



Integrated Action Plan

AMARANTE



DIVERSITY AND INCLUSION IN KNOWLEDGE-BASED DIGITAL AND TECH ECOSYSTEMS

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I. City's Mayor Statement

Amarante is a city proud of its heritage, its traditions, and its people. Our history is a testament to determination and creativity, values that continue to define us as we confront the great challenges of the 21st century. Today, one of the most pressing of these challenges is the digital transformation - a revolution that is reshaping societies and economies at a pace never witnessed before.

The TechDiversity Integrated Action Plan (IAP) is our answer to this challenge. It is more than a policy document, it is a political commitment. It expresses the will of Amarante to build a digital ecosystem that is not only competitive, but also profoundly inclusive. It reflects the hard work and contributions of schools, universities, businesses, associations, and above all, the citizens who make up our URBACT Local Group. Together, we have shaped a plan that fully aligns with European strategies for digital skills, equality, and regional development, while responding to the specific needs of our local community.



This plan is anchored around clear and ambitious objectives: fostering a diverse and inclusive tech ecosystem; empowering groups who have too often been excluded from opportunities; and creating a strong culture of participation, advocacy, and belonging. These objectives are translated into concrete measures: from the implementation of an inclusive job-matching platform, to cutting-edge bootcamps and coding clubs for young people, from a structured mentorship programme for women in technology, to the creation of Community Tech Labs that will make Amarante a true reference point for digital innovation in northern Portugal.

But beyond projects and actions, what this plan represents is a new vision for our city. A vision in which diversity is recognised as a strength, innovation is seen as a collective endeavour, and progress is measured not only by economic growth, but also by social cohesion and opportunity for every citizen. This IAP reflects our determination that Amarante's digital future will be inclusive, competitive, and sustainable.

As Mayor of Amarante, I reaffirm my full political commitment to this agenda. Our City Council will ensure the governance, the resources, and the leadership necessary to make the TechDiversity plan a reality. By embracing this path, Amarante is not only building its future prosperity but also asserting its place in the wider European community as a city that leads by values and by example.

ANTÓNIO JORGE VIEIRA RICARDO (MAYOR OF AMARANTE)

2. TechDiversity

TechDiversity is an URBACT network of eight small and medium-sized European cities — including Amarante, Trikala, Arezzo, Bielsko-Biala, Bucharest (District 6), Idrija, Larnaka, and the University of Athens (Psahna). From July 2023 to December 2025, the partners work together to promote diversity, gender equality, and inclusion in local communities that are still underrepresented in the digital and tech sector. Each city supports at least one diverse group through the design and implementation of action plans.

The main outcome of this collaboration is the Integrated Action Plan (IAP), which defines concrete measures to address specific urban challenges. Built through local stakeholder engagement and transnational exchange, IAPs follow a participatory and integrated approach while remaining strongly future-oriented.

Beyond planning, IAPs represent a real commitment to action. They identify resources, governance structures, and funding opportunities to ensure that the measures are implemented and sustained beyond the lifetime of the URBACT network.

For the success of the TechDiversity project in Amarante, a URBACT Local Group (ULG) was created to ensure the active participation and collaboration of diverse local stakeholders. This collective effort ensures that proposed initiatives are comprehensive and aligned with the needs of the community. The following participated in this ULG:

Table 1. ULG Members

ENTITY	REPRESENTATIVE
Amarante City Council - InvestAmarante	Adão Ribeiro Luís Almeida Patricia Pereira
Amarante City Council - Education	Ana Dias
Amarante City Council - Social Action	Alda Barbosa Elisabete Macedo
IET	Fernando Belezas
AEA	Julieta Oliveira Liliana Pereira
AEVM	Maria do Rosário Meneses
CENFIM	José Silveira
DOLMEN	Diogo Pereira
GIP	Cátia Carvalho
GIP VM	Delfina Macedo Carvalho

IEFP	Cândido Zoio
EPALC	Guilherme Teixeira
ESA	Ana Cristina
UTAD	Prof. Dr. Ricardo Bento João Barroso
ESTG - IPP	Prof. Vitor Braga Alexandra M.Braga
Basicamente	Luís Matos
Minsait	Miguel Galante Oliveira
Nibelis	Fernando Monteiro
BoldPortStudio	Saar Drimer
EXPERIS	Pedro Pinto Lúcia Guimarães
CCDR-NORTE	Pedro Pombo
NUP	Maria João Matos

Regular meetings were held to discuss the project's development. Several methodologies and work tools were selected to facilitate collaboration, planning and implementation of actions.



Figure 1. ULG Meeting hosted at IET

3. Visioning

3.1. Starting Point

Amarante is a city of rare beauty in Northern Portugal, where historical heritage and nature embrace. Famous for its historic center, its bridge over the Tâmega River, its conventual sweets, and its Vinho Verde, the city is also a growing hub of attraction that combines the authenticity of its tradition with a dynamic economy and a visionary strategy focused on innovation and quality of life.

Amarante's economy is diverse, with strong foundations in traditional sectors such as manufacturing, construction, tourism, and agriculture. While the tech sector is emerging, it still faces challenges in attracting and retaining talent. The city is working to diversify its economy by fostering innovation and supporting the growth of technology-driven industries.

Table 2. Municipality Overview

Category	Indicator	Description
Demographics	Resident Population	52,169 (2024)
	Gender distribution	24.930 males – 27239 females (2024)
	GDP per Capita	€ 12.310 euros (70-75% of the national average, 2022)
Labour market	Unemployment Rate	~5-6% (close to the national average)
	Labour Force	21,184 individuals (Approx. 45% of the total population)
	Average Monthly Wage	~€1,133,80 net (slightly below the national average)
Economic Structure	Number of Active Enterprises	6133 enterprises
	Sectors of Activity	- Tertiary (Services): ~50% - Secondary (Industry/Construction): ~40% - Primary (Agriculture): ~10%
	Key Traditional Sectors	Industry (Metalworking, Agri-Food), Tourism, Agriculture (Vineyards, Livestock), Construction.
Technology Sector	Share of Total Employment	estimated < 3% (still low, but experiencing accelerated growth)
	Company/Employment Types	- Pure Tech Companies: Startups in software and IT. - Technology Applied to Traditional Sectors
	Main Challenges	- Attracting and Retaining Specialized Talent. - Scalability of local companies.

The city's strategic initiatives in the tech sector, such as the Amarante Tech²Hub, are designed to address economic challenges, diversify the local economy, and foster a more inclusive and innovative environment. However, continued investment in education, infrastructure, and support for entrepreneurs will be critical to realizing Amarante's economic potential.

The pressing issue in Amarante's tech sector is fostering diversity and inclusion, encompassing not only gender but also race, ethnicity, age, and socioeconomic factors. The city aims to create an equitable and inclusive tech and digital ecosystem where all residents can benefit from and contribute to the growing technology sector.

Amarante faces several challenges that must be addressed to achieve its diversity and inclusion goals:

- **Skills Mismatch:** The local talent pool lacks the technical skills required for roles in the tech sector, such as software development, data analysis, and digital marketing.
- **Limited Resources:** Entrepreneurs and startups face difficulties in accessing funding, mentorship, and other critical resources.
- **Social Disparities:** Persistent gender, ethnic, and socioeconomic disparities hinder the participation of underrepresented groups in the tech workforce.
- **Infrastructure and Connectivity:** Inadequate digital infrastructure, particularly in rural areas, limits access to technology and opportunities for residents outside the city center.

After careful consideration, the ULG identified a key priority: promoting diversity and inclusion for women in the tech sector. Women remain significantly underrepresented in tech roles, and addressing this issue is critical to creating a more equitable and inclusive ecosystem. By empowering women in tech, Amarante can set an example for other cities and unlock untapped potential within its workforce.

