing actions underpinned the change achieved

2.1 THE URBACT LOGIC: INTEGRATED + PARTICIPATORY APPROACH WITH TRANSNATIONAL EXCHANGES FEEDING LOCAL ACTIONS.

THE URBACT LOGIC & TECHDIVERSITY

Purpose. TechDiversity applied the URBACT Method to help eight small-medium European cities design and deliver Integrated Action Plans (IAPs) **that open up digital/tech ecosystems to under-represented communities.** The Baseline Study confirmed a shared challenge (significant under-representation and barriers across partners) and set the methodology for planning Stages 2–4 (2024-2025).

Integrated approach. Integration for TechDiversity focused on combining the technical (skills, tools, market access, data) and the social (equity, participation, inclusion) dimensions in every workstream and result. The agreed project rationale was explicit: **all activities address both aspects in an integrated way**, with “Methods & Tools” acting as enablers across themes and feeding each city's IAP.

Participatory approach. Each partner convened an URBACT Local Group (ULG) -city services, businesses, educational actors, NGOs and diverse community representatives - to co-diagnose needs & challenges & co-design solutions through specific actions. **IAPs were produced through co-production:** networking + local stakeholder involvement, with clear actions, timelines, actors and funding leads.

Transnational ↔ local learning loop. The network ran a structured exchange and capacity-building program (meetings, policy issue deep dives, site visits, peer reviews, scorecards). **Learning from partners - peers were then transferred to ULGs between meetings, shaping local testing and IAP drafting.** The TechDiversity Roadmap explicitly linked transnational sessions with local activities and ensured exchanges *fed local action*, not sit apart from it.

What we exchanged. Partners prioritised three Themes:

1. **Supporting structures** (VET, job centres, pre-acceleration/acceleration, investment readiness etc.),
2. **Human resources** (mentors, coaches, peer-support etc.),
3. **Methods & tools** (labs, world cafés, mentoring, social learning, career days, job-search methods etc.).

These are the practical ingredients cities adopted/adapted locally to unlock diverse participation.

Workplan to results. Stage 2–3 activities (peer workshops, IAP writing discussions, monitoring framework, Mid Term Review) culminated in IAPs (end of 2025), reviewed twice by peer-to-peer, **with a Finale Phase showcasing tested solutions and the TechDiversity Network Results Product.** The Baseline Study defined risks (e.g., inactive stakeholders) and the coaching/escalation approach to keep delivery on track.

Why it matters. The baseline synthesis underlined both the opportunity (cities can reshape local tech and digital economies through diversity and inclusion) and the means (URBACT's tried-and-tested integrated & participatory method). Peer learning accelerated uptake of effective practices; ULG co-production ensured place-fit solutions; **IAPs provided the funding basis for mobilising funding and implementation beyond the project.**

Looking forward. By the end of 2025, all partners were expected to: (i) understand *what it takes* to build diverse & inclusive tech and digital ecosystems; (ii) have IAPs with clear measures and funding leads; and (iii) demonstrate early testing actions that de-risk implementation. **This is how TechDiversity converted transnational knowledge into local, investable change.**

2.2 STAGES 2-4 PATHWAY, REFERENCING THE NETWORK ROADMAP & WORKPLAN COMPONENTS (ULGS MEETINGS, TESTING ACTIONS, REPOSITORY OF DOCUMENTS).

Stages 2-4 were structured by the three focus pillars with D&I as transversal: **Supporting Structures, Human Resources, Methods & Tools**.

Stage 2 — Planning Actions (Jan-Dec 2024). Partners ran a twin-track process: (i) **transnational exchanges** (six in-person network meetings plus online sessions, deep dives, site visits, policy issue exchanges, bi/tri-lateral calls); and (ii) **local co-production** via URBACT Local Groups (ULGs) meeting **between** network meetings to absorb lessons and shape city work. Three core milestones guided the year: **Local Analysis, Methods & Tools identification**, as also a **Draft Action Plan structure**. A light-touch **Testing Actions** track was launched: partners agreed on potential small-scale actions with ULGs, validated by an adhoc Expert, and pilot during 2024 so learning can feed directly into IAPs specific actions. The TechDiversity Roadmap fixed cadence (four ULGs per city in Stage 2), sequencing (ULGs \rightleftharpoons network meetings), and ongoing deliverables (good practices, case examples, scorecards inputs).

Stage 3 — Preparing Implementation (Jan-Sep 2025). Cities converted the Stage-2 draft into an **Integrated Action Plan (IAP)**, setting **timeframes, resources and monitoring indicators**, supported by transnational exchanges and **2 IAP peer review** sessions. ULG activity continued (three meetings per city in Stage 3) verifying actions with stakeholders, lock in delivery roles, and integrate any late **Testing Action** insights. Transnational content emphasized **guidelines, peer review methodology, and monitoring frameworks**, with network meetings scheduled to reinforce these tasks.

Stage 4 — Network Finale (Oct-Dec 2025). Partner's ULG meeting per city focused on endorsement and promotion. Partners **adopted their IAPs** (city-council submission for most of them), **showcased** results at a final small-scale conference in Athens, and **capitalised** knowledge per the communication plan.

This **Network Results Product** consolidates tested approaches, peer-learning takeaways and IAP highlights for wider dissemination.

How international exchanges fed local action. Knowledge flew **from** network meetings into **ULGs**, and ULG feedback shaped the **next** transnational steps-ensuring that exchanges were not stand-alone but **directly fueled local design and testing**. This link was operationalised through the planned timing (ULGs scheduled **between** network meetings), targeted online check-ins, and coaching by the Lead Partner/Lead Expert.

Repository & evidence base. A living **repository of good practices and case examples** (one-plus-one per partner) underpinned meetings, site visits, and adoption decisions; entries were templated and curated to support ULG work and IAP drafting. Periodic **Scorecards** (Nov 2023/2024/2025) captured partner positioning and provided inputs for the **Mid-Term Review** and final **Reporting (IAPR)**.

Risk handling & governance. The Lead Expert identified risks (e.g., inactive stakeholders, delayed inputs etc.) and set an escalation path (Lead Expert–Lead Partner–partner; JS notification when needed). Continuous ULG monitoring, structured agendas, and URBACT tools/templates sustained participation and quality.

Outputs by end-2025. Each city: (1) an **IAP** with actions, timelines, actors and funding sources; (2) documented **Testing Action** learnings; (3) contributions to the **Network Results Product**; and (4) a populated **repository** to aid replication. This closed the loop **transnational → local → transnational**, delivering actionable, place-fit strategies.

2.3 BRIEF PRESENTATION OF CORE MEASURABLE OUTCOMES AS INCLUDED IN PARTNERS ACTION TABLES AND AN ABSTRACT TABLE INCLUDING THE MOST TRANSFERABLE GOOD PRACTICES.

This brief consolidates the measurable outcomes that recur across the eight TechDiversity Integrated Action Plans. To enable network-level monitoring while respecting local specificity, we clustered similar action-level indicators into six cross-cutting measures. Each measure can be tracked using outputs (immediate deliverables) and results (changes for people/organisations) that already appear in partners’ action tables. The aim is to allow apples-to-apples reporting on skills, inclusion, entrepreneurship and ecosystem capacity, and to provide a compact scorecard for governance and funding dialogues in project level.

For each measure below, we list a consolidated indicator definition and practical examples of partner targets/values. These examples show how existing indicators -such as participants trained, startups created, consultative boards formed, or digital platform users—map into a common framework. The measures are designed to be SMART, feasible to collect with existing monitoring setups, and robust enough to survive minor changes in local delivery. They also support equity lenses (e.g., gender, age, disability), enabling disaggregation where partners already capture it.

Suggested cadence: semi-annual output tracking (counts, users, events) and annual results updates (employment outcomes, progression, retention). Where digital tools exist (e.g., platforms and hubs), partners should export user analytics directly to reduce reporting burden. A shared template can be used to roll up city-level data into a single network dashboard.

MEASURE	CONSOLIDATED INDICATOR	EXAMPLES OF TARGETS/VALUES
1) People Trained & Upskilled	Number of participants completing training/ bootcamps (and % from target groups); total training hours; certifications issued.	Amarante: 9–12-week tech bootcamps with certifications and employment follow-up. Larnaka: 2 programmes (youth and 50+), 4 sessions, 30 youth trained; training hours tracked. Trikala & NKUA: STEM/AI upskilling actions linked to smart city/data initiatives.

2) Youth Engagement & Digital Reach	Active users of youth/skills platforms and hubs; event participants; counsellors/mentors trained.	Bucharest D6: 5,000+ registered users and 500+ youth accessing training/internships via platform; 50+ school counsellors trained. Arezzo: Start-Hub ImpresaGiovani aimed at 300 active users and 2,500 youth oriented.
3) Employment & Entrepreneurship Outcomes	Job placements, internships/apprenticeships, startups created/incubated; % women/NEETs among beneficiaries.	Bucharest D6: 10 student startups established; hub supports 5+ innovative projects. Arezzo: 30 business plans completed; 20 new businesses established and tutored.
4) School-Business Partnerships & Governance	Consultative boards established; partnership agreements signed; external funding attracted by schools/programmes.	Bucharest D6: consultative boards across technical high schools; 5+ internship partnerships; measurable increase in external funds. Larnaka: matchmaking/business support structures aligned with regional strategies.
5) Women's Participation & Inclusion	Women mentored/coached; participation in bootcamps/events; change in representation/retention where tracked.	Bielsko-Biala: 2 editions of mentoring; ≥15 women mentored; bootcamp (≥25 enrolled/≥15 graduated); storytelling & leadership labs. Amarante: Women-in-Tech mentorship programme with structured pairing and monitoring.
6) Infrastructure & Spaces for Innovation	Innovation hubs, community workspaces, labs and data-centre milestones; events hosted; utilisation metrics (members, sessions).	Bucharest D6: operational innovation hub; 6 IT labs and 6 practical labs equipped; 10+ workshops/events. Idrija: community workspace operational; ≥6 workshops; ≥5 networking sessions; ≥10 entrepreneurs mentored. Trikala: city data-centre milestones; number of businesses served; energy metrics.

2.4 GOOD PRACTICES BY PARTNERS WITH THE MOST TRANSFERABLE POTENTIAL TO SMALL TO MEDIUM CITIES IN EU.

This brief consolidates four Good Practices shared within the URBACT APN TechDiversity Network: **Amarante Tech Hub (Amarante)**, **Jobs4all (Bucharest District 6)**, **ITS Prodigy – IT & Digital Training Academy (Arezzo)**, and **Diversity Charter Greece (NKUA partner)**.

Taken together, they illustrate a diverse yet complementary portfolio that spans:

- (i) place-based hubs and skills pipelines
- (ii) inclusive, tech-enabled labour-market access
- (iii) dual VET pathways aligned with business needs and
- (iv) governance mechanisms that embed diversity, equity and inclusion (DEI) in organisations through standards and certification.

The practices converge on common principles - skills and capability-building; employer engagement and work-based learning; digital platforms that reduce access frictions; and policy alignment with EU/national frameworks—while addressing different leverage points in the ecosystem. This mix enables cities to stimulate talent, reduce bias in hiring and progression, and build resilient innovation capacity.



The full content of the four Good Practices is included in the Appendix (with the key features - title, partner/city, thematic focus, main objectives, measurable outcomes or early signals of impact) to support quick scanning and integration into other EU cities strategic planning documents, funding bids and partnership proposals. **The Transfer potential of each Good Practice is following:**

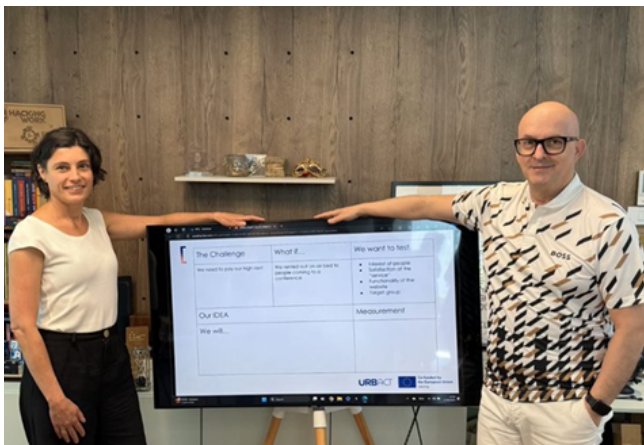
TITLE	TRANSFER POTENTIAL
Amarante Tech Hub	Replicable elements include skills programmes, employer engagement models, and platform-based services that scale across contexts.
Jobs4all – District 6	Replicable elements include skills programmes, employer engagement models, and platform-based services that scale across contexts.
ITS Prodigy – IT & Digital Training Academy (Arezzo)	Replicable elements include skills programmes, employer engagement models, and platform-based services that scale across contexts.
Diversity Charter Greece (NKUA)	Replicable elements include skills programmes, employer engagement models, and platform-based services that scale across contexts.

Transferability to small to medium cities across Europe is strong for all four practices. They emphasise modular building blocks - short, stackable training offers; structured mentoring; employer-led projects and internships; light-touch digital platforms for matching and guidance; and governance toolkits anchored in EU-aligned standards (e.g., ISO 30415).

These can be phased in with limited budgets, starting from existing municipal spaces or University labs, and scaled through partnerships with local chambers, VET providers and NGOs.

Critically, each practice comes with measurement-friendly indicators (participants, completions, active users, employer signatories/certifications) that enable funders and councils to track progress quickly.

By combining one practice that builds skills (ITS Prodigy), one that improves inclusion and matching (Jobs4all), one that activates a local hub and entrepreneurship (Amarante Tech Hub), and one that institutionalises DEI (Diversity Charter Greece), **small to medium EU cities can assemble a coherent, investable pathway from awareness to employment for any underrepresented community groups in tech and digital ecosystems.**



CITY RESULT CARDS



City Result Card – Amarante, Portugal

Core Results

STARTING POINT	WHAT AMARANTE TESTED	WHAT WAS IMPROVED	TOP IAP ACTION	CRITICAL NEXT STEPS
Amarante faced skills gaps and low representation of women and disadvantaged groups in the tech sector. The city aimed to build an inclusive and competitive digital ecosystem.	Three Testing Actions tested inclusive pathways: Amarante Go Tech Scholarships, a Mentorship Programme, and Tech Skills Bootcamps for women, youth, and unemployed citizens.	The ULG strengthened knowledge, motivation, and coordination. Local actors gained experience in diversity, entrepreneurship, and inclusive employment, moving from awareness to structured implementation.	Inclusive Job-Matching Platform connecting underrepresented talent with tech employers through AI-based matching and bias-free recruitment, led by InvestAmarante.	Establish the TechDiversity Council and M&E framework, launch the Job-Matching Platform, Bootcamps, and Mentorship actions, secure EU and private funding, and embed results into Amarante's long-term city strategy.

Evidence highlights

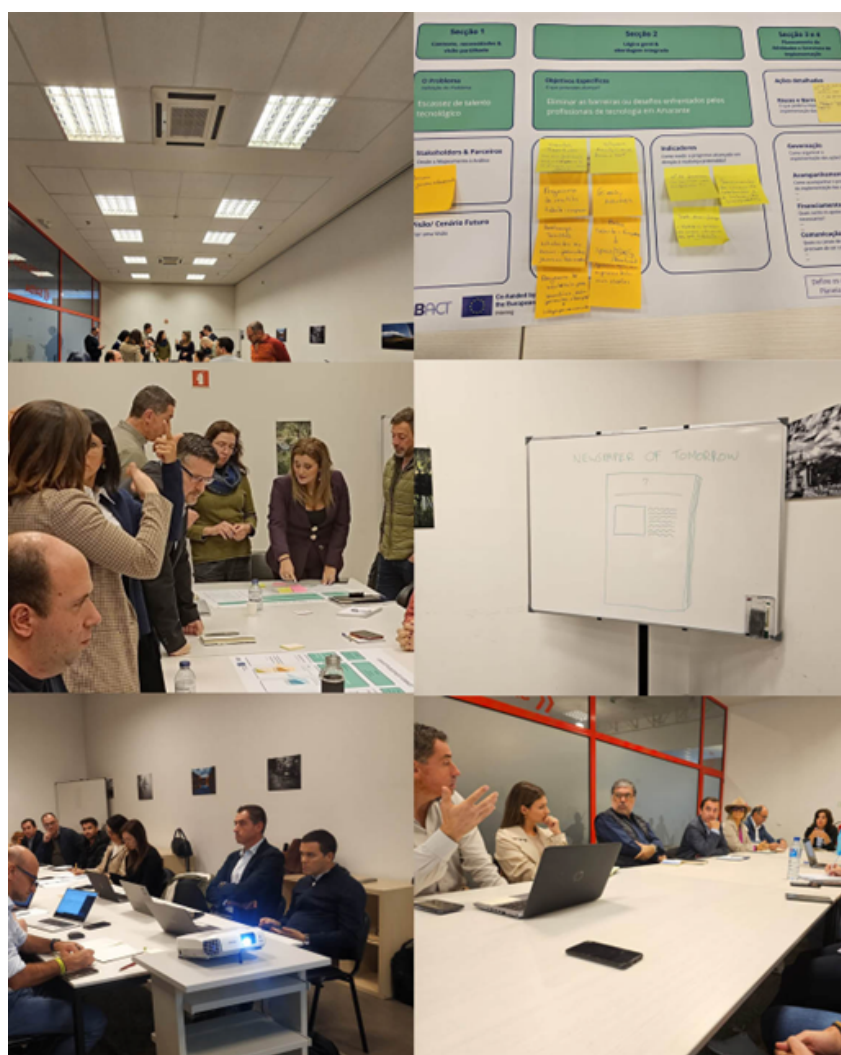
ACTIVITY	WHO WAS INVOLVED	WHEN	RESULT / LINK
3rd ULG meeting	Amarante City Council (InvestAmarante, Education, Social Action), training centres (IET, CENFIM), UTAD, ESTG-IPP, NGOs (DOLMEN, GIP), and private tech partners	February 2024	Defined key IAP actions: storytelling, coding clubs, mentorship, and Tech Skills Bootcamps
6th ULG meeting	Municipality, InvestAmarante, schools, NGOs, training partners, and local companies	October 2024	Reviewed pilot results, refined mentorship and awareness activities, and completed TechDiversity Scorecards
Peer Review Exercise	Municipality of Larnaka as peer review twin	September 2025	Improved IAP indicators, governance model, and gender equality measures (mentorship, scholarships, awareness)

Amarante's statement regarding the APN experience

AMARANTE'S STATEMENT

Through the TechDiversity Action Planning Network, Amarante has built a shared vision for an inclusive and innovative digital ecosystem. The city's Integrated Action Plan reflects strong collaboration among local stakeholders and addresses key challenges such as skills mismatches, limited opportunities for women, and digital inclusion gaps.