To address these challenges and achieve its ambitions, Amarante will focus on the following areas:

- **Diversity Training and Awareness:** Develop programs to educate organizations and individuals about the importance of diversity and inclusion.
- **Inclusive Leadership:** Equip leaders with the skills to foster inclusive workplaces and drive cultural change.
- **Data Collection and Analysis:** Use data to identify gaps, inform decision-making, and track progress toward diversity goals.
- **Inclusive Policy Development:** Create and implement policies that promote diversity and inclusion across the tech sector.
- **Cross-Sector Collaboration:** Partner with educational institutions, businesses, and community organizations to create a unified approach to diversity and inclusion.
- **Digital Literacy and Access:** Promote digital literacy and ensure equitable access to technology and resources, particularly in underserved areas.
- **Mentorship and Role Models:** Establish mentorship programs and highlight diverse role models to inspire the next generation of tech professionals.

3.2. Co-creation of Vision

The following vision statement was co-created by the URBACT Local Group (ULG), reflecting the collective inputs and aspirations of Amarante's stakeholders:

“Amarante envisions a dynamic, inclusive, and equitable digital and tech ecosystem that celebrates diversity, empowers all community members, and drives innovation and economic growth. By harnessing the unique talents and perspectives of its people, Amarante aims to become a global leader in diversity and inclusion, setting a benchmark for other cities and regions.”

Key components of the Vision:

Inclusive Growth: Ensuring access to opportunities for all, regardless of background or identity.

Innovation Hub: Fostering collaboration and creativity among startups, entrepreneurs, and established companies.

Talent Magnet: Attracting and retaining top talent through a supportive and inclusive environment.

Global Leadership: Setting an example in diversity and inclusion for other cities and regions.

Community Engagement: Actively involving local communities and stakeholders in shaping the tech sector.

To accomplish its vision of a dynamic and inclusive tech ecosystem, Amarante has defined a set of strategic objectives that address the city's most pressing challenges and opportunities.

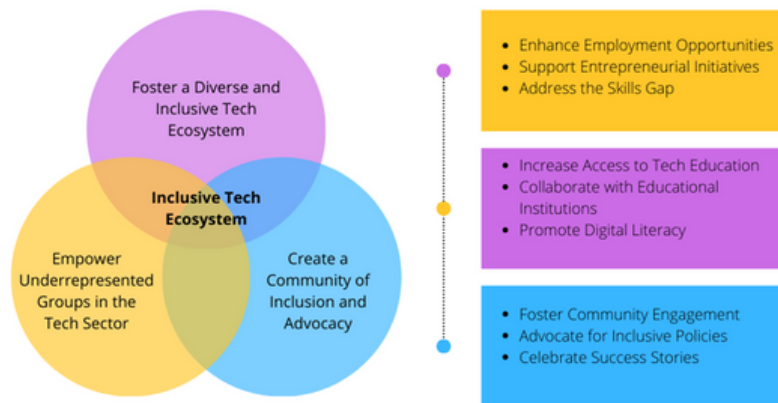


Figure 2. Strategic objectives

These objectives are designed to build a more equitable digital future:

SO1. Foster a Diverse and Inclusive Tech Ecosystem

Amarante aims to create an environment where everyone, regardless of background, has access to opportunities in the tech sector. Key actions include increasing access to tech education through inclusive training programs, collaborating with educational institutions to integrate diversity into curricula, and promoting digital literacy for all residents.

SO2. Empower Underrepresented Groups in the Tech Sector

The city seeks to level the playing field by providing targeted support for underrepresented individuals and entrepreneurs. This involves enhancing employment opportunities, supporting entrepreneurial initiatives with resources and funding, and addressing the skills gap through reskilling and upskilling programs.

SO3. Create a Community of Inclusion and Advocacy

Building a culture of inclusion requires active community engagement and advocacy for systemic change. Amarante will foster community engagement through events and workshops, advocate for inclusive policies, and celebrate success stories to inspire further progress.

3.3. Integrated Approach

The digital transformation of Amarante also requires an integrated approach, connecting economic, social, educational, and territorial dimensions. Integration challenges are not only about creating new initiatives but also about aligning existing policies and projects to maximize impact and sustainability.

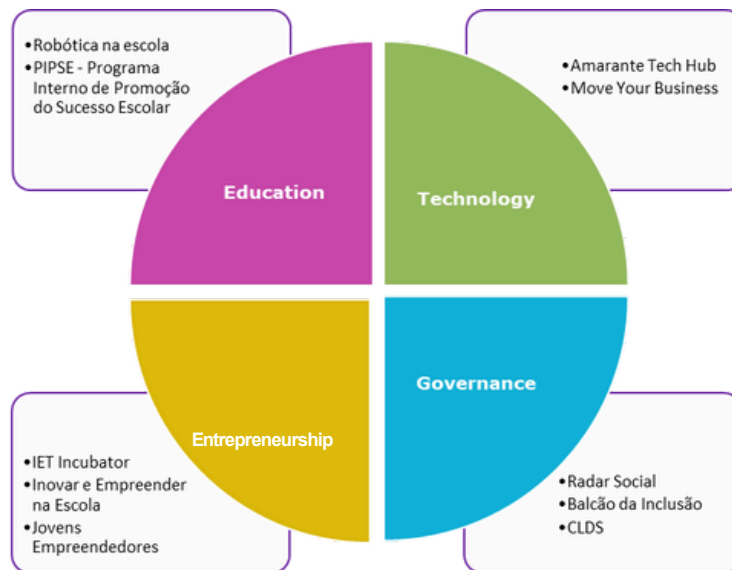


Figure 3. Areas of integration and existing policies

In practice, the URBACT Local Group (ULG) identified the following key areas of integration:

- **Education ↔ Employment:** Bootcamps and coding clubs directly feed into the Job Matching Platform and Inclusive Career Fairs, bridging training with employability.
- **Technology ↔ Social Inclusion:** Community Tech Labs provide both infrastructure and requalification programs for disadvantaged groups.
- **Entrepreneurship ↔ Innovation:** Support grants for diverse entrepreneurs are linked with the Innovation Hub, reinforcing sustainable startup creation with social impact.
- **Governance ↔ Sustainability:** Governance structures integrate public, private, and civil society actors, ensuring coordination and accountability.

This transversal approach guarantees that impact goes beyond the tech sector, fostering broader social and economic change in line with the URBACT framework guidelines.

3.4. Testing Actions

Amarante, in collaboration with its URBACT Local Group (ULG), developed and implemented a set of pilot activities designed to test innovative approaches for promoting diversity and inclusion in the digital sector. These pilots enabled the municipality to experiment with solutions on a small scale, gather feedback from participants and stakeholders, and adjust concepts before translating them into the final Integrated Action Plan.



Figure 4. Testing phase: timeline and outcome

The testing phase was not an end in itself, but a critical step to validate ideas and shape the city's long-term strategy. The lessons drawn from these pilots were not isolated experiences; they directly guided the formulation of concrete actions within the Intervention Areas of the IAP, ensuring that the plan is evidence-based and rooted in real community needs.

- **Amarante Go Tech:** Scholarships to encourage participation and recognize outstanding performance among underrepresented groups in the digital and tech sector. The Amarante Go Tech scholarship scheme proved effective in encouraging underrepresented groups to enter digital training. It demonstrated the value of financial incentives to increase participation and directly influenced the design of Area 1 – Employment Opportunities and Area 5 – Diversity & Inclusion Frameworks.
- **Mentorship Program for High School Students, Recent Graduates, and the Unemployed:** Tailored mentorship to support career development at different stages. The mentorship programme highlighted the importance of role models and tailored guidance at different career stages. The action engaged over 30 participants and generated strong motivation: over 60% expressed interest in ICT-related careers. This experience is reflected in Area 3 – Community Engagement & Advocacy and Area 5 – Diversity & Inclusion Frameworks.
- **Tech Skills Bootcamp:** Short-term courses to develop essential tech skills. Tech Skills Bootcamp confirmed the strong demand for fast, market-relevant pathways into ICT. This directly shaped Area 2 – Education & Skills Development and Area 1 – Employment Opportunities, ensuring closer alignment with labour market needs.



Figure 5. Tech Skills Bootcamp

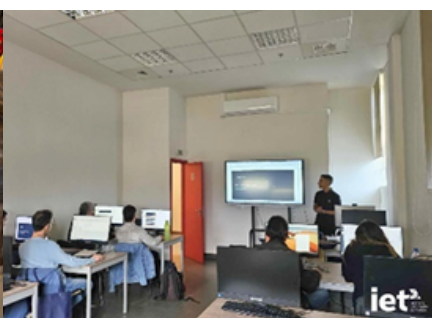


Figure 6. Amarante Go Tech



Figure 7. Mentorship Program

In summary, these pilots not only provided tangible benefits to their participants but also served as a foundation for the development of the city's long-term interventions. The plan's subsequent actions across Areas 1, 2, 3, and 5 are therefore directly grounded in the evidence and lessons learned from this testing

3.5. Priorities

Amarante's priorities are focused on creating a diverse, inclusive, and innovative tech ecosystem that reflects the city's social, economic, and environmental context. The strategic objectives outlined above guide the city's efforts to foster talent, support entrepreneurship, promote inclusion, and ensure sustainability across the tech and digital sectors.

To achieve these priorities, six key areas of intervention have been identified. These areas provide practical pathways through which strategic objectives are implemented, addressing barriers to participation, enhancing skills and opportunities, and leveraging local strengths to drive innovation. Together, the priorities and areas of intervention form a cohesive framework for building a resilient, equitable, and forward-looking tech ecosystem.

Table 3. Key areas of intervention

A1.	Opportunities and Employment Facilitation in Digital Ecosystems
A2.	Education and Skill Development
A3.	Community Engagement and Advocacy
A4.	Entrepreneurial Support and Innovation Acceleration
A5.	Diversity and Inclusion Frameworks
A6.	Infrastructure and Digital Connectivity

4. Action Plan

The TechDiversity Integrated Action Plan (IAP) sets the strategic framework to promote inclusion and diversity in Amarante's digital and technological ecosystem. It defines priority actions in education, skills development, entrepreneurship, digital connectivity, and diversity frameworks, ensuring measurable impact and continuous improvement.

Amarante faces a dual reality: a strong traditional economy and the urgent need to accelerate digital transition. Despite initiatives such as the Amarante Tech Hub and reskilling programs, challenges persist — gender inequality, socioeconomic disparities, limited infrastructure, and a digital skills gap.

The IAP responds by combining global priorities with local needs, positioning Amarante as a reference in inclusive and sustainable digital transformation.

4.1. Vision

Amarante envisions a dynamic, inclusive, and equitable digital ecosystem that celebrates diversity, empowers its community, and drives innovation-led economic growth, consolidating the Amarante Tech Hub as the central engine for creating 1000 new tech jobs by 2030.

4.2. Actions

Table 4. Actions overview

Area 1. Employment Opportunities and Facilitation in Digital Ecosystems		
Action 1.1	Job Matching Platform	To create an inclusive digital platform that effectively connects underrepresented groups with job opportunities in the technology sector, increasing hiring rates and promoting greater equity.
Action 1.2	Inclusive Career Fair	To organize an inclusive career fair that expands networking opportunities and facilitates connections between underrepresented talents and employers committed to diversity and inclusion practices.
Area 2. Education and Skills Development		
Action 2.1	Tech Skills Bootcamps	The Tech Skills Bootcamps consist of intensive training cycles, lasting between 9 and 12 weeks, aimed at providing technical knowledge and promoting the development of soft skills, with an emphasis on practice and application in real market contexts.
Action 2.2.	Coding & Gaming Clubs at Schools	To foster early interest in technology among school-aged students by encouraging the creation of coding and gaming clubs that promote digital literacy, technical skills development, and the inclusion of underrepresented groups.

Area 3. Community Engagement and Advocacy

Action 3.1.	Amarante TechVoices	Storytelling campaigns to promote awareness and reduce stereotypes about diversity in the technology sector by showcasing authentic and inclusive narratives that generate empathy and reinforce the positive image of underrepresented groups.
Action 3.2.	Amarante Go Tech	To strengthen community engagement and foster innovation through community hackathons encourage collaboration among diverse profiles and develop technological solutions addressing local challenges.

Area 4: Entrepreneurial Support and Innovation Acceleration

Action 4.1.	Technological Entrepreneurs Grant Program	To fuel the launch and growth of pioneering tech startups by providing critical non-dilutive funding, enabling founders to transform bold ideas into market-ready solutions.
Action 4.2.	Technological Entrepreneurship Program	To transform innovative ideas into viable tech ventures through hands-on mentorship, prototyping resources, and direct access to a network of investors

Area 5. Diversity and Inclusion Frameworks

Action 5.1.	Diversity and Inclusion Seal	To encourage and recognize organizations, schools, training centers, and companies that actively promote diversity and inclusion in digital skills development and employment.
Action 5.2.	Women in Tech Mentorship	To support the participation and career development of women in the digital and technology sectors through structured mentorship, skills training, and exposure to real-world opportunities.

Area 6. Infrastructure and Digital Connectivity

Action 6.1.	Amarante Makerspace Network	To improve access to cutting-edge technologies and innovation tools for all community members and promote digital literacy and capacity building through practical activities and training.
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4.2.I. Job Matching Platform

A digital platform connecting job seekers with employers in the Amarante region. It will prioritize young people, women, and other underrepresented groups, ensuring inclusive access to career opportunities. This initiative responds to the local skills gap and promotes transparency in the labour market.

Table 5. Job Matching Platform

Action 1.1: Job Matching Platform	
Leader	Municipality of Amarante - InvestAmarante
Core Stakeholders	Municipality of Amarante, InvestAmarante, Secondary Schools, local SMEs, Tech Companies, Employment Agencies, Youth Associations.
Responsibilities	<ul style="list-style-type: none"> InvestAmarante team: Overall coordination. Developers/designers: Platform building and testing. Marketing/communication teams and external partners: User engagement and promotion.
Specific Activities	<ul style="list-style-type: none"> Conduct workshops and co-design sessions to identify needs. Develop inclusive design and wireframes following WCAG standards. Build the platform with AI-based matching algorithms and blind recruitment techniques. Define data protection mechanisms (e.g., GDPR compliance). Establish partnerships with DEI-focused tech companies and NGOs. Promote the platform launch through events and digital campaigns.
Timeline	<ul style="list-style-type: none"> Months 1-2: Planning, requirements gathering, and co-design sessions. Months 3-5: Technical development, prototype creation, usability testing, and adjustments. Month 6: Platform launch and promotional campaign. Months 7-12: Feedback collection, metric monitoring, and continuous improvements.
Resources, Assets, Costs	<ul style="list-style-type: none"> Financial resources: €50,000 (development, infrastructure, testing, marketing). Funding sources: European funds (e.g., ERDF), corporate sponsorships, crowdfunding. Human resources: Developers, UX/UI designers, digital marketers. Infrastructure: Servers, development tools, software licenses.
Monitoring Indicators	<ul style="list-style-type: none"> Outputs: 1,000 registered users in the first year, 50 employer partnerships, number of job postings. Outcomes: 30% match rate (users employed in the first year), 80% positive feedback on usability and impact surveys.
Intended Result	Increased employment rates for underrepresented groups in the technology sector, with measurable improvements in equity and inclusion.
Long-Term Changes	<ul style="list-style-type: none"> Greater representation of underrepresented groups in the tech workforce. Strengthened employer commitment to diversity and inclusion. Sustainable and scalable platform fostering long-term equity in digital ecosystems.
Risk Mitigation Measures	<ul style="list-style-type: none"> Low employer engagement: Incentives (e.g., free trials, diversity reports) and targeted DEI promotion. Technical issues: Rigorous pre-launch testing and technical support. Funding shortfalls: Diversify funding sources and crowdfunding campaigns.