Participation in the APN enabled Amarante to test practical solutions, strengthen governance, and develop measurable actions — from job-matching platforms and bootcamps to mentorship and innovation hubs. The city is now committed to launching these initiatives, establishing the TechDiversity Council, and ensuring their long-term integration into Amarante's development strategy as a model of inclusive digital growth.



City Result Card – Arezzo, Italy

Core Results

STARTING POINT	WHAT AREZZO TESTED	WHAT WAS IMPROVED	TOP IAP ACTION	CRITICAL NEXT STEPS
To address the general policy issue of TechDiversity, there were general obstacles and dangers.	<p>A matchmaking pilot event that aimed to improve job placement for young NEETs—including those with disabilities and young women—in the tech and digital sectors.</p> <p>It tested a tailored matchmaking approach to connect young job seekers with companies, facilitating access to sustainable career opportunities.</p>	All the ULG members improved their knowledge in tools and methods to prepare under-represented communities for employment opportunities	Start Hub ImpresaGiovani Arezzo to enhance, in close collaboration with ULG members, the services of the current InformaGiovani by creating a business creation hub dedicated to young people, including those belonging to the city's target group	Implementation of a small number of Actions to facilitate the access of NEET young women and of young NEETs with disabilities to the tech and digital sectors' employment offer and related entrepreneurship opportunities

Evidence highlights

ACTIVITY	WHO WAS INVOLVED	WHEN	RESULT / LINK
1st ULG meeting	Education and training partners, trade associations, business partners, and representatives of municipal entities	January 2024	All ULG members actively involved in the problem tree group exercise, identifying causes and effects of the issue from their own perspective
7th ULG meeting	Education and training partners, trade associations, business partners, and representatives of municipal entities	June 2025	Final draft of the Arezzo IAP endorsed
Peer Review Exercises	National Kapodistrian University of Athens as peer review twin	September 2025	Strengthened indicators and operational metrics as also Concrete gender-equality measures (mentorship, scholarships, awareness) that were included in the final IAP

Arezzo's statement regarding the APN experience

AREZZO'S STATEMENT

The Integrated Action Plan for Arezzo marks a **significant milestone in the city's ongoing commitment to fostering diversity and inclusion** within its knowledge-based digital and tech ecosystems. The collaborative process that shaped this plan — drawing on the expertise and engagement of the URBACT Local Group (ULG) and a broad spectrum of stakeholders — has laid a robust foundation for future action and sustainable impact.



City Result Card – Bielsko-Biala, Poland

Core Results

STARTING POINT	WHAT BIELSKO-BIALA TESTED	WHAT WAS IMPROVED	TOP IAP ACTION	CRITICAL NEXT STEPS
Bielsko-Biała, a strong industrial and emerging tech hub, sought to address gender imbalance and low participation of women, migrants, and seniors in the digital economy. While the IT sector was growing, diversity and inclusion were not yet systematically supported. The city aimed to build an open, inclusive innovation ecosystem by linking business, education, and civil society.	The city tested the “HerStory in IT” initiative during the BBDays4.IT festival – an integrated event combining networking, storytelling, and workshops to increase visibility of women in tech and foster community connection. It focused on integration, soft skills, and leadership themes, engaging both women professionals and broader IT audiences.	The ULG moved from awareness to action. Stakeholders developed greater understanding of gender diversity issues, improved cooperation across institutions, and gained capacity to design inclusive programmes. By 2025, Bielsko-Biała demonstrated applied competence in fostering inclusion and promoting women in tech, transforming diversity into a shared local priority.	HerStory in IT – Entry Portfolio (Action 1.1) and linked actions (Spotlight Voices, Tools & Platforms for Community Building) form the core of the IAP. These actions establish a structured path from awareness to empowerment through training, mentoring, storytelling, and community tools, creating a lasting ecosystem for women in IT.	Present the IAP to municipal and regional authorities for formal adoption; transform the ULG into a permanent Advisory Forum; launch early activities (HerStory platform, mentoring events, Women in IT report); and integrate IAP measures into local strategies while securing EU and regional funding for long-term sustainability.

Evidence highlights

ACTIVITY	WHO WAS INVOLVED	WHEN	RESULT / LINK
4th ULG Meeting	ARRSA (Regional Development Agency), City Hall (Strategy & Economic Development Dept.), University of Bielsko-Biała, Youth City Council, IT in the Mountains Association, local IT companies (Softkraft, Rekord SI, Jantar Ltd.), Startup Podbeskidzie Foundation	June 2024	ULG members co-created the structure and agenda of the HerStory in IT event, agreed on the initiative’s name, target audience, and main speakers. Used the Testing Action Canvas to define objectives and next steps for implementation during BBDays4.IT Festival.

Testing Action “HerStory in IT” during BBDays4.IT Festival	ARRSA, IT in the Mountains Association, local women in IT, tech companies, students, and NGO partners	September 2024	Highly visible testing event integrated into regional tech festival; increased awareness of gender diversity and inclusion in IT sector; informed IAP Actions 1.1 and 3.1.
Peer Review Exercise	Idrija as a peer review twin	September 2025	Feedback helped refine IAP structure (clearer links between actions, improved monitoring indicators, and stronger sustainability focus).

Bielsko-Biala’s statement regarding the APN experience:

BIELSKO-BIALA’S STATEMENT

Through the TechDiversity APN, Bielsko-Biała strengthened cooperation between the city, academia, business and civil society, building a shared vision for a more inclusive tech ecosystem. The HerStory in IT pilot proved that visibility, mentoring and storytelling can effectively attract and empower women in the local IT sector.

The IAP now serves as a practical roadmap for sustaining this momentum — connecting education, entrepreneurship and advocacy under one umbrella. The experience reaffirmed that inclusion is not just a social goal but a driver of innovation and competitiveness for Bielsko-Biała’s digital future.



City Result Card – Bucharest D6, Romania

Core Results

STARTING POINT	WHAT BUCHAREST TESTED	WHAT WAS IMPROVED	TOP IAP ACTION	CRITICAL NEXT STEPS
District 6 faced low attractiveness of technical education, limited career guidance, and weak connections between schools and the private sector. Young people had technical skills but lacked soft skills, mentorship, and exposure to the tech labour market.	A pilot mentoring and career-preparation event (April 2025) was held with the Polytechnic University and the RBL Foundation. It helped students learn how to write a CV, prepare for interviews, and understand recruitment processes through direct interaction with mentors and employers.	Improved collaboration between schools, universities, and private sector partners; strengthened ULG engagement; increased awareness of the importance of mentorship and career guidance; built confidence among young participants.	Action 2.1 – District-wide Professional Orientation and Counselling Program: A structured framework for vocational guidance and mentoring for all high school students, connecting education with the labour market and focusing on vulnerable groups.	Establish the IAP Steering Committee; integrate actions into the city's urban and digital strategies; launch the first implementation phase (2025–2026); maintain the ULG as a permanent co-design platform; and operationalize monitoring and evaluation to ensure sustainability and inclusion.

Evidence highlights

ACTIVITY	WHO WAS INVOLVED	WHEN	RESULT / LINK
1st ULG Meeting	Bucharest District 6 City Hall, DGASPC D6, AMOFM, Polytechnics University, RBL Foundation, and business/NGO representatives	December 2023	Problem Tree and Stakeholder Matrix exercises defined the main local challenges in tech inclusion and education.
4th ULG Meeting	Public administration, universities, NGOs, and private sector partners	September 2024	Action Table refined and the testing action (career mentoring & CV workshop) was agreed upon.
Peer Review Exercise	Trikala as peer review twin	September 2025	Strengthened monitoring framework and KPIs; integrated feedback on youth engagement and entrepreneurship actions.

Bucharest' statement regarding the APN experience

BUCHAREST D6 STATEMENT

The TechDiversity Integrated Action Plan marks District 6's commitment to creating a more inclusive and innovation-driven community. By linking vocational and technical education with the local business ecosystem, the plan supports better career pathways, fosters entrepreneurship, and promotes diversity within the digital and tech sectors.

Developed through a participatory process involving key local stakeholders, the IAP lays the foundation for long-term cooperation, continuous monitoring, and sustainable growth. A dedicated Steering Committee will oversee implementation, while the ULG will continue as a collaborative platform ensuring that future actions remain aligned with the city's broader strategy for inclusive digital transformation.



City Result Card – Idrija, Slovenia

Core Results

STARTING POINT	WHAT IDRIJA TESTED	WHAT WAS IMPROVED	TOP IAP ACTION	CRITICAL NEXT STEPS
Remote, ageing municipality with strong manufacturing (Kolektor/Hidria), very low unemployment but brain drain; limited D&I data; growing share of foreign workers with integration gaps; underdeveloped tech/CCI entrepreneurship.	Multi-stakeholder meeting on 23 Nov 2024 with migrants, employers, local/national bodies to co-define integration measures (programmes, mentorship, partnerships, awareness, policy inputs).	Stronger ULG engagement and shared vision; clearer D&I priorities (migrants, youth, women); defined integration actions and data needs; groundwork for inclusive skills/entrepreneurship measures (2023→2025).	Action 1.1 – Innovation Hub & Community Working Space: renovate municipal site; open hub for startups/remote workers; run workshops, mentoring, networking; annual call for best idea.	Present the IAP to the Municipal Administration for approval and funding; set up an IAP Steering Committee to oversee implementation; transform the ULG into an Advisory Forum for continued support; align actions with regional and national strategies; and prepare a financial plan to secure resources.

Evidence highlights

ACTIVITY	WHO WAS INVOLVED	WHEN	RESULT / LINK
2nd ULG Meeting	Municipality of Idrija, ULG members, migrants' and women's representatives	April 2024	Expanded project focus to women and migrants; agreed on shared vision and key objectives.
5th ULG Meeting	Municipality of Idrija, Development Agency, business & youth representatives	March 2025	Defined final IAP actions and refined implementation framework through collaborative discussion.
Peer Review Exercise	Amarante as peer review twin	September 2025	Peer feedback improved IAP coherence, inclusiveness, and integration of migrant communities.

Idrija's statement regarding the APN experience:

IDRIJA'S STATEMENT

Idrija's Integrated Action Plan reflects our shared vision to build a progressive and modern city with a strong digital, technological, and creative sector, where inclusion and diversity are core community values. Developed through continuous dialogue between the municipality, local stakeholders, and civil society, the IAP serves as a roadmap for equal access to employment, entrepreneurship, and innovation.

Moving forward, the Municipality will present the IAP to the Municipal Administration and key stakeholders to secure full institutional support. A Steering and Monitoring Committee will be established to oversee implementation and coordinate with the Advisory Forum, formed from the existing ULG. The Municipality will integrate IAP measures into regional strategies and actively seek financial resources to ensure implementation. The IAP stands as a commitment to collaboration, inclusiveness, and sustainable development, Idrija is ready to turn its shared vision into reality.



City Result Card – Larnaka, Cyprus

Core Results

STARTING POINT	WHAT LARNAKA TESTED	WHAT WAS IMPROVED	TOP IAP ACTION	CRITICAL NEXT STEPS
Larnaka faced high youth unemployment and a notable digital skills gap, especially among young people and adults over 50. Limited local training and entrepreneurship opportunities slowed the city's digital transition, despite strong assets such as the CMMI and the Youth Makerspace.	In partnership with the CMMI and the Southampton Marine and Maritime Institute, Larnaka tested two specialized training modules focused on technological skills for the marine and maritime sectors. 34 participants attended, and over 85% confirmed that the training matched real labour market needs.	Collaboration between the Municipality, universities, and CMMI was strengthened, creating a more connected local ecosystem. The ULG developed skills in co-designing training, promoting inclusion, and aligning education with market needs, forming a strong foundation for implementation.	Action 1.2 – Training programmes to facilitate lifelong learning in the tech sectors. Building on the pilot, this action will design and deliver tailored tech training for youth and adults over 50, enhancing employability and supporting Larnaka's digital and blue economy vision.	The IAP will be presented to the Municipal Board for endorsement and funding. The ULG will continue to guide implementation, while preparation for the first training programmes begins. Ongoing monitoring and collaboration will ensure sustainable progress toward an inclusive, innovation-driven Larnaka.

Evidence highlights

ACTIVITY	WHO WAS INVOLVED	WHEN	RESULT / LINK
1st ULG Meeting	Municipality of Larnaka, CMMI Centre of Excellence, local universities (PA & Alexander), Chamber of Commerce, Youth Makerspace, NGOs	February 2024	Mapped Larnaka's key challenges: lack of digital skills, underrepresentation of diverse groups in tech, and need for ICT-focused initiatives. Established common understanding and foundation for IAP vision.
6th ULG Meeting	Municipality of Larnaka, CMMI Centre of Excellence	April 2024	Decision to shift the pilot towards marine and digital skills training. Planned and coordinated the two specialized training courses later implemented successfully in January 2025.

Peer Review Exercise	Municipality of Arezzo as peer review twin	September 2025	Valuable feedback received on improving stakeholder coordination and enhancing alignment between education, business, and digital innovation. Reinforced the importance of practical training as a policy driver.
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Larnaka's statement regarding the APN experience

LARNAKA'S STATEMENT

Larnaka's Integrated Action Plan reflects the city's strong commitment to promoting equal opportunities, enhancing digital and technological skills, and preparing young people and adults for the evolving labour market. By tackling youth unemployment and skill shortages, it provides a clear roadmap for building an inclusive and innovation-driven economy.

Moving forward, the Municipality will secure stakeholder commitment, finalise funding, and begin implementing targeted upskilling actions. The ULG will continue as an active collaboration platform, ensuring participation and progress monitoring. The IAP is not just a plan, it is Larnaka's shared vision for a city where talent, technology, and opportunity grow together.



City Result Card – **NKUA, Psachna, Greece**

Core Results

STARTING POINT	WHAT NKUA TESTED	WHAT WAS IMPROVED	TOP IAP ACTION	CRITICAL NEXT STEPS
Psachna faced youth outmigration and limited tech job opportunities despite hosting the NKUA Evripos Complex. There was no existing local strategy for digital inclusion or entrepreneurship, and strong potential lies in linking the university with local businesses and underrepresented groups.	A one-day entrepreneurship hackathon tested whether short, intensive events could spark start-up interest, connect students and mentors, and validate demand for a permanent Innovation Hub.	The ULG strengthened its understanding of digital inclusion and entrepreneurship, expanded collaboration with local actors, and improved engagement and motivation levels across all thematic areas.	Establishment of the Psachna Digital Innovation Hub, providing physical and virtual infrastructure, mentoring, and acceleration services to foster local entrepreneurship and retain graduates.	Present the IAP to NKUA administration; form a Stakeholder Advisory Forum; create an implementation team within the Evripos Complex; integrate actions into NKUA planning and budgeting; and secure funding to sustain implementation.

Evidence highlights

ACTIVITY	WHO WAS INVOLVED	WHEN	RESULT / LINK
2nd ULG Meeting	NKUA departments, Psachna Municipality, Technical Chamber of Evia, students	March 2024	Identified core challenges on digital inclusion and youth employability using Problem Tree and City Roadmap Canvas tools.
4th ULG Meeting	NKUA Archimedes Center, Career Office, local tech firms (Gizelis Robotics, SABO S.A.)	October 2024	Designed and agreed on the pilot entrepreneurship hackathon; established framework for mentor engagement.
Peer Review Exercise	Bucharest D6 as peer review twin	September 2025	External feedback validated IAP coherence, emphasizing clearer implementation pathways and stronger connection to local SMEs.

NKUA's statement regarding the APN experience:

NKUA'S STATEMENT

The NKUA Integrated Action Plan represents a shared commitment to transforming Psachna into a more inclusive and innovation-driven local ecosystem. It connects the university, local authorities, businesses, and civil society in a joint effort to foster digital skills, entrepreneurship, and equal opportunities for students and graduates. The plan responds directly to local challenges such as youth outmigration and underutilized university resources, while leveraging NKUA's strong academic base and local partnerships.

Moving forward, the IAP will be presented to the NKUA Administration for institutional approval and integration into strategic frameworks. A Stakeholder Advisory Forum will guide implementation, while an on-site team at the Evripos Complex will initiate early pilot actions to build momentum. Efforts to secure funding and embed the plan into the university's long-term development agenda are already underway. The IAP is not just a plan, it is a roadmap for collaboration, innovation, and regional growth, positioning Psachna as a livinglab for inclusive digital transformation.



City Result Card – **Trikala, Greece**

Core Results

STARTING POINT	WHAT TRIKALA TESTED	WHAT WAS IMPROVED	TOP IAP ACTION	CRITICAL NEXT STEPS
Trikala faced high unemployment and underrepresentation of women and youth in the tech sector at the ages 18-33. The city aimed to embed diversity and inclusion into its digital transformation strategy, creating an innovation-driven, inclusive Smart City.	The city tested a STEM Education for Teachers initiative, training 300 educators in robotics, programming, and digital skills. The action enhanced teachers' confidence and expanded digital inclusion in local schools.	Collaboration between education, business, and public institutions improved, while awareness of diversity and inclusion became more structured. The ULG strengthened its capacity to design inclusive, tech-oriented initiatives.	Entrepreneurship Support Lab (SPOROS Business Lab) – a diversity-focused incubator supporting underrepresented entrepreneurs through mentoring, training, and startup acceleration. It aims to foster 65+ inclusive startups.	Finalise technical planning and funding, launch implementation and communication actions, and leverage the Thessaly ROP 2021-2027 for financing. Promote visibility and ensure sustainability of the inclusive innovation model.

Evidence highlights

ACTIVITY	WHO WAS INVOLVED	WHEN	RESULT / LINK
1st ULG Meeting	e-Trikala, Heinrich Boll Foundation, KEK DIAS, Municipal Departments	December 2023	Presentation of the TechDiversity project, introduction to URBACT methodology, identification of key local stakeholders, and initial problem definition.
4th ULG Meeting	e-Trikala, Chamber of Commerce	July 2024	Review of strategic objectives and co-design of pilot actions. Focused discussion on Trikala's Testing Action "STEM Education for Teachers."
Peer Review Exercise	Bielsko-Biala as peer review twin	September 2025	All key indicators scored between 4–5, reflecting strong integration, clear structure, measurable objectives, and inclusive vision. Recommendations from peer review incorporated into final IAP.

Trikala's statement regarding the APN experience:

TRIKALA'S STATEMENT

Through its participation in the TechDiversity Action Planning Network, Trikala strengthened its capacity to design integrated, inclusive, and innovation-oriented policies. The city used the URBACT methodology to connect local digital initiatives with broader social and environmental priorities, shaping a comprehensive roadmap that combines entrepreneurship, sustainability, and diversity. The experience fostered closer cooperation among municipal departments, the Chamber of Commerce, e-Trikala, and academic

partners, building a strong foundation for inclusive digital growth.

Looking ahead, Trikala will focus on implementing its IAP actions and mobilising resources under the Thessaly ROP 2021–2027 to ensure continuity and scalability. The city will also invest in communication and knowledge-sharing activities to raise awareness, promote the outcomes of the plan, and position Trikala as a national reference point for inclusive innovation and sustainable digital transformation.



POLICY RECOMMENDATIONS



4. POLICY RECOMMENDATIONS FOR SMALL-MEDIUM EU CITIES: BUILDING DIVERSE & INCLUSIVE TECH & DIGITAL ECOSYSTEMS (2026–2030)

This brief summarizes the lessons learned from TechDiversity’s experience and Integrated Action Plans (IAPs) to assist small and medium-sized EU cities in creating diverse, inclusive, and future-ready tech and digital ecosystems. It is based on lessons learned and tangible actions taken throughout the project's IAPs as well as all network reports. It emphasizes activities that build long-lasting governance, skills, and entrepreneurial potential while producing immediate local effects.

The time frame is 2026–2030.

Cross-cutting challenges observed

- Fragmented governance and short project cycles that struggle to outlast political terms.
- Gaps in diversity & inclusion (D&I) data and limited monitoring across gender, age, disability, and socio-economic status.
- Uneven access to infrastructure (devices, connectivity, assistive tech), especially for low-income households and rural territories.
- Skills mismatches: low participation of women and NEET youth in STEM/ICT; limited pathways from training to jobs.
- Trust and participation barriers among under-represented communities; limited co-creation with residents and SMEs.
- Early-stage entrepreneurship support that focuses on spaces over programs; insufficient mentorship and micro-finance.



What worked well across cities (TechDiversity main takeaways)

- Institutionalised multi-stakeholder groups (ULG that co-design and co-implement actions across departments, schools, universities, employers, NGOs and community leaders.
- Place-based hubs and makerspaces with programmed activities (bootcamps, mentoring) rather than “space-only” approaches; women-focused cohorts improve retention.
- Sector-anchored pathways (e.g., advanced manufacturing, civic-tech) that align curricula and internships with local demand.
- Inclusive job-matching and career coaching that link training directly to vacancies; targeted services for NEET youth and women returning to work.
- City branding and storytelling to attract talent, connect alumni, and shift perceptions about smaller cities as innovation places.
- Clear governance, funding maps, and monitoring frameworks that bake D&I indicators into every action table.

Policy recommendations (do first, measure always)

1) Make diversity-by-design the default in procurement.

- Why: Public spend is your strongest market signal for inclusive innovation.
- How: Update tender templates so accessibility, inclusive user research, and community co-creation earn scoring points; require open datasets for monitoring.
- Metric: % of digital/innovation tenders with D&I criteria; number of suppliers meeting accessibility baselines.

2) Institutionalise a permanent Urban Innovation & Inclusion Board (ULG+).

- Why: Durable, cross-department governance outlives projects and keeps stakeholders at the table.
- How: Place the board under the Mayor; periodically agendas on skills, entrepreneurship, infrastructure; rotate community seats; publish minutes.
- Metric: Board meets $\geq 4 \times$ /year; number of actions co-owned by at least two departments plus external partners.

3) Build “programmed” hubs and makerspaces, not just facilities.

- Why: Programming (mentors, challenges, demo days) drives inclusion and outcomes.
- How: Co-locate a community tech lab and a pre-incubation track; reserve women-only and newcomer cohorts; add childcare and stipends.

- Metric: Participation and completion rates by target groups; 6-month job/entrepreneurship outcomes.

4) Launch a Local Skills Compact with schools, VET, universities, and employers.

- Why: Shared demand signals align curricula and micro-credentials with real jobs.
- How: Map priority sectors; co-create bootcamps and teacher upskilling; embed paid internships and employer-set challenges.
- Metric: % of learners placed within 6 months; employer satisfaction; number of micro-credentials recognized by employers.

5) Stand up inclusive job-matching and career services tied to training.

- Why: Training without placement leaves talent on the sidelines.
- How: One-stop digital portal linking courses, skills badges, vacancies, and coaching; targeted outreach to NEET youth and women.
- Metric: number of candidates matched; median time-to-placement; retention at 12 months.

6) Close access gaps: devices, connectivity, assistive tech, and basic AI literacy.

- Why: Without access, inclusion is rhetorical.
- How: Device lending and repair programs; community Wi-Fi; assistive tools; entry-level AI/ digital safety workshops in multiple languages.
- Metric: Households reached; usage hours; pre/post digital skills assessments.

7) Create an equity-first entrepreneurship lane.

- Why: Under-represented founders face capital, network, and confidence gaps.
- How: Pre-incubation plus micro-grants/guarantees; mentor pools (incl. women in tech); procurement “first customer” pilots for civic problems.
- Metric: number of diverse founders supported; revenue/jobs created; % securing follow-on finance.

8) Measure what matters: publish a D&I dashboard.

- Why: What gets measured gets managed—and trusted.
- How: Establish a baseline (gender, age, disability) across training, placement, entrepreneurship; publish open data with privacy safeguards.
- Metric: Dashboard updated quarterly; % of actions with disaggregated indicators.

9) Build a resilient finance stack for delivery.

- Why: Blending municipal budgets with EU/national funds de-risks innovation.

- How: Map relevant programmes; set a rolling bid calendar; pair each action with at least two funding options; develop public-private partnerships.

- Metric: € leveraged per € municipal; # of actions funded for 24+ months.

10) Tell your story and export what works.

- Why: Talent attraction and peer learning amplify impact beyond city limits.

- How: Launch an inclusive innovation brand; host an annual open day/maker fair; share toolkits and open-source assets city-to-city.

- Metric: Event participation; media reach; number of external adoptions of your tools.



TECHDIVERSITY & SDG



5. TECHDIVERSITY (TD) – PROJECT SUMMARY & SUSTAINABLE DEVELOPMENT GOALS (SDG)



Linkages

TechDiversity (TD) as an URBACT Action Planning Network strengthened inclusive digital ecosystems in European small and medium cities. Across partner cities, TD connected skills development, employer engagement and equitable access to innovation.

Through peer learning and local small scale testing actions as pilots, partners co-designed Integrated Action Plans (IAPs) that widen participation (youth, women, migrants, older adults, people with disabilities), reduced frictions in job matching, supported entrepreneurship, and aligned local delivery with EU and national policy.

The portfolio - skills pathways, mentoring, hubs/workspaces, inclusive platforms and DEI standards - can be adopted and scaled by other EU cities.

What TechDiversity project offered to partners

- **Skills pathways:** short, stackable digital/STE(A)M learning linked to internships and projects.
- **Inclusive matching:** platforms that connect diverse talent with SMEs and public services.
- **Entrepreneurship & hubs:** community workspaces, mentoring and incubation for inclusive innovation.
- **Governance & standards:** Diversity Charters and ISO-aligned DEI certification to embed change.
- **Data & measurement:** simple indicators (participants, completions, placements, startups).

How TD advances the SDGs



Diverse & inclusive tech and digital ecosystems act as SDG engines at city level. By combining capability building, equitable access to technology, and collaborative governance, TD contributes most directly to eight SDGs. The examples below distil peer-learning takeaways and locally tested approaches.

- **SDG 4 – Quality Education:** Digital literacy, coding and data skills for underrepresented groups; school–business projects; career guidance.
- **SDG 5 – Gender Equality:** Targeted mentoring, inclusive hiring practices, and support for women-led startups.
- **SDG 8 – Decent Work & Economic Growth:** SME digitalisation support, job matching, internships/apprenticeships and progression pathways.
- **SDG 9 – Industry, Innovation & Infrastructure:** Accessible civic tech; innovation labs and hubs; co-designed solutions with marginalized communities.
- **SDG 10 – Reduced Inequalities:** Inclusive procurement, broadband access, user-centred services and tailored skills provision.
- **SDG 11 – Sustainable Cities & Communities:** Participatory smart-city policies, urban living labs and equitable digital services.
- **SDG 16 – Peace, Justice & Strong Institutions:** Transparent, multilingual participation platforms and data governance that builds trust.
- **SDG 17 – Partnerships for the Goals:** URBACT model for cross-city collaboration, multilevel governance and shared tools.

TechDiversity ↔ SDG Linkages

Core SDGs strengthened by inclusive digital ecosystems



From Network Practice to Policy & Investment

TD provided a pragmatic, investable pathway: awareness → skills → work-based learning → jobs & entrepreneurship → institutional change. Cities can phase in low-cost components (mentoring cohorts, educational projects) and scale with public-private partnerships. Governance tools (Diversity Charter signatory pathways, ISO-aligned DEI certification) embed accountability. Monitoring is streamlined through shared KPIs and platform analytics.

Illustrative outcomes observed across partners

- **Higher participation** in tech and digital skills among youth, women and migrants.
- **Growth** in internships/apprenticeships and first tech jobs via employer brokering.
- **Formation** of innovation hubs/workspaces and activation of mentoring networks.
- **Support** for inclusive startups and social enterprises tackling SDG-aligned challenges.
- **Adoption** of DEI commitments by local employers and institutions.

Practical guidance for small & medium-sized cities

- **Start** with one cohort or pilot in existing educational spaces; expand based on demand.
- **Co-design** with employers and NGOs to ensure relevance and reach under-served groups.
- **Use** digital platforms for outreach, matching and analytics to reduce reporting burden.
- **Bake** in SDG-aligned KPIs from day one (participants, completions, placements, startups, charter signatories).
- **Plan** for sustainability: blend EU/national funds with local sponsorship and in-kind contributions.



Diversity and Inclusion in Local Digital Ecosystems as Sustainable Development Goals drivers



Why It Matters

- Diversity and inclusion (D&I) strengthen local digital ecosystems by integrating varied perspectives, needs, skills
- Digital inclusion ensures no one is left behind, aligning ➔ directly with SDG 10 (Reduced inequalities) and SDG 9 (Industry, Innovation and Infrastructure)

Role in Advancing the SDGs ➔

D&I	
	Inclusive digital platforms support lifelong learning for marginalized groups
	Promotes women's participation in tech and leadership roles
	Diverse teams in tech foster job creation and inclusive economic growth
	Smart cities become equitable when all voices are digitally represented
	Digital inclusion enhances transparency and civic participation

D&I Impact

- Digital literacy programs for underserved communities
- Multilingual and accessible platforms (for people with disabilities, elders, migrants)
- Policies that incentivize inclusive innovation (e.g, startup support for underrepresented founders)



Community-Driven Innovation

- Co-creating solutions with local actors (e.g, youth, women, minority groups) leads to resilient and relevant innovations



APPENDIX

1. TEMPLATES

1 TD TNM AGENDA



Stage 2 – 2nd Transnational Network Meeting

Agenda



Amarante, 06-07/03/2024

Day 0 - Tuesday, March 05th

20:00 – 22:00	Welcome Dinner offered by the Amarante Municipality (Optional)
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Day 1 - Wednesday, March 06th



08:45 – 09:00	Welcome back - TD on the road again ...
09:00 – 09:10	Transfer from the Hotel to IET by bus
09.20 – 09.30	Agenda presentation Ass. Project Coordinator – Luís Almeida
09.30 – 09.40	Welcome Note Project Coordinator (InvestAmarante's head of division) – Adão Ribeiro
09.40 – 10.00	TechDiversity Methodology and Roadmap (PW) Lead Expert – Kostas Karamarkos
10.00 – 10.15	TechDiversity suggested ULG Framework (PW) Lead Expert – Kostas Karamarkos
10.15 – 10.30	TechDiversity Canvases & Templates (PW) Lead Expert – Kostas Karamarkos
10.30 – 11.00	Are we all on track? (PW) Group Work to record any pending issues and the local level progress All partners






Short Tea – Coffee Break

Topic 1: Tech Talent Part 1 – Open to ULG & local audience

11.20 – 11.40	Introduction to The Equality Act 2010 (PS) Lead Expert – Kostas Karamarkos
11.40 – 12.00	EU Action Plan on Integration and Inclusion 2021-2027 (PS) Lead Expert – Kostas Karamarkos

12.00 – 12.30	Tech Talents in Amarante (PW) Presentation “Amarante Tech Hub” Project Coordinator (InvestAmarante’s head of division) – Adão Ribeiro
12.30 – 13.30	Entrepreneurship in Amarante & diverse local groups (M) Amarante Special Guest & Open Discussion on Tech Talent local issues to be improved through the IAP Amarante ULG Coordinator (IET Executive Director) – Fernando Belezas
13.30 – 14.30	 Lunch Break
Topic 1: Tech Talent Part 2	
14.30 – 16.00	Initiatives to promote technological talent (PW) Upskill Program (APDC coordination) and ESTG (Technology and Management School) courses Amarante Special Guest
16.00 - 17.30	IET presentation and visit (CE – SV) Amarante ULG Coordinator (IET Executive Director) – Fernando Belezas
17.30 – 20.00	 Free Time
20.00 – 22:00	Dinner offered by the Amarante Municipality

Day 2 - Thursday, March 07th	
	 THE AGENDA
08.45 – 09.00	Arrival and partners comments on Day 1 take aways ...
09.00 – 09.15	City Hall Reception Mayor of Amarante - José Luís Gaspar
09.15 – 10.15	TechDiversity IAP Training Session: Integration, Framework and Testing Actions (PW) Lead Expert – Kostas Karamarkos

10.15 – 10.30	Facilitation skills, in the context of coordinating the process & work of the ULG (PW) Lead Partner
10.30 – 11.00	Actions to promote Tech Talent (PW) Cesae Digital Protocol, Municipality of Amarante
11.00 – 11.20	 Tea – Coffee Break
11.20 – 12.00	Citizens’ awareness methods (PW) Lead Partner & All
12.00 - 12.45	<ul style="list-style-type: none"> a. Key legislation related to Equality, Diversity, and Inclusion in EU level (PS) Lead Expert – Kostas Karamarkos b. The TechDiversity TNMs Subthemes (round table discussion) (PW) Lead Expert – Kostas Karamarkos and all c. The Bi or Tri-lateral web meetings between groups of partners (round table discussion) (PW) Lead Expert – Kostas Karamarkos and all
12.45 – 14.45	 Lunch Break
14.45 – 16.45	<ul style="list-style-type: none"> a. TechDiversity Management and 1st Project Report Lead Partner - TBC b. TechDiversity Dissemination and 1st Project Report Lead Partner - TBC c. Amarante TNM evaluation Lead Partner - TBC d. Next Steps & Next Meeting discussion Lead Partner - TBC
16.45 – 18.30	 Free Time
18.30 – 23:00	“Quinta de Rodelo Velho” - Wine Tasting & Dinner offered by the Amarante Municipality (Optional)

2 TD SCORECARDS

TechDiversity Definitions

Diversity is an important aspect of any community or organisation, as it contributes to a range of perspectives and experiences.

Inclusion refers to the intentional effort to create an environment in which all individuals feel valued and able to fully participate. It is not simply about tolerating differences, but rather about actively working to create a culture of belonging.

Digital ecosystem refers to the economic activity that results from everyday online connections among people, businesses, public services, data, and processes.

In the context of TechDiversity, the digital ecosystem refers to the use of technology to create more inclusive and equitable economic opportunities in cities.

There are some contextual factors relating to the policy issue that underpin TechDiversity:

- The Diversity Imperative: Tech companies must prioritize inclusion to thrive.
- Diversity is a crucial factor in modern talent acquisition strategies. In today's world, companies need to focus on building diverse teams to ensure they're hiring the best talent, no matter their background or ethnicity.
- Statistics show that diverse teams are more innovative, perform better, and are more profitable.

The lack of diversity in Tech and Digital sector is a problem for several reasons:

- It leads to a lack of innovation.
- The lack of diversity can also result in bias in decision-making processes.
- Employee engagement can dwindle due to lack of diversity.

The 3 Scorecards following are oriented to position the partners (as also their ULG members) on the 3 projects Topics. Partners will work on this exercise 3 times during the project's Stages (Nov 2023, Nov 2024 and Sep 2025)



T1. Tech Talent








Explore what cities can do, to better prepare under-represented communities for employment opportunities and connect them into roles in local tech and digital businesses.

Investigate the possible obstacles like unclear career pathways, lack of role models, and the prevalence of informal networks in hiring - as well as learning from others about how to overcome them.