4.2.2 Inclusive Career Fair

An annual employment fair connecting job seekers, employers, training providers, and NGOs. Designed as a flagship visibility event, it will highlight inclusive employers and provide opportunities for underrepresented groups.

Table 6. Inclusive Career Fair

Action 1.2: Inclusive Career Fair	
Leader	Municipality of Amarante - InvestAmarante
Core Stakeholders	Municipality, InvestAmarante, secondary schools, employment agencies, local companies, tech firms, NGOs.
Responsibilities	<ul style="list-style-type: none"> • TechDiversity team: Overall coordination. • Organizing team (internal and volunteers): Logistics, promotion, and event execution. • Partners (tech companies and diversity organizations): Event participation, content contribution, and workshops.
Specific Activities	<ul style="list-style-type: none"> • Logistical planning (in-person, virtual, or hybrid formats) with accessible venues or platforms. • Develop an event guide with inclusive language and accessible formats. • Partner with diversity-focused organizations (e.g., Girls Who Code, Code2040) for promotion and engagement. • Train recruitment teams on inclusive hiring practices. • Plan workshops, networking sessions, and mentoring meetings. • Provide financial/logistical support for candidates in need (e.g., travel grants).
Timeline	<ul style="list-style-type: none"> • Months 1-2: Event logistical planning and stakeholder partnership consolidation. • Month 3: Intensive event promotion through social media and targeted channels. • Month 4: Career fair execution (networking sessions, workshops, contact fairs). • Month 5: Feedback collection and result analysis.
Resources, Assets, Costs	<ul style="list-style-type: none"> • Estimated budget: €20,000 (venue rental, technological infrastructure, promotional materials, participant support). • Specialized team: Event organization, communication, and technology support. • Infrastructure: Online platforms, audiovisual equipment, accessible venues.
Monitoring Indicators	<ul style="list-style-type: none"> • Outputs: 500 participants, 30 companies/organizations present, number of sessions held (workshops, networking, lectures). • Outcomes: 85% participant satisfaction, 200 new connections between candidates and employers, improved career trajectory perception.
Intended Result	Increased networking opportunities and connections for underrepresented groups, leading to improved career prospects and greater inclusion in the tech sector.

Long-Term Changes	<ul style="list-style-type: none"> Enhanced representation of underrepresented groups in the tech workforce. Strengthened employer commitment to diversity and inclusion. Sustainable practices for inclusive hiring and networking events.
Risk Mitigation Measures	<ul style="list-style-type: none"> Low participation/employer engagement: Incentives (branding opportunities, diversity reports) and intensive promotion. Technological risks: Pre-event testing and dedicated technical support. Logistical issues: Contingency planning (alternative venues, additional support).

4.2.3. Tech Skills Bootcamps

Intensive training courses (9–12 weeks) in ICT skills such as coding, data analysis, and digital marketing. Designed to respond quickly to market demand, with strong involvement from companies, this bootcamp provides disadvantaged groups with a pathway into employment.

Table 7. Tech Skills Bootcamp

Action 2.1: Tech Skills Bootcamps	
Leader	Municipality of Amarante – Education Area
Core Stakeholders	Municipality of Amarante, secondary schools, University of Porto/UTAD, local NGOs, tech firms, training providers, IEFP.
Responsibilities	<ul style="list-style-type: none"> General Action Coordinator: Oversee planning, execution, and monitoring. Technical Team: Trainers and curriculum consultants; professionals from partner companies. External Stakeholders: Tech companies (mentors, practical cases, internships), organizations supporting underrepresented groups (outreach and recruitment), and funding institutions (financial support).
Objective	Reduce the skills gap among young people and unemployed individuals by aligning their abilities with the demands of the technology sector through intensive and practical training programs that promote short-term employability.
Specific Activities	<ul style="list-style-type: none"> Planning and Needs Assessment: Gather market data, identify skills gaps, and define training modules. Curriculum Development: Create a modular curriculum with theoretical and practical lessons, soft skills, and interview preparation. Recruitment of Trainers and Mentors: Select experienced trainers and establish partnerships with companies for mentoring. Participant Recruitment: Promote through social media, community centers, and organizations supporting underrepresented groups. Bootcamp Execution: Conduct training with mentoring and group dynamics. Evaluation and Certification: Apply tests, issue certificates. Post-Training Monitoring: Feedback system, labor market tracking, and participant testimonials.

Timeline	<ul style="list-style-type: none"> Month 1: Planning, needs assessment, and curriculum development. Month 2: Trainer recruitment and enrollment campaign. Months 3-5: Bootcamp execution. Month 5: Final evaluation and certification. Month 6 onwards: Monitoring and support (quarterly reports)
Resources, Assets, Costs	<ul style="list-style-type: none"> Educational software and licenses (e.g., e-learning platforms). Trainer fees and travel expenses. Spaces for in-person training or robust online platforms. Shared digital devices (laptops, tablets).
Monitoring Indicators	<ul style="list-style-type: none"> Outputs: Number of bootcamps conducted, participants enrolled, and certifications issued. Outcomes: Percentage of participants employed within six months, participant satisfaction (via surveys), and increased demand from underrepresented groups.
Intended Result	Improved employability of young people and unemployed individuals, with a measurable reduction in the skills gap and increased representation of underrepresented groups in the tech sector.
Long-Term Changes	<ul style="list-style-type: none"> Sustainable reduction in the skills gap for underrepresented groups. Increased diversity in the tech workforce. Strengthened collaboration between training programs and the tech industry.
Risk Mitigation Measures	<ul style="list-style-type: none"> Low enrollment: Intensify outreach efforts and offer incentives (e.g., scholarships). Curriculum misalignment: Regular consultations with partner companies and continuous updates. Financial/resource shortages: Diversify funding sources and establish private sector partnerships.

4.2.4. Coding and Gaming Clubs

This program is designed to foster early interest in technology among school-aged students through the establishment of coding clubs, which will operate after school and on weekends. By introducing coding, computational thinking, and responsible gaming, the clubs aim to promote digital literacy, develop technical skills, and ensure the inclusion of underrepresented groups. Serving as an early entry point to digital careers, the initiative will be supported by teachers and volunteers.

Table 8. Coding and Gaming Clubs

Action 2.2: School Partnerships for Coding and Gaming Clubs	
Leader	Municipality of Amarante – Education Area
Core Stakeholders	Secondary schools, coding instructors, volunteer mentors, NGOs.