The network will promote the importance of better preparing under-represented communities for employment opportunities and connect them into roles in local tech and digital businesses.

The interaction between the local communities and the city partners of the network will provide the stakeholders with useful guidelines on how to overcome them.

TOPIC 2 - CITY POSITION - SCORECARD

						
None of the ULG members is very well experienced to support local communities to build, run and scale tech and digitally enabled companies						All the core ULG members are very well experienced to support those local communities to build, run and scale tech and digitally enabled companies
None of the ULG members has ever participated in a project to support local entrepreneurship needs						All the ULG members have participated in a project to support local entrepreneurship needs
None of the ULG members seems to have the drive & enthusiasm to carry on with the implementation of policy issues like the one of TechDiversity Topic 2						All the core ULG members have the drive & enthusiasm to carry on with the implementation of policy issues like the one of TechDiversity Topic 2
The ULG members have never been involved in a project to boost communities to build, run and scale tech and digitally enabled companies						The core ULG members have been involved in a project to boost communities to build, run and scale tech and digitally enabled companies
The ULG members have never worked on a transnational project for startups or young or women entrepreneurship						The core ULG members have worked on a transnational project for startups or young or women entrepreneurship
The city has no support of the core ULG members for the implementation of Topic 2						The city has full support of the core ULG members for the implementation of Topic 2
The ULG co-ordinator is not possessed the necessary skills and experience to deliver Topic 2						The ULG co-ordinator is fully possessed the necessary skills and experience to deliver Topic 2
The city project team has no knowledge on the possible obstacles of Topic 2						The city project team has a lot of knowledge on the possible obstacles of Topic 2

Make some comments for the improvements compared to the 2024 completed version of the Scorecard

T2. Tech Entrepreneurship



Explore what cities can do to support those communities to build, run and scale tech and digitally enabled companies.

Determine what works, such as pre-acceleration, acceleration, investment readiness activities plus mentoring, coaching, & peer-support networks, and test various strategies locally before implementing them at the local level.

Existing barriers may include access to workspace, access to diverse talent, access to funding, access to support, & access to social capital.

The network will strive to support those communities to build, run and scale tech and digitally enabled companies.

TOPIC 2 - CITY POSITION - SCORECARD						
	😊	😊😊	😊😊😊	😊😊😊😊	😊😊😊😊😊	
None of the ULG members is very well experienced to support local communities to build, run and scale tech and digitally enabled companies						All the core ULG members are very well experienced to support those local communities to build, run and scale tech and digitally enabled companies
None of the ULG members has ever participated in a project to support local entrepreneurship needs						All the ULG members have participated in a project to support local entrepreneurship needs
None of the ULG members seems to have the drive & enthusiasm to carry on with the implementation of policy issues like the one of TechDiversity Topic 2						All the core ULG members have the drive & enthusiasm to carry on with the implementation of policy issues like the one of TechDiversity Topic 2
The ULG members have never been involved in a project to boost communities to build, run and scale tech and digitally enabled companies						The core ULG members have been involved in a project to boost communities to build, run and scale tech and digitally enabled companies

The ULG members have never worked on a transnational project for startups or young or women entrepreneurship						The core ULG members have worked on a transnational project for startups or young or women entrepreneurship
The city has no support of the core ULG members for the implementation of Topic 2						The city has full support of the core ULG members for the implementation of Topic 2
The ULG co-ordinator is not possessed the necessary skills and experience to deliver Topic 2						The ULG co-ordinator is fully possessed the necessary skills and experience to deliver Topic 2
The city project team has no knowledge on the possible obstacles of Topic 2						The city project team has a lot of knowledge on the possible obstacles of Topic 2

Make some comments for the improvements compared to the 2024 completed version of the Scorecard

T3. Understanding the ‘what’s and whys’ of Diversity and Inclusion



Support cities to understand the different characteristics and communities within their populations and what it takes to create inclusive and diverse digital ecosystems.

The different characteristics include women, people of color, migrants, older people, people from lower socio-economic backgrounds and intersectionality.

The network will strive to support those communities to build, run and scale tech and digitally enabled companies.

Cities need assistance with this process to comprehend what success looks like and develop effective metrics to track their progress.

TOPIC 3 - CITY POSITION - SCORECARD						
	😊	😊😊	😊😊😊	😊😊😊😊	😊😊😊😊😊	
The absence of diverse groups in the tech and digital industry is becoming a major issue for the city						The absence of diverse groups in the tech and digital industry is a major issue for the city
None of the ULG members understands the meaning of diversity as an important aspect of any community or organisation						All the ULG members understand the meaning of diversity as an important aspect of any community or organisation
None of the ULG members understands the meaning of inclusion in local communities						All the ULG members understand the meaning of inclusion in local communities
None of the ULG members understands the different characteristics and communities within the population and what it takes to create inclusive and diverse digital ecosystems						All the ULG members understand the different characteristics and communities within the population and what it takes to create inclusive and diverse digital ecosystems
The project team is not at all familiar with diversity and inclusion EU framework						The project team is familiar with diversity and inclusion EU framework
Diversity & inclusion are not pressing policy issues for small – medium cities						Diversity and inclusion are pressing policy issues for small – medium cities
Elected politicians are not interested in diversity and inclusion improvement regarding the local digital ecosystem						Elected politicians are interested in diversity and inclusion improvement regarding the local digital ecosystem
Our city is not expecting an improvement on the policy issue at all following the exchanges of TechDiversity project						Our city is expecting a big improvement on the policy issue following the exchanges of TechDiversity project
Our city is not able to follow the integrated approach of URBAN APN framework						Our city is able to follow the integrated approach of URBAN APN framework

Make some comments for the improvements compared to the 2024 completed version of the Scorecard

3 TD CASE EXAMPLE TEMPLATE

CASE EXAMPLE TEMPLATE	
1. Partner information	
Partner	
E-mail	
Author's Full Name	
2. Public or private body responsible of the Case Example	
Organisation being the main body in charge	
3. General information	
Name	
Web link	
4. Case example elements, related with the TechDiversity policy issue	
Thematic objective(s)	
Activities – working methods related with tech talent support or/and tech entrepreneurship support	
What works well	
Elements that can be useful to TechDiversity policy issue exchanges	
People involved that could contribute to the city network planned meeting and ULG meetings	
Could the people involved contribute in a local Testing Action?	
Could it be a study visit of the city network meeting?	

4 TD GOOD PRACTICE TEMPLATE

GOOD PRACTISE TEMPLATE	
1. Partner information	
Partner	
E-mail	
Full Name	
2. Public or private body responsible of the Practice	
Organisation being the main body in charge	
3. Good Practice general information	
Title	
Web link	
Timescale (start/end month/ year)	
Thematic objective(s)	
4. Good Practice elements, related with the TechDiversity policy issue	
Abstract of the Practice	
Details of the Practice – Activities related with tech talent support or/ and tech entrepreneurship support	
What worked well (or not)	
Elements that can be useful to TechDiversity policy issue exchanges	
Elements that can be useful to the partner's development of the IAP	
People involved that could contribute to the city network planned meeting and ULG meetings	

5 TD IAP TEMPLATE

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 in the development of the IAP)



Picture of the city's APN journey

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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** is 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 Psahna)

3. URBACT Integrated Action Plans

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

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



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

The IAP links with the overall URBACT Action Planning Cycle.

4. Context, needs and vision (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 compined 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-wStreets_Klaipeda-Final.pdf

4.4. Main integration challenges

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

- First analysis of current levels of integration
- 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, accurating 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			<ul style="list-style-type: none"> • Get the National Education to adhere to this system, for schoolchildren • Get teachers on board for regular screening of these webinars, even in replay
Registration	D-1 month	<ul style="list-style-type: none"> • Number of registrations (LiveStore and Cap Métiers agenda) 		
Technical rehearsal with all players	D-15 days			
All remotely	D-Day	<ul style="list-style-type: none"> • Number of live log-ins (target : 50 at least) • 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.**

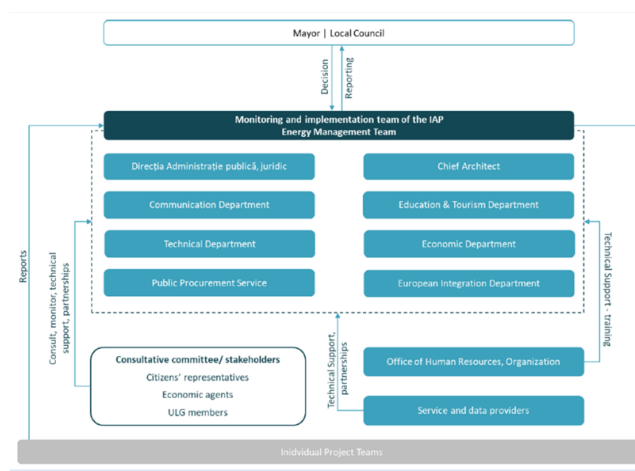
It may also be that cities are able to undertake a risk assessment already during the development of IAP Section 5 (which would be useful for informing specific mitigation

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

2. GP

GP1 AMARANTE

1. Partner information	
Partner	Câmara Municipal de Amarante (Amarante City Hall)
E-mail	geral@cm-amarante.pt
Full Name	Câmara Municipal de Amarante (Amarante City Hall)
2. Public or private body responsible of the Practice	
Organisation being the main body in charge	Câmara Municipal de Amarante (Amarante City Hall)
3. Good Practice general information	
Title	Amarante Tech Hub
Web link	https://amarantetechhub.com/
Timescale (start/end month/ year)	All year
Thematic objective(s)	<p>The thematic objectives of the Amarante Tech Hub program typically align with broader goals related to innovation, economic development, and digital transformation. While specific objectives may vary depending on the program's focus and priorities, common thematic objectives include:</p> <ol style="list-style-type: none"> 1. Fostering Innovation: Encouraging the development and adoption of innovative technologies, products, and services that address local and global challenges. 2. Promoting Entrepreneurship: Supporting the creation and growth of startups, small businesses, and entrepreneurial ventures in the technology sector. 3. Building Digital Skills: Providing training, education, and resources to develop digital literacy and technical skills among individuals and businesses. 4. Facilitating Collaboration: Creating opportunities for collaboration and networking among tech entrepreneurs, industry professionals, researchers, and other stakeholders. 5. Driving Economic Growth: Contributing to the growth and diversification of the local economy by attracting investment, creating jobs, and fostering business development in the technology sector. 6. Enhancing Regional Competitiveness: Strengthening the competitiveness of the region by leveraging its strengths in technology, innovation, and entrepreneurship to attract talent, investment, and opportunities. <p>These thematic objectives reflect the broader mission of the Amarante Tech Hub program to catalyze innovation, entrepreneurship, and digital transformation in the region, ultimately driving sustainable economic development and prosperity.</p>

4. Good Practice elements, related with the TechDiversity policy issue

Abstract of the Practice	<p>The Amarante Tech Hub program is a dynamic initiative aimed at fostering innovation, entrepreneurship, and digital transformation in the region. Through strategic partnerships, targeted initiatives, and collaborative efforts, the program seeks to create a vibrant ecosystem that supports the development and growth of technology-driven businesses and initiatives. By providing access to resources, training, and networking opportunities, the Amarante Tech Hub empowers local entrepreneurs, startups, and professionals to harness the power of technology to drive economic growth, create jobs, and address societal challenges.</p> <p>With a focus on building digital skills, promoting innovation, and enhancing regional competitiveness, the program is poised to make a lasting impact on the technological landscape of the Amarante region and beyond.</p>
Details of the Practice – Activities related with tech talent support or/and tech entrepreneurship support	<p>1. Skill Development Programs: The Tech Hub organizes workshops, training sessions, and courses to develop digital skills among individuals interested in technology and entrepreneurship. These programs cover a wide range of topics, including programming languages, software development, digital marketing, and project management.</p> <p>2. Incubation and Acceleration Programs: The Tech Hub provides support to tech startups and entrepreneurs through incubation and acceleration programs. These programs offer access to co-working spaces, mentorship, funding opportunities, and networking events to help startups grow and succeed.</p> <p>3. Networking Events: The Tech Hub hosts networking events, meetups, and conferences to facilitate connections between tech professionals, entrepreneurs, investors, and industry experts. These events provide opportunities for collaboration, knowledge sharing, and partnership building within the local tech ecosystem.</p> <p>4. Access to Resources: The Tech Hub offers access to resources such as funding opportunities, research facilities, and technical expertise to support the development and growth of tech ventures. This includes access to funding grants, innovation labs, and partnerships with academic institutions and research centers.</p> <p>5. Entrepreneurship Support Services: The Tech Hub provides personalized support services to tech entrepreneurs, including business development assistance, marketing guidance, legal advice, and access to professional networks. These services help entrepreneurs navigate the challenges of starting and scaling a tech business.</p>

What worked well (or not)	<p>The Tech Hub's skill development programs have been effective in equipping individuals with the necessary digital skills to pursue careers in technology and entrepreneurship.</p> <p>Efforts to provide access to funding, research facilities, and technical expertise have been valuable for tech ventures in the region. Entrepreneurs have been able to leverage these resources to overcome challenges, explore new opportunities, and accelerate their growth.</p> <p>The personalized support services offered by the Tech Hub, such as business development assistance and legal advice, have been well-received by entrepreneurs. These services have helped startups navigate the complexities of starting and running a tech business, contributing to their long-term sustainability.</p>
Elements that can be useful to TechDiversity policy issue exchanges	<ol style="list-style-type: none"> 1. Skill Development Programs 2. Mentorship and Support Networks 3. Outreach and Engagement Initiatives 4. Incubation and Acceleration Programs
Elements that can be useful to the partner's development of the IAP	<ol style="list-style-type: none"> 1. Skill Development Programs 2. Mentorship and Support Networks 3. Outreach and Engagement Initiatives 4. Incubation and Acceleration Programs
People involved that could contribute to the city network planned meeting and ULG meetings	<p>All partners.</p>

GP2 BUCHAREST D6

1. Partner information	
Partner	Bucharest District 6
E-mail	mihaela.calin@primarie6.ro
Full Name	Mihaela Călin
2. Public or private body responsible of the Practice	
Organisation being the main body in charge	Jobful (private)
3. Good Practice general information	
Title	Jobs4all
Web link	Jobsforall.ro
Timescale (start/end month/year)	6 th june (launched) - ongoing
Thematic objective(s)	Build the ecosystem which can attract and empower all actors interested in developing & employing people from vulnerable communities.
4. Good Practice elements, related with the TechDiversity policy issue	
Abstract of the Practice	Jobs4all is a job platform meant to increase access to job opportunities for vulnerable communities.
Details of the Practice – Activities related with tech talent support or/and tech entrepreneurship support	<ul style="list-style-type: none"> - for vulnerable communities, Jobs4all has career services (guidance, resume completion, jobs and salary expectations) as well as skill development services (mentorship, digital skills and others) - for employers, their support their DE&I strategy, as well as unbiased sourcing through profile anonymization meant to remove bias, in addition to providing inclusivity enablement - in the ecosystem, they also offer their solution to NGOs sharing their vision in order to increase interest and attract more people and partners in the project
What worked well (or not)	The platform is still in early stage, but Jobful has previous experience (Jobs for Ukraine) and leverage their expertise in this new project. So far (before launch) they have 80 persons with disabilities registered, and 12 employers that have confirmed their interest, with many more in the pipeline.
Elements that can be useful to TechDiversity policy issue exchanges	A case of using technology in order to develop a best practice for increasing access for vulnerable communities on the labor market and removing employer bias in the process through a blind pairing system.
Elements that can be useful to the partner's development of the IAP	District 6 can partner with Jobful in order to better target the inclusion of vulnerable groups, not just through Jobs4all, but also through other projects in development, such as ImagiNatia (targeted towards young people).

People involved that could contribute to the city network planned meeting and ULG meetings	Mihai Cepoi, CEO (already present in ULG3, will continue to be involved)
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GP3 IDRIJA

1. Partner information	
Partner	Zavod ID20
E-mail	info@id20.si
Full Name	Zavod ID20, Zavod za inovacije v dediščini ID20 Institute, Institute for Innovation in Heritage
2. Public or private body responsible for the Practice	
Organisation being the main body in charge	Zavod ID20, zavod za inovacije v dediščini ID20 Institute, Institute for Innovation in Heritage
3. Good Practice general information	
Title	ID20 Institute, Institute for Innovation in Heritage
Web link	http://id20.si/en
Timescale (start/end month/ year)	Established in 2019
Thematic objective(s)	<ol style="list-style-type: none"> 1. To develop skills and competences that meet local technological, digital, nontechnical and CCI needs 2. To develop a a diverse and inclusive technology, digital and CCI economy by changing the mindset of local businesses and citizens 3. To create new jobs and entrepreneurship opportunitie in the technology, digital and CCI sectors for all citizens
4. Good Practice elements, related to the TechDiversity policy issue	
Abstract of the Practice	<p>ID20 Institute is an NGO from Idrija which was established in 2019 as a response to the growing outmigration of young people from the Idrija Municipality. Despite low unemployment, the municipality faces consequences of mono industrial development, which brings job opportunities only to the specific job categories (automotive industry related).</p> <p>ID20 wants to tackle the issue by focusing on the rich cultural heritage of Idrija, which is based on 500 years of mercury mining. By recognising cultural heritage as an “unpolished diamond”, they want to provide new opportunities, especially in the field of cultural and creative industry and therefore stop the outmigration of young people from the Idrija Municipality.</p>

Details of the Practice – Activities related to tech talent support or/and tech entrepreneurship support	<p>Id20 Institute has been focused primarily on the topic of industrial heritage and industrial culture in remote and rural settings. They see cultural heritage as a bridge between the past and the future which they stress each year at the gastronomical festival of Idrija Žlikrofi and the biannual festival of industrial culture Betrib.</p> <p>Since its establishment in 2019, the ID20 Institute has organized and provided many activities and projects in the field of regional development, which focuses on the new opportunities in rural areas and postindustrial towns:</p> <ul style="list-style-type: none"> - MINERS' HOUSES RE-BORN: By recognizing the cultural heritage of the traditional miners' houses, ID20 wants to raise awareness about the importance of traditional architecture and the need for its redevelopment into a housing solution for young people. By focusing on the future redevelopment of the miners' houses, they have developed a MASTERCLASS in the built heritage, a unique gastronomy-theatre play, a pop-up residency for 2 writers, different STEAM workshops for young people and organised 3 volunteer camps for young people from the whole Europe. - EUROPEAN CAPITAL OF CULTURE GO! 2025: ID20 is a programme partner of the European Capital of Culture GO! 2025. They recognize an important aspect of the borderless region which focuses on creativity, differences and unique cultural heritage, therefore developing new solutions in the CCI area. Within the programme of the GO! In 2025, they will develop a third Festival of the industrial culture Betrib, organize a residency for the South African Kongo artist in 2025 and develop new activities in gastronomy. By following the goals of the GO! 2025, Idrija is becoming an important cultural centre within the programme area. - GASTRONOMY HERITAGE: ID20 also builds on the gastronomy heritage, especially the traditional Idrija Žlikrofi. By organizing the Idrija Žlikrofi festival and providing a special GO! Pasta trailer for providers, we build a gastronomy community (chiefs, owners of restaurants, Žlikrofi producers) and therefore new opportunities in the area. - HACKATHONS: ID20 has organized 3 online hackathons on cultural heritage, which have been instrumental in developing more than 40 solutions for the development of rural areas and post-industrial towns. Participants of the hackathon have also been supported in developing their solutions in the HeritageLab incubation programme, developed by ID20. - NEW TOURIST DEVELOPMENT. ID20 has developed a guide for attracting digital nomads to rural areas and post-industrial towns and is planning a first retreat for digital nomads in Idrija in 2025. By developing new solutions, they see Idrija as an important tourist destination with a specific focus on cultural tourism (gastronomy, experiences, new skills ...).
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What worked well (or not)	<p>WHAT WORKED WELL:</p> <ul style="list-style-type: none"> - 2 big festivals which attracted more than 6000 visitors (including young people) and bring new job opportunities to the area - Young people have discovered that there are opportunities in cultural heritage and CCI area - An established NGO (ID20) which works in the area which was in the past reserved only for public institutions - Less rigid cultural heritage sector - 2 places which are being developed into new cultural centres (former machine house Inzaghi and miners' house Giser) - Established connections with different public and private organisations <p>WHAT DIDN'T WORK SO WELL:</p> <ul style="list-style-type: none"> - A sector of the cultural heritage is underfinanced and consequentially rigid which makes changes more difficult to implement. The Heritagehack ideas were mostly not implemented in practice due to many obstacles in the sector. - Although there is a recognition of the heritage and CCI as an important catalyser of the local community and entrepreneurship, many residents still don't see it as an opportunity. - Lack of long-term financing support for the NGOs in the field of cultural heritage. - Not enough cooperation between big local industry, NGOs and public institutions - Lack of digital programmes in the cultural heritage and CCI area
Elements that can be useful to TechDiversity policy issue exchanges	<ol style="list-style-type: none"> 1. Skills and knowledge development programmes with a focus on youth 2. Extensive experience in the field of digitisation of cultural heritage 3. Support networks in Slovenia and in Europe 4. Many experiences in creating new jobs in CCIs
Elements that can be useful to the partner's development of the IAP	<ol style="list-style-type: none"> 1. Skills and knowledge development programmes with a focus on youth 2. Extensive experience in the field of digitisation of cultural heritage 3. Support networks in Slovenia and in Europe 4. Many experiences in creating new jobs in CCIs
People involved that could contribute to the city network planned meetings and ULG meetings	<p>Drejc Kokošar (a member of ULG)</p> <p>All members of ID20 creative team.</p>

GP4 LARNAKA_CMMI

1. Partner information	
Partner	Municipality of Larnaka
E-mail	d.georgiou@larnaka.org.cy v.charitou@larnaka.org.cy ebalamou@larnaka.org.cy
Full Name	Municipality of Larnaka
2. Public or private body responsible for the Practice	
Organisation being the main body in charge	Municipality of Larnaka
3. Good Practice general information	
Title	Cyprus Marine and Maritime Institute
Web link	info@cmmi.blue
Timescale (start/end month/year)	Established in 2019

Thematic objective(s)	<p>As an international Centre of Excellence,, CMMI's vision is to drive sustainable Blue Growth by addressing the needs of industry and society within the spectrum of the marine and maritime sectors. CMMI has developed excellent, purpose-built facilities, technological and human infrastructure consisting of young and experienced scientist to support all blue economy sector. It has ten Research and Innovation Centres that are involved in marine observation, marine robotics, maritime digitalisation, maritime engineering, marine and coastal ecosystems, the maritime human element, marine cultural heritage, marine and maritime policies and regional cooperation and underwater and seabed technologies.</p> <p>To realise the vision of CMMI, we have identified three types of goals:</p> <ol style="list-style-type: none"> 1. Scientific Goal: Increase the Scientific Research Performance of Cyprus: CMMI will boost Cypriot scientific research output with its own research output and through the support that it provides to the local RTD community. It collaborates locally with all relevant research groups (not limited to academia) and link internationally, with the support of the advanced and local partners, to the leading European and global scientific networks. For this goal we have three related objectives that is a) achieve scientific excellence, b) establish state-of-the-art research and technology development facilities and c) build a strong network of experts. 2. Economic Goal: Support Innovation, Entrepreneurship, and Economic Growth in Cyprus: One of CMMI's primary goals is to invest in, and develop, capabilities that improve the RTDI landscape in Cyprus and the surrounding region, facilitating an as-of-yet largely untapped route for stimulating economic growth. Building on the strong foundation of best practices of its advanced partners, and re-purposing these practices to the realities of Cyprus to support the development of a blue economy business and innovation cluster in Larnaka. For this goal we have three related objectives that is a) bridge the gap between research and industry, b) training and support for entrepreneurship and c) increase the research and industrial funding secured by Cyprus. 3. Societal Goal: Cultivate entrepreneurial and innovation culture: A primary goal of CMMI is to engineer a cultural transformation in support of STEM-led innovation and entrepreneurship. This is not an abstract challenge. While the local population boasts a high level of education, in order to truly be in a position to develop the knowledge economy and address opportunities offered by technology led innovation, local actors need skills, ambition, and networks. Consequently, CMMI has the following objectives: a) create a critical mass of entrepreneurial and innovation-driven RTDI activities, b) increase the social engagement of scientists and entrepreneurs and c) act as a catalyst for establishing innovation-driven policies.
4. Good Practice elements, related to the TechDiversity policy issue	
Abstract of the Practice	<p>The Cyprus Marine and Maritime Institute (CMMI) was established in April 2019 and it is a Centre of Excellence for marine and maritime research, innovation and technology development. It is based in the city of Larnaca in Cyprus, an island located on the crossroads of three continents and major maritime routes with a proud maritime tradition and a commendable maritime industry.</p> <p>The CMMI was the outcome of the MaRITeC-X project which was funded under the "H2020 Programme, Spreading Excellence and Widening Participation Call". As a result of this project, the CMMI was awarded €30 million funding from the EU Commission and the Cyprus Government, while more than €25 million are to be provided by partners and industry and academia stakeholders mainly as in-kind contributions in a 7-year period. After that period, the CMMI is expected to be a self-sustaining entity.</p> <p>In addition, CMMI promotes partnerships, globally, among top academic and research institutions and businesses, helping to address the needs of businesses, countries, and regions in blue economy activities. All in all, the CMMI aims to become the partner of choice for all blue economy development activities at the local, regional, European, and global levels.</p>

Details of the Practice – Activities related to tech talent support or/and tech entrepreneurship support	<p>CMMI has its focus on marine and maritime research, innovation and technology development. Since its establishment in 2019, the CMMI has organized and provided many activities and projects that are related to talent support and talent entrepreneurship.</p> <p>CMMI young researches had the opportunity to participated in the elaboration and submission of research proposals to national and international calls as well as to networked with other researchers at international level and worked at the preparation and submission of proposals and research papers that have been published to scientific journals and conferences. Also, they have established and organized the Thalassa Scientific Conference with more than 100 participants bringing together distinguished scientists from the eastern Mediterranean and around the world, resulting in impactful discussions.</p> <p>CMMI has also established state-of-the-art research and technology development facilities with all the relevant equipment for the Research Centres and continues to acquire of scientific/technological equipment.</p> <p>CMMI has put significant effort into bridging the gap between research and industry. In this respect CMMI has continued the operation of its centre responsible for innovation and commercialisation, including consulting services, technology transfer, and intellectual property management, the Knowledge Innovation and Entrepreneurship Centre (KInEC). KInEC now acts as a “one-stop-shop” for all the IP related matters of CMMI and provides a range of IP services to CMMI, its centres, the industry and beyond.</p> <p>Entrepreneurship activities area are also taken by CMMI and such actions are assisting in bridging the research and innovation activities of CMMI with the needs of the industry. Through the engagement with blue-economy stakeholders, the needs of the industry at the local and international level have been identified. The goal of is to enable the commercialization of research results and the creation of spin-offs.</p> <p>CMMI is also supportive towards start-up companies in the Blue Economy area. KInEC (Centre for Knowledge, Innovation and Entrepreneurship) has set up a framework to provide general business and legal counselling to CMMI scientists and spinoffs coming out of the Institute with the aim to give as much support as possible to its spinoffs to increase their chances of success.</p> <p>Training and education activities are also essential activities of CMMI. Training for its personnel for developing their skills as well as knowledge and skills transfer to others beyond CMMI, and fostering entrepreneurship and innovation activities. In particular CMMI has become a Centre of Vocational Excellence for Blue Professions. Blue Cove was established to support the Blue Economy which must undergo a seismic shift to adopt the twin transition (decarbonisation and digitalisation with a first significant deadline in 2030), and to address the needs of emerging sectors, and achieve sustainability. Some of the activities are the following:</p> <ul style="list-style-type: none"> • Training and education activities designed, conceptualised, prepared and/or implemented by CMMI as part of national or EU-funded projects • Promotion of Blue Careers • Participation in events linked with the European Year of Skills • Organisation and presentations in educational conferences focusing on marine and ocean literacy • Participation and presentations in summer schools and Educational conferences focusing on marine and ocean literacy • Visits at Primary schools • Visits of University students • Presence at career fairs to inform the youth about Blue careers • Attendance of CMMI personnel in internal and external training opportunities • Direct assignment with the HRDA for vocational training for blue professionals • Graduate and postgraduate programs.
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What worked well (or not)	<p>WHAT WORKED WELL:</p> <ul style="list-style-type: none"> - Established the Thalassa International conference as a platform for knowledge exchange by bringing together marine experts and stakeholders from academic and research institutes, the industry, NGOs, and the public sector who share their findings, innovations, and state-of-the-art developments on topics related to: Marine & Coastal Ecosystems, Marine Biotechnology & Aquaculture, Oceanography, Marine and Coastal Governance as well as Marine Cultural Heritage. - Young scientists have the opportunity work in a research and technology development facilities with all the relevant equipment. That resulted submission of proposals and research papers that have been published to scientific journals and conferences as well as working with different projects and increase the TRL levels of their ideas. - Blue Cove RIMU, acting as a vocational education and training centre targeting the needs of the blue economy: Free vocational education and training programmes for acquiring knowledge and skills related to the Blue Economy (68 free training programmes) - Engaging the youth: implementation of a series of local and national actions related to ocean literacy in collaboration with local and national stakeholders and with initiatives such as the Creation of “Blue Schools” with integrated educational programs and training cycles, organisation of competitions for Primary Schools, organisation of events and educational activities. Through such initiatives and actions, the Institute aims to inform, raise awareness, and mobilise society, and especially children and young people, on the importance of the sea, the protection of the marine environment and the digital new technologies in the marine sector. - Support to start up companies: provide general business and legal counselling and spinoffs coming out of the Institute. - CMMI has further increased its visibility within the Cyprus Entrepreneurship ecosystem and initiated networking and liaison activities e.g. with the RIF’s KTO, Cyprus seeds, etc. in view of reaching, in collaboration with other incubators, accelerators, research and centres of excellence, alternative funding ventures and entrepreneurship consultancies, the critical mass necessary to spur more entrepreneurial and innovation-driven activities in the Blue economy sector. - CMMI has participated in many events, meetings, and different external activities (tv shows, articles in magazines) and had the opportunity to interact with students, entrepreneurs and the wider public aiming to increase the social engagement of scientists and entrepreneurs. - CMMI has widely expanded its Blue Web (collaborations) of partners and collaborated with more than 750 organisations (universities, companies, public authorities, non-governmental organisations, etc.) so far. <p>WHAT DIDN’T WORK SO WELL:</p> <ul style="list-style-type: none"> - More effort is needed to bridge the gap between research and industry - CMMI has started putting the foundations for building a cluster of services to support RTDI with and in the community but more effort on cultivate entrepreneurial and innovation culture is needed.
Elements that can be useful to TechDiversity policy issue exchanges	<ol style="list-style-type: none"> 1.Training programmes with a focus on youth and enterprises 2.Extensive experience in the field of marin and maritime and especially marine observation, marine robotics, maritime digitalisation, maritime engineering, marine and coastal ecosystems, the maritime human element, marine cultural heritage, marine and maritime policies and regional cooperation and marine biotechnology and aquaculture. 3. Attracting talents and opportunities to flourish and stay in Cyprus

Elements that can be useful to the partner's development of the IAP	<ol style="list-style-type: none"> 1. Skills and training/ knowledge development programmes with a focus on youth and industry 2. Extensive experience in the marine and maritime sectors 3. Big network of partners in Cyprus and all over Europe for establishing collaborations 4. Research facilities and technology equipment to support research 5. Create a critical mass of entrepreneurial and innovation driven RTDI activities 6. Social engaging activities
People involved that could contribute to the city network planned meetings and ULG meetings	<p>Zacharias Shiokouros (as a member of ULG)</p> <p>All members of CMMI team.</p>

GP5 BIELSKO-BIAŁA

1. Partner information	
Partner	Regional Development Agency in Bielsko-Biała
E-mail	pwegrzyn@arrsa.pl
Full Name	Regional Development Agency in Bielsko-Biała
2. Public or private body responsible of the Practice	
Organisation being the main body in charge	BBDays4.IT Organization Committee (2019-2024) IT in the Mountains Association (2025)
3. Good Practice general information	
Title	BBDasy4.IT
Web link	https://bbdays4.it/
Timescale (start/end month/year)	Second week of September yearly

Thematic objective(s)	<p>Thematic Objectives of BBDays4.IT</p> <p>Comprehensive Technology Festival</p> <p>BBDays4.IT is a 10-day technology festival held in Bielsko-Biała, Poland, featuring over 15 events, including conferences, hackathons, workshops, networking sessions, and leisure activities. The program is designed to create an engaging platform for learning, collaboration, and community building within the IT sector. In all six editions of BBDays4.IT more than 6 000 participants took part in more than 100 events. More than 200 entities – IT companies, business support organizations, city administration, academic & education sector – were engaged in the preparation of the festival</p> <p>Promotion of Knowledge and Skills Development</p> <p>The festival offers a diverse range of sessions covering topics such as artificial intelligence, Industry 4.0, cloud computing, and cybersecurity. These activities cater to both experienced professionals and those new to the industry, with the aim of enhancing technical knowledge and digital competencies.</p> <p>Commitment to Inclusion and Diversity</p> <p>Through initiatives such as HerStory in IT (firstly organized in 2024 edition), BBDays4.IT highlights the contributions of women in the technology sector. This strand of the program includes workshops, leadership training, and skills development sessions to promote diversity and equal opportunities in the industry.</p> <p>Strengthening Regional Identity and Economic Positioning</p> <p>Supported by municipal authorities, the festival plays a strategic role in positioning Bielsko-Biała as a hub for technology and innovation, fostering civic pride and attracting talent, investment, and business partnerships.</p> <p>Facilitation of Networking and Collaboration</p> <p>The event provides structured and informal opportunities for interaction among IT professionals, entrepreneurs, academics, and other stakeholders. Networking activities range from formal conferences to interactive leisure events, fostering stronger professional and community connections..</p>
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4. Good Practice elements, related with the TechDiversity policy issue	
Abstract of the Practice	<p>BBDays4.IT is a multi-faceted, ten-day technology festival, designed to promote innovation, professional development, and community engagement within the IT sector. Bringing together industry experts, entrepreneurs, students, and local stakeholders, the festival features over 100 events in all six editions, ranging from technical workshops and hackathons to networking sessions and public lectures. Within this framework, the HerStory in IT initiative plays a central role in advancing diversity and inclusion by spotlighting women's contributions to the technology field. The program of the event combined trend-focused presentations on the IT market, reskilling, and local opportunities with masterclasses on soft skills, leadership, and managing diverse teams. It concluded with a networking session, fostering connections and collaborative ideas to support an inclusive and innovative regional tech ecosystem.</p>
Details of the Practice – Activities related with tech talent support or/and tech entrepreneurship support	<p>1. 24-Hour Hackathon with Real Business (&Social) Challenges Instead of generic coding contests, BBDays4.IT runs hackathons where teams solve concrete problems submitted by local companies, public institutions, or NGOs. This direct link to real-world needs makes the learning highly applicable, while giving participants exposure to potential employers or clients.</p> <p>2. Meet.js Community Events The inclusion of local developer meetups like Meet.js during the festival encourages grassroots knowledge sharing. It connects juniors and seniors, entrepreneurs, and engineers in an informal but content-rich format, strengthening the local tech community.</p> <p>3. BBConf4.IT – Industry–Academia Collaboration The flagship conference brings together IT professionals, entrepreneurs, university representatives, and municipal officials to discuss technology trends, innovation opportunities, and collaborative projects. This cross-sector dialogue fosters partnerships that extend beyond the festival.</p> <p>4. HerStory in IT Dedicated to diversity and inclusion, this track offers targeted soft skills and leadership training, alongside talks on career development and reskilling. It's a strong example of integrating social impact goals into a mainstream tech event.</p> <p>5. Blending Learning with Lifestyle Events like BBQ4.IT or sports meetups (e.g., sailing regattas, enduro bikes) provide networking in a relaxed atmosphere. This approach lowers barriers for newcomers and helps build lasting professional relationships.</p> <p>6. Multi-Community Participation BBDays4.IT invites local tech groups, startup communities, and industry partners to run their own events during the festival. This decentralized model increases ownership, variety, and sustainability of the initiative.</p>