Responsibilities	<ul style="list-style-type: none"> General Action Coordinator: Oversee planning, partnerships, and implementation. Mentors and Volunteers: Facilitate coding sessions and provide guidance. Schools: Provide infrastructure and support for club activities. External Stakeholders: Universities, tech professionals, and diversity organizations for mentorship and resources.
Specific Activities	<ul style="list-style-type: none"> Partner Identification and School Mapping: Select schools and align responsibilities with administrators. Curriculum Development: Create tailored content for different school levels (programming, robotics, problem-solving). Mentor Recruitment: Partner with tech professionals, universities, and diversity organizations. Mentor Training: Conduct workshops on inclusive teaching methodologies. Club Launch: Organize launch events with practical sessions and demonstrations. Regular Sessions: Schedule extracurricular coding sessions with challenges and group projects. Monitoring and Evaluation: Track participation, progress, and organize annual events to showcase projects.
Timeline	<ul style="list-style-type: none"> Month 1: Partner identification and school mapping. Months 1-2: Curriculum development. Month 2: Mentor recruitment. Months 2-3: Mentor training. Month 3: Club launch events. Months 3-6: Regular coding sessions. Month 6 onwards: Monitoring, evaluation, and dissemination of results.
Resources, Assets, Costs	<ul style="list-style-type: none"> Curriculum development resources (e.g., programming tools, robotics kits). Mentor training materials and workshops. Infrastructure: School-provided spaces or online platforms. Event organization costs (launch events, annual showcases).
Monitoring Indicators	<ul style="list-style-type: none"> Outputs: Number of schools participating, coding clubs launched, and students enrolled. Outcomes: Student progress in coding skills, participation in technology contests, and increased interest in STEM careers.
Intended Result	Increased digital literacy and technical skills among school-aged students, with a focus on underrepresented groups, creating a pipeline of future technology professionals.
Long-Term Changes	<ul style="list-style-type: none"> Greater representation of underrepresented groups in STEM fields. Increased interest in technology careers among young students. Strengthened collaboration between schools and the tech industry.
Risk Mitigation Measures	<ul style="list-style-type: none"> Low school participation: Engage schools through targeted outreach and emphasize benefits. Mentor shortages: Partner with universities and tech organizations to recruit volunteers. Resource limitations: Seek sponsorships and partnerships for equipment and materials.

4.2.5. Amarante TechVoices

This program intends to deploy communication and storytelling campaigns that highlight the success stories of women, minorities, and people with disabilities in technology, with the objective of changing perceptions, inspiring local youth, and reducing sector-specific stereotypes through authentic, inclusive narratives.

Table 9. Amarante Tech Voices

Action 3.1: Amarante TechVoices	
Leader	Municipality of Amarante - InvestAmarante
Core Stakeholders	Municipality, Politechnical University of Porto, APDC / Upskill, schools, youth associations, women-in-tech associations, media outlets, NGOs.
Responsibilities	<ul style="list-style-type: none"> • Marketing team: Oversee campaign strategy, content creation, and social media management. • Content creators: Develop accessible and engaging materials. • Social media managers: Manage campaign distribution and engagement. • Partners: Local event organizers, influencers, and diversity organizations for promotion and collaboration.
Specific Activities	<ul style="list-style-type: none"> • Content Creation: Define objectives, identify the target audience, gather real stories, and produce accessible content (videos, texts, podcasts). • Public Engagement: Launch campaigns on social media, blogs, and events; partner with influencers and diversity organizations; organize interactive events (e.g., live Q&A sessions, discussion panels). • Impact Measurement: Track views, shares, reach, and event participation; conduct surveys and focus groups to assess changes in public perception.
Timeline	<ul style="list-style-type: none"> • Months 1-2: Define objectives, identify target audience, and gather stories. • Months 3-4: Produce content and plan campaign launch. • Month 5: Launch campaign and organize interactive events. • Month 6: Measure impact and collect feedback.
Resources, Assets, Costs	<ul style="list-style-type: none"> • Marketing team, content creators, and social media managers. • Audiovisual production materials (cameras, editing software). • Budget for advertising, events, and content production. • Partnerships with local event organizers and influencers.
Monitoring Indicators	<ul style="list-style-type: none"> • Outputs: Number of published content pieces (videos, posts, articles, podcasts), events organized, and community participation. • Outcomes: Social media reach, number of views/shares, event attendance, and changes in public perception (via surveys).
Intended Result	Increased awareness and reduced stereotypes about underrepresented groups in the technology sector, fostering empathy and a positive public perception of diversity.

Long-Term Changes	<ul style="list-style-type: none"> • Reduction of stereotypes and biases in the tech sector. • Improved public perception of diversity, leading to greater inclusion. • A more favorable environment for underrepresented groups to participate in tech initiatives and careers.
Risk Mitigation Measures	<ul style="list-style-type: none"> • Low engagement: Partner with influencers and diversity organizations to amplify reach. • Accessibility issues: Ensure all content includes subtitles, alternative text, and simple language. • Budget constraints: Seek sponsorships and partnerships to cover production costs.

4.2.6. Amarante Go Tech

By organizing community hackathons that focus on social challenges, we aim to strengthen community engagement and foster innovation. These events, open to civil society, students, and professionals, will encourage collaboration among diverse individuals to develop technological solutions with a positive social impact, emphasizing inclusiveness and team diversity.

Table 10. Amarante Go Tech

Action 3.2: Amarante Go Tech	
Leader	Municipality of Amarante
Core Stakeholders	Universities (UTAD, IPP, UP), secondary schools, tech firms, student associations, local developers, NGOs.
Responsibilities	<ul style="list-style-type: none"> • Marketing Team: Coordinate promotion and social media campaigns. • Event Organizers: Handle planning, logistics, and hackathon execution. • Mentors and Judges: Provide technical support and evaluate projects. • Community Partners: Promote inclusion, provide resources, and support outreach.
Specific Activities	<ul style="list-style-type: none"> • Planning and Logistics: Define the hackathon theme, format, and infrastructure; organize the agenda and participation rules. • Inclusion and Promotion: Promote the event via social media, schools, and community centers; offer scholarships/fee waivers; encourage multidisciplinary teams. • Execution and Follow-Up: Provide technical resources, mentoring, and networking; organize evaluation with a diverse panel; monitor projects post-event to encourage further development.
Timeline	<ul style="list-style-type: none"> • Month 1: Define objectives, themes, and recruit partnerships/teams. • Month 2: Promote the hackathon and open registrations. • Month 3: Execute the hackathon with technical support and mentoring. • Month 4: Collect data, feedback, and prepare impact reports.

Long-Term Changes	<ul style="list-style-type: none"> • Strengthened collaboration and community spirit around technological innovation. • Development of collaborative skills and impactful solutions. • Increased visibility of diverse participation in addressing local challenges.
Risk Mitigation Measures	<ul style="list-style-type: none"> • Low participation: Promote through diverse channels and offer scholarships/fee waivers. • Technical issues: Test platforms and provide technical support during the event. • Resource limitations: Partner with sponsors and local organizations to secure funding and materials.

4.2.7. Technological Entrepreneurs Grant Programme

Our program provides micro-grants and non-dilutive seed funding to empower diverse entrepreneurs in Amarante, with a focus on women and minority founders. Our goals are to: stimulate startup, build a supportive ecosystem with investor access, and foster a dynamic tech landscape that generates jobs and innovation.

Table 11. Technological Entrepreneurs Grant Program

Action 4.1: Technological Entrepreneurs Grant Program	
Leader	Municipality of Amarante – InvestAmarante Team
Core Stakeholders	InvestAmarante, incubators, banks, chambers of commerce, local entrepreneurs, business support NGOs.
Responsibilities	<ul style="list-style-type: none"> • General Coordinator: Oversee grant program design, implementation, and monitoring. • Mentors: Provide guidance on startup management, market strategy, and fundraising. • Partners: Financial institutions, incubators, universities, and government entities for funding and resource support.
Specific Activities	<ul style="list-style-type: none"> • Funding Mechanisms: Create a phased grant funding model with inclusive criteria and a simplified application process. • Mentoring Program: Establish a mentor network, plan workshops, and implement peer-to-peer experience sharing. • Strategic Partnerships: Collaborate with financial institutions, incubators, universities, and government entities to access funds, tax incentives, and complementary resources.
Timeline	<ul style="list-style-type: none"> • Month 1: Design grant structure and application process. • Months 2-3: Recruit mentors and establish partnerships. • Month 4: Launch the grant program and mentoring sessions. • Months 5-12: Monitor funded startups, provide ongoing mentoring, and evaluate progress.