What worked well (or not)	<p>What worked well?</p> <ol style="list-style-type: none"> 1. Multistakeholder engagement and public-private partnerships 2. Diversity of formats 3. Work-life balance promotion 4. Supporting real-world challenges via hackathons 5. Ensuring long-term activities also beyond festival formula thanks to creation of IT in the Mountains Association <p>What can be improved?</p> <ol style="list-style-type: none"> 1. Dependence on volunteer & partner energy 2. Limited post-event continuity (partially already done by the IT in the Mountains Association)
Elements that can be useful to TechDiversity policy issue exchanges	<ol style="list-style-type: none"> 1. 24-Hour Hackathon with Real Business (&Social) Challenges 2. HerStory in IT 3. Blending Learning with Lifestyle 4. Multi-Community Participation
Elements that can be useful to the partner's development of the IAP	<ol style="list-style-type: none"> 1. 24-Hour Hackathon with Real Business (&Social) Challenges 2. HerStory in IT 3. Blending Learning with Lifestyle 4. Multi-Community Participation
People involved that could contribute to the city network planned meeting and ULG meetings	<p>BBDays4.IT Organization Community and IT in the Mountains Association.</p>

GP6 AREZZO

1. Partner information	
Partner	ITS Prodigy - Arezzo
E-mail	info@itsprodigi.it
Full Name	Foundation ITS Prodigy Academy
2. Public or private body responsible of the Practice	
Organisation being the main body in charge	Municipality of Arezzo
3. Good Practice general information	
Title	IT and Digital Training Academy
Web link	https://www.itsprodigi.it/
Timescale (start/end month/ year)	2 Academic years
Thematic objective(s)	<p>The thematic objectives of the ITS Prodigy professional training programs typically align with broader goals related to innovation, economic development, and digital and tech transformation. While specific objectives may vary depending on the program's focus and priorities, common thematic objectives include:</p> <ol style="list-style-type: none"> 1. Building IT, Tech and Digital Skills: Providing professional training, education, and resources to develop digital literacy and technical skills targeting. 2. Fostering Innovation: Encouraging the development and adoption of innovative technologies, products, and services that address local and global challenges by providing the necessary workforce to apply the innovation. 3. Facilitating Collaboration: Creating opportunities for collaboration and networking among tech and digital industry and individual searching for job and entrepreneurship opportunities. 4. Driving Regional Economic Growth: Contributing to the growth and diversification of the local economy by creating jobs and fostering business development in the tech and digital sectors. <p>These thematic objectives reflect the broader mission of the ITS Prodigy VET program to support career development and professional growth while stimulating regional economic development and social well-being.</p>

4. Good Practice elements, related with the TechDiversity policy issue	
Abstract of the Practice	<p>ITS Prodigy is an IT and Digital Academy for young people interested in tech & digital employment careers. The aim of the ITS Prodigy Foundation is to provide high-quality post-graduate courses on ICT and digital topics aimed at creating profiles able to fit into the strategic sectors of the local economic and production system and develop methods for business innovation. In carrying out the teaching activities at least 30% of the duration of the courses is carried out in a company and at least 50% of the teachers come from the business sector. ITS 'Prodigi' has one of its operational headquarters in Arezzo at the headquarters of Confindustria Toscana Sud (Confederation of Southern Tuscany Industry).</p> <p>The practice sharing activity consists of a presentation of the Vocational Education and Training (VET) programme related to the tech and digital sectors targeting young women and future plans to potentiate STEM women's participation in it.</p>
Details of the Practice – Activities related with tech talent support or/and tech entrepreneurship support	<p>Skill Development Programs:</p> <p>The activities carried out within this practice include:</p> <ul style="list-style-type: none"> • Initial orientation: introductory support provided to participants to facilitate their entry into the training course, clarifying objectives, content, and future opportunities. • Individualized tutoring: personalized guidance throughout the course, aimed at supporting the development of both technical and soft skills, with attention to each participant's specific needs. • Matching with companies for internships: activities that connect participants with the business world, with the goal of placing them in companies aligned with their educational and professional profile, thus enabling the practical application of acquired skills.
What worked well	<p>A continuous dialogue with businesses in the region allows us to gather insights into their evolving professional needs, which we then translate into tailored vocational training courses. This ensures that our educational offerings remain aligned with market demands and enhance employability.</p>
Elements that can be useful to TechDiversity policy issue exchanges	<ol style="list-style-type: none"> 1. Skill Development Programs 2. Exchange of good practices on youth guidance and on projects to be developed during the school period

Elements that can be useful to the partner's development of the IAP	<ol style="list-style-type: none"> 1. Skill Development Programs 2. Analysis of local training and professional needs: understanding the specific demands of the territory to design relevant and impactful educational pathways. 3. Good practices in guidance and tutoring: sharing effective methods for supporting young people throughout their learning journey, both at the entry stage and during the training process. 4. Collaboration with local companies for internships and job placement: establishing strong connections with businesses to facilitate real-world experience and employment opportunities. 5. School-based projects that foster digital and entrepreneurial skills: promoting initiatives during the school period that encourage creativity, innovation, and practical skill development. 6. Monitoring the employment impact on the local area
People involved that could contribute to the city network planned meeting and ULG meetings	Representatives of ITS Prodigy and of Confederation of Southern Tuscany Industry

GP7 NKUA

1. Partner information	
Partner	Diversity Charter Greece
E-mail	info@kean.gr
Full Name	Diversity Charter Greece
2. Public or private body responsible of the Practice	
Organisation being the main body in charge	Diversity Charter Greece
3. Good Practice general information	
Title	Diversity Charter Greece
Web link	https://diversity-charter.gr/
Timescale (start/end month/year)	All year
Thematic objective(s)	<p>The thematic objectives of the Diversity Charter Greece perfectly align with the TechDiversity policy issue:</p> <ol style="list-style-type: none"> 1. Promote equal opportunity & non-discrimination in the workplace by committing organisations to diversity and inclusion (D&I) principles and practices. 2. Raise awareness and build capacity through campaigns, Diversity Days, conferences and webinars that disseminate D&I knowledge and good practices. 3. Provide tools, guidance and training (e.g., Be Inclusive programme; curated “Diversity Tools” with Greek/EU legal frameworks). 4. Benchmark and certify D&I practices via the Inclusive Workplace certification aligned with ISO 30415:2021, implemented with EUROCERT. 5. Mobilise employers and local authorities by growing a multi-sector network of signatories and engaging cities/regions (e.g., Diversity in Cities Conference). 6. Align with and promote compliance to national/EU policy (e.g., Law 4443/2016; Law 4808/2021; gender equality legislation) via an evolving resource hub.
4. Good Practice elements, related with the TechDiversity policy issue	
Abstract of the Practice	<p>Diversity Charter Greece (DCG) is the national platform that commits employers to implement equality, diversity and inclusion in workplaces. It operates a cycle of awareness (events & campaigns), capability-building (training, guidance), commitment (signature) and assurance (ISO-aligned certification), while connecting businesses and municipalities around a shared D&I agenda. These mechanisms can directly support TechDiversity’s aims to foster inclusive tech talent pipelines and equitable tech entrepreneurship within local ecosystems.</p>

Details of the Practice – Activities related with tech talent support or/and tech entrepreneurship support	<ol style="list-style-type: none"> 1. Training & advisory (Be Inclusive): structured learning, consulting and corporate events to embed inclusive culture—relevant for HR, hiring, retention and leadership in tech firms/startups. 2. Diversity Tools (policy & practice hub): practical guidance mapped to Greek/EU law (e.g., 4443/2016; 4808/2021) that tech employers can incorporate into recruitment, anti-harassment, and equal-pay policies. 3. Certification (Inclusive Workplace): third-party evaluation against ISO 30415 to institutionalise inclusive hiring, progression, grievance/incident handling—useful as a credible signal for tech SMEs and scale-ups competing for talent. 4. Conferences & Diversity Days/Webinars: regular fora to share good practices (e.g., Pride engagement; ESG/DEI panels) where tech actors can showcase policies, network and learn from peers and municipalities. 5. Municipal engagement (Diversity in Cities): brings local authorities into the D&I conversation—relevant for place-based tech ecosystems and entrepreneurship support via city policies and programmes. 6. Network of signatories: includes many tech-adjacent organisations (e.g., COSMOTE, IBM, Oracle, Upstream, Kyndryl, Epsilon Net, Code. Hub) that can act as anchors for internships, mentoring and supplier diversity.
What worked well (or not)	<p>Diversity Charter Greece shows real momentum where it matters: it offers a simple, visible commitment (the signature) that organisations can rally around, and then backs it up with an integrated pathway that turns intent into practice, by introducing practical “Diversity Tools” aligned with Greek and EU law, targeted training and advisory, an active calendar of Diversity Days, webinars and conferences, and an ISO 30415-aligned “Inclusive Workplace” certification with third-party assurance. Together, these elements give employers a credible signal in the talent market, build internal capabilities, and keep progress moving through peer learning and public recognition. Just as importantly, DCG’s reach across companies, universities, and municipalities brings the whole local ecosystem into the conversation, unlocking partnerships, internships, and city initiatives that make inclusion both visible and actionable.</p>

Elements that can be useful to TechDiversity policy issue exchanges	<ol style="list-style-type: none"> 1. ISO-aligned certification model (“Inclusive Workplace”) as a transferable benchmark for cities/partners to recognise and incentivise inclusive employers in the local tech economy. 2. Law-anchored toolkits to ground discussions in enforceable standards (anti-discrimination, anti-harassment, gender equality) and to design minimum DEI baselines for tech incubators/accelerators. 3. City-level engagement format (Diversity in Cities Conference) as a replicable convening for municipal stakeholders, universities and tech firms to co-create inclusive policies (e.g., internship equity, inclusive procurement). 4. Peer learning via webinars/Diversity Days to exchange concrete practices (inclusive JD templates, unbiased screening, neurodiversity at work) across partner cities.
Elements that can be useful to the partner’s development of the IAP	<ol style="list-style-type: none"> 1. KPI framework ideas drawn from certification criteria (e.g., presence of anti-bias hiring procedures; incident reporting mechanisms; periodic DEI reporting). These can become IAP indicators (e.g., “# of tech SMEs certified as Inclusive Workplace”, “% of incubated startups with formal anti-harassment policy”). 2. Policy alignment checklist using Diversity Tools: ensure IAP actions explicitly map to Laws 4443/2016 & 4808/2021 and related strategies (e.g., LGBT+ Equality Strategy), making the plan auditable and funder-ready. 3. Be Inclusive-style training tracks for tech HR/recruiters, engineering managers and founders (pipeline fairness, inclusive leadership). 4. Annual Diversity Month activation as a city-level campaign with measurable employer commitments (signatures, policy adoptions). 5. Municipal pledge (Diversity in Cities) plus supplier-diversity pilots in public tech procurements to open doors for under-represented founders. 6. Network leverage: mobilise DCG signatories in the tech sector (e.g., telecom, software, platforms) as mentors, internship hosts and challenge sponsors within the IAP.
People involved that could contribute to the city network planned meeting and ULG meetings	All partners.

GP8 TRIKALA

1. Partner information	
Partner	e-Trikala S.A.
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2. Public or private body responsible for the Practice	
Organisation being the main body in charge	e-Trikala S.A.
3. Good Practice general information	
Title	Promoting Young & Female “Green” Entrepreneurship via U-SOLVE
Web link	https://usolve-project.eu/
Timescale (start/end month/ year)	15 October 2020 – 14 April 2023
Thematic objective(s)	Business & SMEs development; Green & blue economy innovation; Local SDG integration; Female and youth entrepreneurship
4. Good Practice elements, related to the TechDiversity policy issue	
Abstract of the Practice	<p>U-SOLVE aimed to strengthen youth and female entrepreneurship in urban settings by promoting sustainable, climate-aware business ideas. It provided training, mentoring, subgrants, and infrastructural support (urban hubs) in multiple Mediterranean cities to bridge the gap between idea and market, embedding entrepreneurship into sustainable urban ecosystems.</p> <p>Countries/partners involved: Italy, Greece, Cyprus, Jordan, Palestine, Egypt</p> <p>General objective: Create an urban development model based on innovative entrepreneurship to face sustainability challenges, boost urban business ecosystems, and generate job creation in emerging social & environmental markets</p> <p>Who benefited / target groups:</p> <ul style="list-style-type: none"> • 420 young and women entrepreneurs / potential entrepreneurs • 30 start-ups operating in urban, sustainability-oriented contexts • Local urban populations in partner cities <p>Expected outputs / achievements:</p> <ul style="list-style-type: none"> • 7 roadmaps and methodologies to empower urban ecosystems • 120 start-uppers trained to strengthen scaling potential of ideas • 30 start-ups with environmental / sustainability focus (new services or products) • 6 urban hubs set up as incubators / support spaces for entrepreneurs • 7 strategic documents / policy instruments on urban entrepreneurship for sustainable development in Mediterranean contexts <p>Impact expectations / indicators:</p> <ul style="list-style-type: none"> • Minimum of 20 new business contracts secured by supported start-ups • At least 40 new jobs created across those start-ups • Contribution to shifting local policies toward impact-oriented entrepreneurship and sustainable development integration

Details of the Practice – Activities related to tech talent support or/and tech entrepreneurship support	Capacity building & subgrant scheme: <ul style="list-style-type: none"> • Open calls for start-up ideas, training / capacity building, selection of subgrant beneficiaries • Step-2 subgrant: only those completing capacity building and selected in Step 1 can apply; max 5 innovators per country; grants up to €10,000 each Entrepreneur selection & support process: <ul style="list-style-type: none"> • Co-designed selection processes for ideas in urban settings (linking to methodology / roadmap output) • Mentoring, training, investor pitching, one-to-one support Incubation / hub creation: establishment of urban hubs in partner cities to act as physical or virtual incubation / support spaces for entrepreneurs Policy engagement & transnational exchange: <ul style="list-style-type: none"> • Interaction with local / regional public institutions in partner cities to co-design policy proposals • Transnational workshops among partners to compare strategies and feed common Mediterranean policy frameworks • Workshops presenting grantees' projects addressing urban sustainability across Mediterranean cities.
What worked well (or not)	Worked well: <ul style="list-style-type: none"> • 120 entrepreneurs trained, 30 start-ups supported, 6 hubs created • Strong integration of local stakeholders and policy makers • Clear targets achieved in terms of trained entrepreneurs, subgrant beneficiaries, hub establishment • The use of multi-country comparative dimension fostered knowledge exchange across Mediterranean contexts • The subgrant mechanism (for Greece) gave direct financial support to viable ideas and reinforced commitment Challenges: <ul style="list-style-type: none"> • Sustainability after project closure — e.g., maintenance / ongoing support for hubs • Ensuring strong investor / private sector follow-through beyond pitch events • Scaling up beyond the pilot / selected entrepreneurs • Varying local capacities in partner cities could cause heterogeneity in implementation
Elements that can be useful to TechDiversity policy issue exchanges	<p>The concept of urban hubs as intermediaries connecting local entrepreneurship ecosystems with policy and finance</p> <p>Co-design approach in which public authorities engage early in shaping entrepreneurship processes</p> <p>The transnational comparative workshop as a tool to cross-fertilize good practices across Mediterranean urban contexts</p> <p>Subgrant + training / mentoring blend as a mechanism to bridge the gap from idea to execution in sustainability / climate domains</p>

Elements that can be useful to the partner's development of the IAP	<ul style="list-style-type: none"> • Embedding sustainable entrepreneurship in municipal strategies • Leveraging trained entrepreneurs as ambassadors/mentors • Using hubs as long-term incubators in Trikala • Roadmaps and policy tools adaptable to other cities
People involved that could contribute to the city network planned meetings and ULG meetings	<ul style="list-style-type: none"> • Christina Karamperi, George Gorgogetas & Harris Kalliaras (e-Trikala) • iED Greece mentors • Municipal/regional policymakers engaged in U-SOLVE • Subgrant beneficiaries (start-ups) as ambassadors • Hub managers from partner cities

3. CE

CE1 AMARANTE

1. Partner information	
Partner	IET – Instituto Empresarial do Tâmega (Tâmega Business Institute)
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Organisation being the main body in charge	IET – Instituto Empresarial do Tâmega (Tâmega Business Institute)
3. General information	
Name	IET – Instituto Empresarial do Tâmega (Tâmega Business Institute)
Web link	https://iet.pt/
4. Case example elements, related with the TechDiversity policy issue	
Thematic objective(s)	Tech Talent
Activities – working methods related with tech talent support or/and tech entrepreneurship support	<p>1. **Skill Development Workshops:** Organizing workshops focused on developing technical skills relevant to the tech industry, such as coding, data analysis, cybersecurity, etc.</p> <p>2. **Mentorship Programs:** Establishing mentorship programs where experienced professionals in the tech industry can provide guidance and support to aspiring individuals or startups.</p> <p>3. **Internship Opportunities:** Partnering with local tech companies to create internship opportunities for students and recent graduates, allowing them to gain practical experience in the field.</p> <p>4. **Networking Events:** Hosting networking events or meetups where tech enthusiasts, professionals, and entrepreneurs can connect, share ideas, and build relationships.</p> <p>5. **Pitch Competitions:** Organizing pitch competitions or hackathons to encourage tech entrepreneurship and innovation within the community.</p> <p>6. **Co-Working Spaces:** Set up co-working spaces or innovation hubs where tech startups and entrepreneurs can collaborate, access resources, and receive support.</p> <p>7. **Incubation Programs:** Developing incubation programs that provide startups with access to mentorship, funding opportunities, and other resources needed to grow their businesses.</p> <p>8. **Tech Talks and Webinars:** Arranging tech talks and webinars featuring industry experts discussing relevant topics, trends, and best practices in the tech sector.</p> <p>9. **Online Learning Platforms:** Facilitate access to online learning platforms or courses where individuals can acquire new tech skills at their own pace.</p> <p>10. **Partnerships with Educational Institutions:** Forging partnerships with local universities, colleges, and schools to integrate tech-related curriculum, provide guest lectures, and offer practical training opportunities.</p>