Resources, Assets, Costs	<ul style="list-style-type: none"> Seed funding for startups (phased grant model). Budget for mentoring sessions, workshops, and training. Partnerships with financial institutions, incubators, and universities. Administrative resources for program management and monitoring.
Monitoring Indicators	<ul style="list-style-type: none"> Outputs: Number of startups approved and funded, total hours of mentoring provided, and partnerships established. Outcomes: Socioeconomic impact (job creation, business growth), integration with investor networks, and qualitative feedback from participants.
Intended Result	Increased opportunities for underrepresented entrepreneurs to launch and scale startups, contributing to a more diverse and dynamic local tech economy.
Long-Term Changes	<ul style="list-style-type: none"> A thriving, diverse entrepreneurial ecosystem. Increased representation of underrepresented groups in the tech startup landscape. Sustainable job creation and innovation-driven economic growth.
Risk Mitigation Measures	<ul style="list-style-type: none"> Low participation: Simplify the application process and promote the program through targeted outreach. Lack of funding: Diversify funding sources and establish partnerships with financial institutions. Limited mentor availability: Recruit mentors from universities, incubators, and entrepreneur networks.

4.2.7. Technological Entrepreneurship Programme

We will establish a technological entrepreneurship program to transform innovative ideas into viable tech ventures. The program provides hands-on mentorship, prototyping resources, and direct access to investor networks.

Table 12. Technological Entrepreneurship Program

Action 4.2: Technological Entrepreneurship Program	
Leader	Municipality of Amarante – InvestAmarante
Core Stakeholders	Municipality of Amarante, IET, Universities (UTAD, UP, IPP), local incubators/accelerators (e.g., UPTEC, ScaleUp Porto, MoveITex, MarcolInvest), chambers of commerce, mentor network, investor groups.
Responsibilities	<ul style="list-style-type: none"> Program Manager (Municipality): Oversees program execution, participant selection, mentor matching, and event coordination. Mentorship & Training Body (IET): Provides hands-on workshops, mentorship, and curriculum development. Funding & Investment Panel (IET/Partners): Manages the micro-grant and seed fund allocation process and connects ventures to investors.

Specific Activities	<ul style="list-style-type: none"> • Program Launch & Recruitment: Promote the program, select diverse cohorts of entrepreneurs through an open and inclusive application process. • Venture Bootcamps: Intensive training on business model canvas, prototyping, pitch development, and financial planning. • Mentorship & Prototyping: Pair entrepreneurs with industry-specific mentors and provide access to prototyping resources and tech labs. • Demo Day & Investor Networking: Organize a culminating event for ventures to pitch to a network of angel investors and venture capitalists.
Timeline	<ul style="list-style-type: none"> • Month 1-2: Program design, finalize partnerships, and open applications. • Month 3: Select participants and kick off the Venture Bootcamp. • Months 4-8: Run core mentorship program, prototyping phase, and mid-term evaluations. • Month 9: Demo Day and investor networking event. • Month 10-12: Post-program support, monitoring, and impact assessment.
Resources, Assets, Costs	<ul style="list-style-type: none"> • Financial: Micro-grants and non-dilutive seed funding for selected startups, operational budget for events and marketing. • Human: Program manager, mentor network, administrative support. • Physical/Digital: Access to incubators, co-working spaces, tech labs, online collaboration tools, and prototyping equipment.
Monitoring Indicators	<ul style="list-style-type: none"> • Outputs: Number of applications received, number of startups funded, hours of mentorship provided, number of prototypes developed. • Outcomes: Percentage of startups still operational after 1/2 years, jobs created, amount of follow-on funding raised by ventures, diversity metrics of founders.
Intended Result	A pipeline of viable, investment-ready tech ventures from Amarante. Increased entrepreneurial skills and self-efficacy among participants. A stronger, more connected network of entrepreneurs, mentors, and investors in the region.
Long-Term Changes	<ul style="list-style-type: none"> • Establishment of Amarante as a recognized hub for tech entrepreneurship. • A sustainable and diverse local tech ecosystem that contributes to job creation and economic resilience. • Increased retention of local talent and attraction of external talent and investment.
Risk Mitigation Measures	<ul style="list-style-type: none"> • Low applicant quality/quantity: Start marketing early; partner with universities and incubators for outreach; simplify the application process. • Startups fail to secure follow-on funding: Integrate investor networking throughout the program, not just at Demo Day; provide strong pitch training; connect startups with grant opportunities. • Program fails to attract diverse founders: Set clear diversity targets; partner with organizations representing women and minorities in tech; ensure a diverse selection committee.

4.2.9. Diversity and Inclusion Seal

The Diversity and Inclusion Seal is a formal certification that incentivizes, assesses, and recognizes organizations - including companies, schools, and training centers - for their demonstrable commitment to embedding equity and inclusion within their digital skills programs and employment practices.

Table 13. Diversity and Inclusion Seal

Action 5.1: Diversity and Inclusion seal	
Leader	Municipality of Amarante – Social Area
Core Stakeholders	Municipality of Amarante, business associations, trade unions, higher education institutions (UTAD, UP, IPP), and NGOs specialized in diversity and inclusion.
Responsibilities	<ul style="list-style-type: none"> Steering Committee (Municipality/Experts): Defines and updates the certification criteria, approves final seal recipients, and oversees the entire process. Administrative & Audit Body: Manages applications, conducts desk reviews and potential on-site audits, and prepares evaluation reports. Promotion & Outreach Partners (Associations/NGOs): Promote the seal within their networks and provide expert advice on D&I standards.
Specific Activities	<ul style="list-style-type: none"> Criteria Development: Create a robust, measurable framework based on best practices in recruitment, training, organizational culture, and digital skills access. Application & Audit Process: Launch an open application period, followed by a rigorous evaluation and a potential audit phase for finalists. Award Ceremony & Promotion: Publicly award the seal to qualifying organizations and actively promote their achievement through media and partner channels. Continuous Improvement: Provide recipients with feedback and resources for improving their D&I practices, requiring recertification every two years.
Timeline	<ul style="list-style-type: none"> Months 1-3: Develop and publicly launch the seal's criteria and application platform. Months 4-7: First application window, followed by the evaluation and audit period. Month 8: Final deliberations by the Steering Committee and selection of awardees. Month 9: Official award ceremony and promotional campaign launch. Ongoing: Manage recertification cycles and annual promotion.
Resources, Assets, Costs	<ul style="list-style-type: none"> Financial: Budget for marketing the seal, administrative management, and costs associated with the award ceremony. Human: Project coordinator, evaluation panel members, and administrative support. Physical/Digital: Application platform, marketing materials, and the physical seal/certificate for awardees.

Monitoring Indicators	<ul style="list-style-type: none"> • Outputs: Number of applications received, number of seals awarded, diversity of sectors represented among awardees. • Outcomes: Qualitative feedback from participants, changes in D&I policies reported by awarded organizations, increased public awareness of the seal's value.
Intended Result	Widespread adoption of inclusive practices in Amarante's tech ecosystem. The seal becomes a recognized mark of quality, helping organizations attract diverse talent and gain a competitive edge. A measurable increase in diversity in digital roles and training programs.
Long-Term Changes	<ul style="list-style-type: none"> • Amarante is recognized as a regional benchmark for diversity and inclusion in the digital economy. • A self-sustaining, competitive culture of D&I excellence among local organizations, driven by the prestige of the seal. • A more diverse, skilled, and innovative local workforce, leading to broader economic and social benefits.
Risk Mitigation Measures	<ul style="list-style-type: none"> • Low number of applicants: Run a strong awareness campaign; engage business associations as ambassadors; highlight the business benefits of the seal. • Perceived lack of value or credibility: Establish a rigorous and transparent evaluation process; involve high-profile experts in the Steering Committee; prominently feature awarded organizations in promotion. • Criteria are too vague or too rigid: Pilot the criteria with a test group of organizations; build in a feedback mechanism for continuous improvement of the framework.