What works well	<ol style="list-style-type: none"> 1. **Collaboration:** Strong collaboration between local government, educational institutions, tech companies, and community organizations is essential for success. 2. **Practical Training:** Providing hands-on, practical training opportunities allows participants to develop real-world skills and experience that are directly applicable to their desired careers or entrepreneurial ventures. Workshops, hackathons, and internship programs are examples of effective practical training initiatives. 3. **Mentorship and Networking:** Mentorship programs and networking events facilitate connections between aspiring individuals, established professionals, and potential investors. These relationships can provide valuable guidance, support, and opportunities for growth. 4. **Flexibility and Adaptability:** Being flexible and adaptable in program design allows initiatives to evolve based on changing needs, emerging trends, and feedback from participants. This flexibility ensures that programs remain relevant and effective over time. 5. **Access to Resources:** Providing access to resources such as funding, workspace, equipment, and educational materials can help aspiring individuals and startups overcome barriers and achieve their goals more effectively.
Elements that can be useful to TechDiversity policy issue exchanges	<ol style="list-style-type: none"> 1. **Best Practices:** Sharing best practices from other cities or regions that have successfully implemented diversity and inclusion initiatives in tech ecosystems can provide valuable insights and inspiration for Amarante. 2. **Case Studies:** Presenting case studies of specific initiatives or programs that have effectively addressed diversity and inclusion challenges in the tech sector can help illustrate practical strategies and outcomes. 3. **Data and Research:** Providing relevant data and research findings on diversity and inclusion trends in the tech industry, both globally and locally, can inform discussions and decision-making. 4. **Policy Frameworks:** Exploring existing policy frameworks or guidelines related to diversity and inclusion in tech ecosystems, help identify potential gaps or opportunities for improvement in current approaches. 5. **Stakeholder Perspectives:** Hearing from a diverse range of stakeholders, including tech industry leaders, educators, community organizations, and underrepresented groups, can offer different perspectives and priorities to consider. 6. **Capacity Building:** Capacity-building initiatives aimed at enhancing diversity and inclusion awareness, skills, and practices among tech professionals, employers, and policymakers can foster a more inclusive tech ecosystem. 7. **Partnerships and Collaborations:** Exploring opportunities for partnerships and collaborations with other cities, organizations, or initiatives working on similar issues can leverage resources and expertise to amplify impact. 8. **Feedback Mechanisms:** Establishing feedback mechanisms or platforms for ongoing dialogue and engagement with stakeholders can ensure that their voices are heard and that policies and programs remain responsive to evolving needs and priorities.

<p>People involved that could contribute to the city network planned meeting and ULG meetings</p>	<ol style="list-style-type: none"> 1. **Local Government Officials:** Representatives from the municipal government who are responsible for economic development, technology initiatives, education, and social inclusion policies. 2. **Business Leaders:** CEOs or representatives from local tech companies, startups, and businesses like Basicamente, Minsait, Jolera, Mobiti and Myndware can share their insights and experiences related to diversity and inclusion in the tech sector. 3. **Academic and Educational Institutions:** Professors, researchers, and administrators from local universities, colleges, and schools with expertise in technology education, workforce development, and diversity initiatives. 4. **Community Organizations:** Leaders from community-based organizations, non-profits, and advocacy groups focused on promoting diversity, equity, and inclusion in the tech industry and beyond. 5. **Tech Professionals:** Individuals working in various roles within the tech sector, including developers, engineers, designers, marketers, and entrepreneurs, who can offer first-hand perspectives on diversity and inclusion challenges and opportunities. 6. **Students and Youth Representatives:** Young people, including students and recent graduates, who are interested in pursuing careers in technology and can provide insights into the experiences and needs of the next generation of tech talent. 7. **Diversity and Inclusion Experts:** Consultants, trainers, and experts in diversity and inclusion strategies and practices who can offer guidance and support for developing effective policies and initiatives. 8. **Government Agencies and Support Organizations:** Representatives from regional or national government agencies, economic development organizations, and tech industry associations that provide resources, funding, or support for diversity and inclusion initiatives.
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<p>Could the people involved contribute in a local Testing Action?</p>	<p>Yes, the people involved could contribute to a local Testing Action in various ways:</p> <ol style="list-style-type: none"> 1. **Local Government Officials:** Can provide support in terms of regulatory compliance, permitting, and accessing government resources or funding for the testing action. Can also help facilitate collaboration between different stakeholders and ensure that the testing action aligns with local policies and priorities. 2. **Business Leaders:** Can offer their expertise, resources, and facilities for conducting the testing action. Also provide valuable feedback based on their industry knowledge and experience to refine the testing process and improve its outcomes. 3. **Academic and Educational Institutions:** Can contribute by providing research support, access to laboratories or equipment, and expertise in data analysis and evaluation. They may also involve students in the testing action as part of their educational curriculum or research projects. 4. **Community Organizations:** Can help mobilize community members, raise awareness about the testing action, and ensure that it addresses the needs and concerns of diverse groups within the community. They may also provide logistical support and connections to local networks and resources. 5. **Tech Professionals:** Can participate directly in the testing action by volunteering their time and skills to develop, implement, and evaluate technological solutions. They may also offer insights and feedback based on their experience working in the tech industry. 6. **Students and Youth Representatives:** Can bring fresh perspectives and innovative ideas to the testing action, as well as contribute their technical skills and enthusiasm for technology. They may also serve as ambassadors for the testing action within their peer groups and communities.
<p>Could it be a study visit of the city network meeting?</p>	<p>Yes, a study visit could certainly be organized as part of the city network meeting.</p> <p>The study visit would aim to showcase Amarante's and IET's efforts and initiatives related to the TechDiversity policy issue. It would provide an opportunity for representatives from other cities in the network to learn from the experiences of Amarante, exchange best practices, and gather insights that they can apply in their own contexts.</p>

CE2 BUCHARESTC D6

1. Partner information	
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2. Public or private body responsible of the Case Example	
Organisation being the main body in charge	Romanian Diversity Chamber of Commerce
3. General information	
Name	Romanian Diversity Chamber of Commerce (RDCC)
Web link	Rdcc.ro
4. Case example elements, related with the TechDiversity policy issue	
Thematic objective(s)	<p>The Romanian Diversity Chamber of Commerce (RDCC) is a non-profit organization that promotes the principles of diversity and inclusion in the Romanian business community and supports the development of the Romanian economy through implementation of greater diversity and inclusion.</p> <p>They target a diverse group of stakeholders, including Women, LGBTQ+, Roma, Disabled and other disadvantaged groups and community and business leaders.</p> <p>The RDCC aims to show that having more diverse organizations also translate to better business performance.</p> <p>Their mission is the economic enfranchisement of women, LGBTQ+ people, Roma, disabled and other disadvantaged groups by developing business skills, contacts and opportunities within the framework of diversity in partnership with like-minded organizations</p>
Activities – working methods related with tech talent support or/and tech entrepreneurship support	<ul style="list-style-type: none"> - Developing a certification program useful to multinational businesses that wish to ensure the diversity of their business partners (Business Enterprise Supplier Diversity certification) and enable procurement opportunities - Offering education on DE&I topics - Advocating for an improved eco-system for diversity, including more diversity-friendly legislation - Organizing conferences around DE&I to raise awareness and exchange good practices
What works well	<ul style="list-style-type: none"> - ED&I certification program - Events (International Roma Day, LGBTQ+ at Work, ED&I regional conference and others) - ED&I needs assessments and trainings (ED&I Knowledge Center) - Efforts with the EIB, EBRD and commercial banks to improve bank finance to businesses owned or controlled by women

Elements that can be useful to TechDiversity policy issue exchanges	Know How on successful ED&I projects, as well as a large network of private companies and large employers interested in contributing to the issue.
People involved that could contribute to the city network planned meeting and ULG meetings	Lestat Monroe, co-founder (already an ULG representative, took part in ULG 2)
Could the people involved contribute in a local Testing Action?	Yes
Could it be a study visit of the city network meeting?	Yes

CE3 IDRIJA

• Partner information	
Partner	Municipality of Idrija (DEPARTMENT OF SOCIAL ACTIVITIES AND ECONOMY)
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• Public or private body responsible of the Case Example	
Organisation being the main body in charge	Municipality of Idrija (DEPARTMENT OF SOCIAL ACTIVITIES AND ECONOMY)
• General information	
Name	Municipality of Idrija (DEPARTMENT OF SOCIAL ACTIVITIES AND ECONOMY – Urban Living Room – Pr' Golitu)
Web link	https://prgolitu.si
• Case example elements, related with the TechDiversity policy issue	
Thematic objective(s)	<p>Urban Living Room – Pr' Golitu is a participatory program within Municipality of Idrija that promotes the principles of diversity and inclusion in local community with engagement from local volunteers, institutions, NGO organizations and others.</p> <p>Their mission is the develop a vibrant local community centre that empowers members of various disadvantaged groups of youth, elderly, women and immigrants by developing social contacts, various skills and competences and opportunities in partnership with like-minded organizations.</p> <p>It's related to the following thematic objectives of TechDiversity:</p> <ol style="list-style-type: none"> 1. To develop skills and competences that meet local nontechnological and CCI needs 2. To develop diverse and inclusive technology, digital and CCI economy by changing the mindset of local businesses and citizens 3. to improve access to digital technology to all citizens
Activities – working methods related with tech talent support or/and tech entrepreneurship support	<p>Workshops and Seminars: Organizing various workshops and seminars focused on developing digital literacy for the elderly, developing basic technological understanding for elementary school children or developing media and computer competences for general public.</p> <p>Co-Working Space: Urban living room can be used as co-working space where entrepreneurial youth or citizens can work from and develop.</p> <p>Cooperation with various institutions: Forging partnerships with local development agencies, NGO's, institutes, colleges, and schools to organize tech-related curriculum, provide guest lectures, and offer practical training opportunities.</p>

What works well	<p>Collaboration inside local community: Strengthening ties with active local volunteers, educational institutions, NGO's and community organizations.</p> <p>Practical workshops, seminars and activities: Strengthening the competences with implementing theory into practical use to develop real-world skills and experiences.</p> <p>Being flexible and adaptive: Allowing initiatives from local community and feedback from participants. This ensures that programs remain relevant and effective over time.</p> <p>Participatory budgeting for youth: Engaging voting mechanisms in youth with participation in decision making and digital voting.</p>
Elements that can be useful to TechDiversity policy issue exchanges	<p>Sharing best practices and presenting case studies from similar other cities with engaging local community by using new technologies and digital tools.</p> <p>Feedback and input from various participants in local community, from members of disadvantaged groups to representatives of tech industry, educators and community organizations that can provide unique perspectives.</p> <p>Exploring opportunities for developing further partnerships and collaborations with partners outside the local community that are working on similar issues</p>
People involved that could contribute to the city network planned meeting and ULG meetings	<p>Tilen Božič (coordinator of the Urban Living room)</p> <p>Active members from local community, community leaders, local tech experts, representatives from local institutions and educators. Representatives of migrants.</p>
Could the people involved contribute in a local Testing Action?	<p>Yes.</p>
Could it be a study visit of the city network meeting?	<p>A study visit would provide an opportunity for representatives from other cities in the network to learn from our experiences of Idrija and provide feedback information about their best practices.</p>

CE4 LARNAKA

• Partner information	
Partner	Municipality of Larnaka
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• Public or private body responsible of the Case Example	
Organisation being the main body in charge	Municipality of Larnaka
• General information	
Name	Youth Makerspace Larnaka
Web link	https://makerspace.onek.org.cy/en/
• Case example elements, related with the TechDiversity policy issue	
Thematic objective(s)	<p>Youth Makerspace Larnaka is an innovative space of technology, creativity and education. The program of the Cyprus Youth Organization, Youth Makerspace Larnaka, is based on the standards of “makerspaces” that are developed around the world and was created to recommend and cultivate the culture of “making” in the youth of Cyprus. It has high-tech equipment and is aimed at amateurs and professional makers of all ages, as well as at schools, educational institutions, and organized ensembles.</p> <p>Its main goal is to equip and educate children and young people, while at the same time, it aims to develop their social and creative skills. At the Youth Makerspace Larnaka, makers can acquire knowledge of construction and design, carry out actions, develop 21st-century skills through educational workshops and activities in STEAM (Science, Technology, Engineering, Arts, and Mathematics) themes, and implement their ideas in technological and business projects.</p> <p>The space is identified with the Maker Movement, providing the young men and women of Cyprus with equipment, tools, and know-how for free use to create constructions and prototypes. Among other things, our presence supports the educational centres and organized groups of Cyprus to get to know new technologies and to experiment by making small and large creations that fall into their interests and/or provide solutions to problems of their community and/or of the world. Creativity, Innovation, STEAM, Entrepreneurship, Education, Skills, Technology, Do It Yourself, experimental play, cooperative learning, tinkering, hands on, sharing, curiosity, problem solving, Creativity, Innovation, STEM, Entrepreneurship, Education, Skills, Technology, Do It Yourself, Experimental play, Peer learning, Tinkering, Hands on, Sharing, Curiosity, Problem solving are our activities.</p> <p>Youth Makerspace Larnaka has 9 different technology rooms available for makers. On-site, visitors can find 3D printers, 3D scanners and 3D pens, and Lego Spike Essential and Prime and Engino robotics packages. In addition, the space has drones, components, and micro-equipment for prototyping through programming, such as Arduino, etc. The audience also has the opportunity to use a podcast studio, photo studio, and virtual reality glasses. Finally, the space offers a wood workshop with a wide range of technological and non-technological equipment, including laser cutter and CNC.</p>

Activities – working methods related with tech talent support or/and tech entrepreneurship support	<ol style="list-style-type: none"> 1) Education Curriculum: Youth Makerspace Larnaka has developed educational programs based on the field of STEAM (Science, Technology, Engineering, Arts and Mathematics). The workshops are aimed at organized groups of children and young people, schools, educational institutions, and others in order to develop technological skills based on the equipment available in the space, as well as empower 21st-century skills such as collaboration, problem-solving, and creativity. The workshops can be held at the Youth Makerspace Larnaka or the respective school by visiting the Mobile Makerspace. They can also be held in English language upon request. Different curriculum for primary school, gymnasium, and lyceum. 2) Mobile Makerspace: The mobile unit was created to develop and evolve the community of makers. It is based on the philosophy that learning can exist anywhere and that is why it has reached children and young people who live far from urban centers, with less access to technologies and innovative programs, complementing the work of the Youth Makerspace Larnaka. Through their contact with the innovative technologies available at the Mobile Makerspace and their participation in the educational workshops it offers, their level of knowledge, skills, and creativity about innovation, design, and the STEAM field is enhanced. The Mobile Makerspace visits schools to inform teachers and students about the Youth Makerspace program and the educational programs it offers through the mobile unit. 3) Makerhouse Residency: a creator hosting program that aims to create a platform for creation and entrepreneurship by enhancing research and development through modern technological practices. Selected creators or groups can use the space, equipment, and services of Youth Makerspace Larnaka. The hosting program offers opportunities to strengthen the production process of creators and their innovative ideas. It has been organized for 4 consequence years. 4) MakersFair: It is a festival of technology and creation, based on the Makers' Movement open to the general public, but also to professional or amateur makers. The event includes interactive STEAM (Science, Technology, Engineering, Art, Mathematics) workshops on robotics and programming, as well as constructions with wood. At the same time, there are technology booths that can be visited by creators, organizations, and agencies to present their work and constructions. In addition, there are activities and crafts, useful skills demonstration, clay workshop, and cultivation in the venue's Smart Garden. Participants also have the opportunity to attend inspiring talks from professionals on technology and making, such as 3D printing and virtual reality. The public can also enjoy street food, drink, sweets, and music alongside the activities. Makers Fair aspires to become a new institution that offers the local community the opportunity to foster meaningful dialogue between participants and visitors and become a magnet for ideas. It has been organized for 5 consequence years. 5) Organization of many events, festivals, contests, workshops, seminars for the youth.
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What works well	<ol style="list-style-type: none"> 1) Youth Makerspace Larnaka collaborates with organizations, bodies, and companies from the local community with the ultimate goal of creating and implementing innovative projects and actions and enriching the technological equipment offered to the public. 2) Practical workshops, seminars and different activities for people to learn about technology, crafts and other creative manufacturing processes and methods, share their knowledge and skills, and apply this knowledge and skills in practice. 3) Being flexible and adaptive: Allowing initiatives from local community and feedback from participants. This ensures that programs remain relevant and effective over time. 4) Young people developing horizontal and transferable skills, meet new technologies, advance their creativity, mature their business ideas and develop or transform their business. 5) Access to high-quality and state-of-the-art equipment for developing prototypes and implementing their business ideas. 6) Hosting the Entrepreneurship Development Programme of the Youth Board of Cyprus. 7) Focusing to a range of ages, from children and young people aged 6 to 35.
Elements that can be useful to TechDiversity policy issue exchanges	<p>Sharing their activities for young people and how to have access to free and specialized know-how, information and advice in their fields of interest, but also how to find the support to venture in new and alternative paths for professional rehabilitation in order to bring out new business opportunities.</p> <p>Exploring opportunities for developing further partnerships and collaborations with partners outside the local community that are working on similar issues.</p>
People involved that could contribute to the city network planned meeting and ULG meetings	<p>Active members from local community, community leaders, local tech experts, representatives from local institutions and educators.</p>
Could the people involved contribute in a local Testing Action?	<p>Yes.</p>
Could it be a study visit of the city network meeting?	<p>A study visit would provide an opportunity for representatives from other cities in the network to learn from our experiences Youth Makerspace Larnaka and provide feedback and more information about their activities.</p>