4.2.10. Women in Tech Mentorship

To build a more diverse and inclusive tech landscape in Amarante, this program creates crucial support pathways for women. By connecting them with established role models and mentors, we aim to boost confidence, provide real-world guidance, and ultimately increase the representation and retention of women in technology.

Table 14. Technological Mentorship Program for Women

Action 5.2: Women in Tech Mentorship	
Leader	Municipality of Amarante – Social Area
Core Stakeholders	Municipality, InvestAmarante, women-in-tech associations, universities, private companies, local schools.
Responsibilities	<ol style="list-style-type: none"> 1. General Coordinator: Oversee program design, implementation, and monitoring. 2. Mentors: Provide guidance and support to mentees. 3. Partners: Universities, women-in-tech associations, and NGOs for outreach and promotion.

Specific Activities	<ul style="list-style-type: none"> • Mentor Recruitment: Build a diverse pool of mentors and provide training on diversity and inclusive practices. • Selection and Pairing: Match mentors and mentees using compatibility criteria (e.g., career goals, challenges). • Program Structure: Define duration, meeting frequency, and SMART goals; include workshops, training, and networking events. • Support and Resources: Provide program manuals, best practice guides, and a digital platform for communication and tracking. • Workshops and Events: Organize thematic sessions for shared learning and experience exchange.
Timeline	<ul style="list-style-type: none"> • Months 1-2: Program planning and mentor recruitment. • Month 3: Launch pilot program with a small group. • Months 4-6: Expand and refine the program based on feedback. • Ongoing: Monitor and sustain the program with regular updates.
Resources, Assets, Costs	<ul style="list-style-type: none"> • Budget for mentor training, workshops, and program materials. • Digital platform for communication and session tracking. • Partnerships with universities, women-in-tech associations, and NGOs.
Monitoring Indicators	<ul style="list-style-type: none"> • Outputs: Number of mentorship pairs formed, total mentorship hours completed, and number of workshops/events held. • Outcomes: Retention and career progression rates of mentees, participant satisfaction (via surveys), and documented success stories.
Intended Result	Improved career progression, retention, and representation of women in the tech sector, fostering a more inclusive and supportive environment.
Long-Term Changes	<ul style="list-style-type: none"> • Increased representation of women in leadership and technical roles in the tech sector. • Strengthened networks and support systems for women in tech. • Sustainable improvements in diversity and inclusion across the industry.
Risk Mitigation Measures	<ul style="list-style-type: none"> • Low mentor participation: Offer incentives such as training, networking opportunities, and public recognition. • Low mentee engagement: Promote the program through social media, universities, and women-in-tech associations. • Program sustainability: Establish partnerships and regularly update the program based on feedback.

4.2.II. Amarante Makerspace Network

The Amarante Makerspace Network aims to democratize access to innovation by planting the seeds of creativity in communities and classrooms. Through community tech labs in neighborhoods and schools, we will provide hands-on learning with cutting-edge tools, empowering residents of all ages to become creators, not just consumers, of technology, thereby strengthening the community's digital fabric and innovative capacity.

Table 15. Amarante Makerspace Network

Action 6.1: Amarante Makerspace Network	
Leader	Municipality of Amarante – InvestAmarante
Core Stakeholders	Municipality, schools, NGOs, InvestAmarante, broadband providers, local sponsors.
Responsibilities	<ul style="list-style-type: none"> General Coordinator: Oversee planning, implementation, and monitoring of the labs. Infrastructure Team: Design and equip physical and digital spaces. Partners: Universities, tech companies, government entities, and NGOs for funding, resources, and collaboration.
Specific Activities	<ul style="list-style-type: none"> Infrastructure Development: Map areas with limited access, plan flexible and accessible spaces, and install high-speed connectivity. Partnerships: Collaborate with universities, tech companies, and government entities for resources, training, and funding. Community Engagement: Organize workshops, hackathons, and events to engage diverse groups and promote hands-on learning. Sustainability: Develop funding models (e.g., public-private partnerships, paid courses) and ensure regular updates to infrastructure.
Timeline	<ul style="list-style-type: none"> Phase I (Months 1-3): Planning and diagnosis (map needs, consult stakeholders, and identify locations). Phase II (Months 4-6): Pilot implementation (install pilot lab, acquire equipment, and test activities). Phase III (Months 7-12): Scalability and expansion (expand to other areas, consolidate partnerships, and establish financial models).
Resources, Assets, Costs	<ul style="list-style-type: none"> Technological equipment: Computers, 3D printers, robotics kits, and programming software. Infrastructure: Accessible spaces with high-speed connectivity. Budget: Equipment acquisition, training programs, and operational costs.
Potential Funding Sources	<ul style="list-style-type: none"> Public funding (e.g., European Regional Development Fund – ERDF). Corporate sponsorships. Public-private partnerships. Revenue from paid courses, events, and consulting services.
Monitoring Indicators	<ul style="list-style-type: none"> Outputs: Number of labs established, number of participants, and number of workshops/events conducted. Outcomes: Increased digital literacy, development of technical skills, and user satisfaction (via surveys and feedback).
Intended Result	Improved digital literacy, skills development, and local innovation, reducing the digital divide and fostering a dynamic and inclusive tech ecosystem.

Long-Term Changes	<ul style="list-style-type: none"> • Empowerment and innovation: Increased digital literacy and creation of innovative projects. • Social inclusion: Reduction of the digital divide and greater integration of diverse groups. • Economic development: New job opportunities and a culture of innovation.
Risk Mitigation Measures	<ul style="list-style-type: none"> • Low community engagement: Conduct awareness campaigns and offer free introductory sessions. • Resource limitations: Partner with sponsors and diversify funding sources. • Sustainability challenges: Develop self-sustaining revenue models (e.g., paid courses, events).

4.3. Vision Budget Overview

This budget overview presents the strategic financial plan for the Amarante Tech Diversity Initiative, translating our vision into actionable and funded priorities. The allocation reflects a clear focus on high-impact, sustainable interventions that will build a more inclusive and dynamic tech ecosystem in Amarante.

The total estimated investment of €249,000 is strategically distributed across six key areas, with a significant portion dedicated to core initiatives that form the foundation of our long-term strategy. These core actions—such as the Job Matching Platform, Tech Skills Bootcamps, the Technological Entrepreneurs Grant Program, and the Amarante Makerspace Network—represent our most critical investments for driving systemic change.

Funding will be secured through a diversified mix of European structural funds, national programs, and crucial partnerships with private companies, schools, universities, and local associations. This blended finance model ensures not only the initial launch but also the long-term sustainability and community ownership of the projects.

A dedicated ‘TechDiversity Fund’ will be proposed within the municipal budget to ensure seed funding for key actions, with the aim of leveraging additional resources from external sources.

Table 16. Budget and Funding Overview

Area	Action	Est. Budget (€)	Funding	Priority
1	Job Matching Platform	5,000	Own funds	Core
1	Inclusive Career Fair	-	Own funds, Sponsorships	Support
2	Tech Skills Bootcamps	3,000	Own funds, ERDF, Sponsorships	Core
2	School Coding & Gaming Clubs	-	Own funds, ERDF, Sponsorships	Support
3	Amarante TechVoices	2,000	Own funds, ERDF, Sponsorships	Support
3	Amarante Go Tech	10,000	Own funds, Portugal 2030, Sponsorships	Support
4	Technological Entrepreneurs Grant Program	5,000	Own funds, Portugal 2030, Sponsorships	Core
4	Technological Entrepreneurship Program	10,000	Own funds, Portugal 2030, Sponsorships	Core
5	Diversity and Inclusion Seal	2,000	Own funds	Support
5	Women in Tech Mentorship	2,000	Own funds, Sponsorships	Core
6	Amarante Makerspace Network	2,500	Own funds, ERDF, Portugal 2030	Core

4.4. Governance Structure

To ensure the effective implementation of the TechDiversity IAP in Amarante, a dedicated governance structure will be established.