CE5 BIELSKO-BIAŁA

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Organisation being the main body in charge	Regional Development Agency in Bielsko-Biała
3. General information	
Name	FabLab Bielsko-Biała
Web link	http://www.fablab24.pl/
4. Case example elements, related with the TechDiversity policy issue	
Thematic objective(s)	Tech Talent
Activities – working methods related with tech talent support or/and tech entrepreneurship support	<p>1. Prototyping & Digital Fabrication Skills As the first FabLab in southern Poland (established in 2014), it's fully equipped with 3D printers (FDM and SLA), 3D scanners, laser cutters, and plotters—providing hands-on access for users to build and test prototypes, bridging imagination and technical execution.</p> <p>2. Educational Workshops & Training Offers practical courses on using scanners, 3D printers, and modeling software. Targets a range of users—from students and hobbyists to startups—boosting technical literacy and innovation capacity.</p> <p>3. Mobile & School Outreach Initiatives Through the FabLabNet project, implemented pilot actions like mobile workshops (FabBoxes), school visits, and open calls aimed at children and youth for 3D printing and rapid prototyping. These efforts reached hundreds and encouraged creativity among younger learners.</p> <p>4. Advanced Technical Courses for University Students Organized specialized training for higher-level participants focused on spatial modeling and reverse engineering, supporting skill upskilling among technical university students.</p> <p>5. Industry 4.0 Readiness improvement Introducing workshops on production automation, reverse engineering and quality control with 3D scanners and digital maturity assessments—targeted at SMEs and the local business community.</p> <p>6. Public Engagement & Hands-on Demonstrations Active on a local level events organized by different entities (schools, universities, business organizations, city administration) where local communities built LEGO robots and observed 3D printing—making tech approachable and inspiring interest in STEM</p> <p>7. Pathway to a Regional Innovation Hub (Beskidzki Hub iLabBB / DIH) Operating under the Regional Development Agency, FabLab serves as the foundational node for the Beskidzki Hub embodying the concept of a one-stop-shop for technology innovation, prototyping support, and educational services in Industry 4.0</p>

What works well	<p>1. Strong Hands-On Learning Environment The FabLab's fully equipped workshop (3D printers, scanners, laser cutters, CNC tools) provides direct, practical experience that accelerates learning and problem-solving skills. This physical, tool-rich environment is a major asset for developing tech talent.</p> <p>2. Wide Audience Reach Activities cater to multiple target groups—schoolchildren, students, hobbyists, entrepreneurs, and SMEs—ensuring the lab's impact is felt across different levels of the talent pipeline.</p> <p>3. Effective Outreach & Early STEM Engagement Mobile FabLab initiatives and participation in public events successfully introduce technology to children and non-technical audiences, sparking interest in STEM from an early age.</p> <p>4. Bridging Education and Industry Needs The FabLab offers advanced training (e.g., reverse engineering, Industry 4.0 readiness) that aligns with current business and industrial requirements, making its programs relevant for employability and entrepreneurship.</p> <p>5. Community-Building Through Accessibility Open-door events and workshops create an inclusive space where beginners and experts can collaborate, strengthening the local innovation community.</p>
Elements that can be useful to TechDiversity policy issue exchanges	<p>Multi-level Skills Development – Programs for all levels, from schoolchildren to SME professionals, showing how to build inclusive talent pipelines.</p> <p>Hands-On Learning – Practical prototyping and tool use bridging education with industry-ready skills.</p> <p>Early STEM Outreach – Mobile labs and public events reaching underrepresented groups outside formal education.</p> <p>Low-Barrier Access – Open, community-oriented approach making advanced tech environments welcoming.</p> <p>Cross-Sector Collaboration – Partnerships with schools, universities, SMEs, and public authorities as a model for inclusive engagement.</p>
People involved that could contribute to the city network planned meeting and ULG meetings	<ol style="list-style-type: none"> 1. FabLab managers 2. Education and academic sectors 3. Companies 4. Business support organizations
Could the people involved contribute in a local Testing Action?	<p>Yes, the people involved contributed to a local Testing Action:</p> <ul style="list-style-type: none"> - By promotion and dissemination of the testing action scope - As speakers on the event
Could it be a study visit of the city network meeting?	<p>No, because we are in the middle of the relocation of FabLab, but the concept may be introduced.</p>

CE6 AREZZO

1. Partner information	
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2. Public or private body responsible of the Case Example	
Organisation being the main body in charge	Municipality of Arezzo
3. General information	
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Web link	https://www.informagiovaniarezzo.org/
4. Case example elements, related with the TechDiversity policy issue	
Thematic objective(s)	1. Tech Talent 2. Tech Entrepreneurship 3. Understanding 'What's and Whys' of Diversity and Inclusion

Activities – working methods related with tech talent support or/and tech entrepreneurship support	<p>InformaGiovani is a free service of the Municipality of Arezzo, established in 1993, aimed at young people in the city and surrounding area with the primary objective of providing information and tools that meet their needs, making known the most accessible opportunities, providing useful guidance for growth and support in facing choices, and creating virtuous networks with the various entities present in the territory.</p> <p>InformaGiovani offers the following services:</p> <ul style="list-style-type: none"> - Spaces <p>spaces for free use notice board for announcements on: lessons, babysitting, dog sitting, and houses/rooms for rent material for free consultation on: leisure time, events, third sector/services self-consultation dossiers on: job offers from the CPI, free professional training basic tourist material multi-function room usable for: meetings, art exhibitions, workshops internet / wifi stations bathrooms</p> <ul style="list-style-type: none"> - 1st level Front Office <p>city services events in the area sports activities and leisure opportunities information on services welcoming requests and reports identifying needs and making appointments quick response to questions that do not require specific in-depth analysis initial reception information for tourists</p> <ul style="list-style-type: none"> - 2nd level Front Office <p>orientation towards active job searching orientation towards international mobility opportunities orientation towards choosing a high school orientation towards choosing post-diploma and higher education paths and support in the enrollment and matriculation processes orientation towards professional training information and support for choosing and applying for participation in civil service projects information to support youth creativity (spaces, calls, competitions...) guide to competitions/calls digital facilitation functional to the use of services and opportunities</p> <ul style="list-style-type: none"> - CV Desk <p>definition of professional objective personalized and effective CV elaboration CV updates</p> <ul style="list-style-type: none"> - Desk for inactive young people (NEETs) <p>active listening to the reasons for inactivity overview of different opportunities and services co-definition of a reactivation path that considers personal history and specific individual needs periodic monitoring of the progress of reactivation</p> <ul style="list-style-type: none"> - School orientation desk <p>active listening to boys and families regarding doubts, desires, talents and needs information on the school offer and comparison of study plans overview of possible job opportunities or post-diploma study/training paths re-orientation and re-motivation interviews to prevent school dropout</p> <ul style="list-style-type: none"> - Youth Social Secretariat <p>first level listening for the identification of any specific needs information on dedicated services networking activities with social services and agreements for targeted referral of users for access to the integrated network of social services services and projects designed for adolescents and young people in conditions of particular fragility</p> <ul style="list-style-type: none"> - Services for Business Creation (Project “StartHUB Impresa Giovani Arezzo”) <p>Workshops and laboratories in schools aiming to foster a culture of entrepreneurship, with the involvement of trade associations Dedicated section on the centre’s website, communication campaigns to raise awareness of the new service Storytelling events in the Hub and in other youth gathering places Workshops on business plan development for small groups or individuals Individual consulting and technical assistance for business creation support Individual interviews and workshops on transversal and soft skills Conferences and workshops on territorial vocations and opportunities for young people Workshops and tools for entrepreneurship, such as group workshops to transition from idea to project, culminating in a final hackathon</p>
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What works well	<p>Flexibility and constant attention to people's needs have made Informagiovani prone to continuous adaptation to what, over time, has emerged as a priority for our community. From this adaptation came bonds that have progressively grown stronger and led to mutual collaboration with other public services and stakeholders working with young people.</p> <p>By leveraging the skills its staff members have developed and the extensive network built over the years, Informagiovani is able to offer a range of services that are increasingly articulated and tailored to users' needs. These features, along with a welcoming and caring approach and its easy accessibility, made Informagiovani a well recognized and reliable service for all our citizens.</p>
Elements that can be useful to TechDiversity policy issue exchanges	In principle all activities provided by the centre can be interesting for knowledge sharing, but we can focus on the most relevant services: 2nd level Front Office, Desk for inactive young people (NEETs), Youth Social Secretariat, and Services for Business Creation.
People involved that could contribute to the city network planned meeting and ULG meetings	Representatives from local relevant institutions which are also TechDiversity ULG members.
Could the people involved contribute in the local Testing Action "Matchmaking event"?	Yes, the people involved could actively contribute to the Matchmaking event held in March 12 th , 2025 as local Testing Action in several ways.
Could it be a study visit of the city network meeting?	<p>Yes, a study visit could certainly be organized as part of the city network meeting.</p> <p>The study visit would aim to present the youth centre services and the youth business hub project, targeting also young NEET women and NEETs with disabilities, as well as presenting the Jobs and Disability service provided by the STil (Territorial services for job inclusion) office of the Foundation "Arezzo Community".</p> <p>It would provide an opportunity for representatives from other cities in the network to learn from the experiences of Arezzo, exchange best practices, and gather insights that they can apply in their own contexts.</p>

CE7 NKUA

1. Partner information	
Partner	Archimedes Center of the National and Kapodistrian University of Athens
E-mail	archimedes@uoa.gr
Author's Full Name	
2. Public or private body responsible of the Case Example	
Organisation being the main body in charge	National and Kapodistrian University of Athens
3. General information	
Name	Archimedes Center of the National and Kapodistrian University of Athens
Web link	https://archimedes.uoa.gr/en/
4. Case example elements, related with the TechDiversity policy issue	
Thematic objective(s)	<p>1. Bridge research and market uptake by combining NKUA's Technology Transfer Office (TTO) and Business Accelerator under one roof to protect/valorise IP and grow startups.</p> <p>2. Build innovation capacity in the university community through mentoring, training, workshops and competitions that develop tech-transfer and entrepreneurship skills.</p> <p>3. Professionalise tech transfer nationally via partnerships and events that connect TT staff and ecosystems (e.g., ASTP training in Athens, national TT initiatives)</p>
Activities – working methods related with tech talent support or/and tech entrepreneurship support	<p>1. Multistage acceleration that matches support to team maturity (education, coaching, mentorship, networking), operating across stages with rolling call-outs.</p> <p>2. Student & applied-innovation competitions that surface ideas from diverse disciplines and offer feedback, visibility and pathways to further support.</p> <p>3. TTO services for IP & commercialization (IPR management, licensing support, inventor guidance) that help under-represented researchers navigate routes to market.</p> <p>4. Ecosystem events & collaborations (e.g., national Tech Transfer cycles, Fintech Hub conference, participation in Patras IQ) that expand networks for internships, pilots and investment.</p>
What works well	A joined-up TTO + Accelerator model reduces hand-offs between invention, protection and venture building. The structured, multistage design provides clear progression and year-round intake, while the regular competitions and national TT collaborations keep the pipeline active and outward-facing. These features collectively strengthen talent development, founder readiness and pathways to partnerships.

Elements that can be useful to TechDiversity policy issue exchanges	<ol style="list-style-type: none"> 1. Blueprints: A replicable multistage accelerator playbook (readiness-based cohorts, mentor pools, rolling calls) that partners can adapt to inclusive talent and founder programs. 2. Case studies: Competition formats and TT success stories (e.g., patent filings, inventor support) that illustrate practical routes from lab to market for diverse teams. 3. Policy & process frameworks: TTO procedures for IP, licensing and collaboration that partners can use as minimum operating standards in incubators/ULGs. 4. Capacity-building modules: Short TT/entrepreneurship workshops (e.g., “From Lab to Market” style trainings) to upskill HR, researchers and founders on inclusive commercialization.
People involved that could contribute to the city network planned meeting and ULG meetings	<ol style="list-style-type: none"> 1. University Leadership & R&I Administration: Representatives responsible for research, innovation, and entrepreneurship strategy who can align institutional policies with the city network’s goals. 2. Technology Transfer Office (TTO) Leads & IP Managers: Practitioners covering invention disclosure, patenting, licensing, and spin-off workflows who can share hands-on processes and templates. 3. Accelerator Staff & Venture Coaches: Program managers, mentors, and coaches who design cohorts, run bootcamps, and support founders on customer discovery, product, and fundraising. 4. Student & Early-Career Innovators: Undergraduate, postgraduate, and PhD teams who bring the perspective of emerging tech talent and the needs of under-represented groups. 5. Alumni scale-ups: Post-acceleration companies that have navigated growth, fundraising, and inclusive team building. 6. Mentor Network & Alumni Founders: Serial entrepreneurs, product/engineering leaders, and alumni who can provide practical guidance on hiring, culture, and scaling inclusive teams.

Could the people involved contribute in a local Testing Action?	<p>Yes, the people involved could contribute in multiple, practical ways:</p> <ol style="list-style-type: none"> 1. University Leadership & R&I Administration: Ensure alignment with institutional priorities, provide access to university facilities and communications channels, help formalize MoUs/ethics approvals, and support KPI setting and reporting. 2. Technology Transfer Office (TTO) Leads & IP Managers: Design lightweight IP/NDAs and collaboration templates for pilots, run “IP & data stewardship” clinics, advise on licensing paths for successful prototypes, and ensure compliance with legal/ethical standards. 3. Mentor Network & Alumni Founders: Offer product/market fit coaching, growth and go-to-market advice, inclusive team-building practices, and structured office hours for rapid unblock. 4. Industry Partners & HR/Talent Leads: Act as pilot sites and data providers, host internships/externships, co-design inclusive hiring trials (e.g., bias-aware screening), and outline procurement requirements for post-pilot adoption. 5. Investors & Support Organizations: Run pitch and due-diligence clinics, advise on funding pathways and impact metrics, and connect promising teams with grants or pre-seed instruments. 6. Archimedes-affiliated Startups & Spin-offs: Serve as real-world testbeds, define problem statements, share founder playbooks (JDs, onboarding, DEI policies), and co-host mentorship or shadowing opportunities.
Could it be a study visit of the city network meeting?	<p>Yes. A study visit at Archimedes’ Athens premises could include: (i) a TTO to Accelerator pipeline walkthrough, and (ii) a roundtable with mentors/committee members; timing it alongside a competition or TT event would let partners observe selection, coaching and pitching in practice.</p>

CE8 TRIKALA

CASE EXAMPLE TEMPLATE	
1. Partner information	
Partner	e-Trikala S.A.
E-mail	info@e-trikala.gr
Author's Full Name	Christina Karamperi
Public body – Municipality of Trikala / e-Trikala S.A.	
Organisation being the main body in charge	e-Trikala S.A.
2. General information	
Name	SHOW Mega-Site Trikala – Automated Mobility & Logistics Services
Web link	https://show-project.eu/mega-sites-trikala/
3. Case example elements, related with the TechDiversity policy issue	
Thematic objective(s)	<ul style="list-style-type: none"> • Deployment and demonstration of Connected Cooperative and Automated Mobility (CCAM) services • Integration of automated passenger transport and logistics in urban and suburban environments • Promoting sustainable, affordable and inclusive mobility in cities
Activities – working methods related with tech talent support or/and tech entrepreneurship support	<ul style="list-style-type: none"> • Pilot of automated passenger services (2 mini vans, 1 robo-taxi, 1 retrofitted BMW) on a 9.6 km mixed-traffic route • On-demand booking via dedicated app (free of charge) • Deployment of 5 autonomous delivery robots (L4, electric) in city centre pedestrian zones • Remote fleet supervision, emergency management, C-ITS integration and real-time alerts • Smart traffic lights and V2X communication enabling priority and safety • Collaboration with municipal authorities, university, and local retailers for real-world use cases
What works well	<ul style="list-style-type: none"> • Demonstrated feasibility of combining automated passenger transport with urban logistics • Integration with smart city infrastructure (traffic lights, V2X) • High visibility and acceptance among local citizens (students, municipal employees, families) • Free, accessible services lowered barriers to testing adoption • Informed local and EU policy discussions on AV deployment
Elements that can be useful to TechDiversity policy issue exchanges	<ul style="list-style-type: none"> • Methodology for integrating automated vehicles into live urban contexts without dedicated lanes • Use of autonomous delivery droids for last-mile logistics • Inclusive targeting of diverse groups (women, students, families) • Multistakeholder cooperation between municipality, tech providers, academia and local businesses

People involved that could contribute to the city network planned meeting and ULG meetings	<ul style="list-style-type: none"> • Christina Karamperi (e-Trikala) • CErTH technical experts (vehicle automation, V2X) • VIF representatives (retrofit and vehicle integration) • Local policymakers and mobility planners from Municipality of Trikala • Local SMEs and retailers involved in logistics pilots
Could the people involved contribute in a local Testing Action?	Yes – e-Trikala and CErTH can provide expertise and demonstration resources.
Could it be a study visit of the city network meeting?	Yes – Trikala mega-site has hosted live demos of passenger AVs and delivery robots, making it an ideal study visit location.

URBACT APN: TECHDIVERSITY

Lead Partner: e-Trikala for the City of Trikala

Partner Cities: Amarante, Arezzo, Bielsko Biala, Bucharest District 6, Idrija, Larnaka, Psahna.

Lead Expert: Kostas Karamarkos → kostas@kkc.gr

Lead Partner Contact: Christina Karaberi → xkaraberi@e-trikala.gr



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