Previously, within the framework of the URBACT Local Group (ULG) of the iPlace project, protocols were established to support the governance and implementation of the Amarante Tech Hub strategy. Building upon that foundation, the implementation structure for the TechDiversity IAP will leverage and strengthen this existing framework by incorporating new entities that have joined the ULG for the current project.

The renewed governance structure will be designated as the “Amarante Tech Hub Council”. The Council will meet twice a year to review progress, address challenges, and ensure ongoing stakeholder engagement. Its mandate will include monitoring implementation, mobilizing resources, and maintaining the participatory approach promoted by URBACT. The Council will be supported by a small secretariat within the City Hall, ensuring continuity and administrative support.

Table 17. Governance Table "Amarante Tech Hub Council"

Stakeholder Group	Roles
Municipality of Amarante (InvestAmarante)	Promoter
Instituto Empresarial do Tâmega (IET)	Co-promoter
IPP-ESTG	Partner
UTAD	Partner
EPALC	Partner
CENFIM	Partner
Tech Diversity ULG Members	Advisors

4.5. Monitoring and Evaluation Framework

A robust monitoring and evaluation (M&E) framework will be established, linked to the strategic and specific objectives defined in Section 5. Key performance indicators (KPIs) will be developed for each action, with baseline values established in 2025 and targets set for 2027 and 2030.

The Council will be responsible for annual progress reports, which will be shared with stakeholders and published on the city's website. Data collection will be coordinated by the InvestAmarante Team, with input from partner organizations.

Table 18. Monitoring and Evaluation Framework

Obj.	Objective	KPI	Baseline 2025	Target 2027	Target 2030	Data source / owner
SO-1	Foster diversity and inclusion in the tech sector	% of women, minorities, and disadvantaged groups in tech training and jobs	18%	30%	40%	Schools, Employment Agency, City HR
SO-2	Strengthen education and skills development	# of students completing tech bootcamps or coding clubs	0	150	400	Schools, Bootcamp Providers
SO-3	Enhance community engagement and awareness	# of participants in tech awareness events and campaigns	200	800	2000	City Events, NGOs

SO-3	Enhance community engagement and awareness	# of participants in tech awareness events and campaigns	200	800	2000	City Events, NGOs
SO-4	Support tech entrepreneurship and innovation	# of startups led by underrepresented founders supported	2	5	10	<u>InvestAmarante</u> , Startup Hubs
SO-5	Promote diversity and inclusion frameworks	# of organizations adopting D&I toolkit or seal	0	10	20	Municipality, HR Networks
SO-6	Improve infrastructure and digital connectivity	# of community tech labs established	0	2	5	City Hall, Infrastructure Dept.
SO	Ensure sustainability and scalability	# of partnerships and funding agreements secured	3	10	20	<u>InvestAmarante</u> , Secretariat

4.6. Risk Assessment and Mitigation

A comprehensive risk assessment has been conducted, identifying the following key risks:

Table 19. Risk Assessment and Mitigation

Risk Category	Description	Likelihood (1-4)	Impact (1-4)	Rating	Mitigation Measures	Responsible
Operational	Delay establishing the <u>TechDiversity</u> Implementation Council	3	3	9	Secure political commitment; sign Executive Order before URBACT close	Mayor's Office
Financial	Failure to secure Portugal 2030 or EU funding	4	4	16	Diversify funding sources (ESF+, private, local); phased implementation	<u>InvestAmarante</u> Team
Staffing	Secretariat staff turnover or lack of capacity	3	3	9	Succession plan; create a talent pool; offer training and incentives	HR Department
Technical	Insufficient digital infrastructure in rural areas	2	3	6	Partner with telecoms; prioritize pilot labs in underserved areas	Tech Firms Rep
<u>Behavioral</u>	Stakeholder fatigue or low engagement	3	3	9	Alternate meeting formats; micro-grants for participation; regular communication	TD-IC Chair
Legal	Regulatory or state-aid constraints on grants	2	4	8	Early legal review; consult CCDRN legal desk	Legal Officer
Social	Resistance to diversity/inclusion initiatives	3	3	9	Awareness campaigns; involve community leaders; highlight success stories	Community Engagement

Monitoring	Inadequate data collection or reporting	3	3	9	Assign clear data owners; regular M&E training; use digital dashboards	Project Secretariat
Sustainability	Difficulty maintaining actions after project funding ends	3	4	12	Integrate actions into city strategy; seek structural funding; build partnerships	City Hall, TD-IC

RISK RATING EXPLANATION

The risk rating is calculated as: Likelihood (1-4) x Impact (1-4)

Likelihood (Probability of the risk occurring):

- 1 = Very Low (Unlikely to happen)
- 2 = Low (Could happen, but not often)
- 3 = Medium (Likely to happen at some point)
- 4 = High (Very likely to happen, almost certain)

Impact (Severity if the risk occurs):

- 1 = Very Low (Minor inconvenience, easily resolved)
- 2 = Low (Minor disruption, manageable)
- 3 = Medium (Significant disruption, requires effort to resolve)
- 4 = High (Major disruption, severe consequences, potentially project-threatening)

The final rating (1-16) helps prioritize risks: higher numbers indicate higher priority for mitigation.

4.7. Implementation Timeline

Gantt charts have been developed to map all actions planned in the IAP. Priority will be given to early actions during the first two years, followed by the expansion and integration of successful initiatives in the subsequent years. Milestones will be defined for each action, and progress will be systematically monitored against the original implementation plan.

Priority Actions – Year 1

Table 20. Priority Actions - Year 1

Action	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Job Matching Platform	■	■	■	■	■	■	■	■	■	■	■	■
Tech Skills Bootcamps				■	■	■	■	■	■	■	■	■
Mentorship – Women in Tech				■	■	■	■	■	■	■	■	■
Technological Entrepreneurs Grant Program		■	■	■	■	■	■	■	■	■	■	■
Amarante Makerspace Network	■	■	■	■	■	■	■	■	■	■	■	■

Expansion and Integration Actions – Year 1

Table 21. Expansion and Integration Actions - Year 1

Action / Milestone	2025 Q3	2025 Q4	2026	2027	2028	2029	2030
Governance: Establish TD Implementation Council	●	●					
Set up Secretariat & Funding Team	●	●					
Launch TechDiversity Fund	●	●	●	●	●	●	●
Apply for Portugal 2030 / EU Funding	●	●	●	●			
Inclusive Career Fair			●	●	●	●	●
Tech Skills Bootcamps			●	●	●	●	●
School Coding & Gaming Clubs			●	●	●	●	●
Amarante TechVoices			●	●	●	●	●
Technological Entrepreneurship Program			●	●	●	●	●
Diversity and Inclusion Seal			●	●	●	●	●
Women in Tech Mentorship			●	●	●	●	●
Annual Monitoring & Evaluation Reports		●	●	●	●	●	●
Mid-term External Evaluation				●			
Final External Evaluation							●
Integration into City Strategy					●	●	●

Legend:

- = Main activity or launch
- = Key milestone/report/evaluation

I. Conclusions and next steps

The "TechDiversity Integrated Action Plan" for Amarante represents a pivotal commitment to fostering a dynamic, inclusive, and equitable digital and tech ecosystem within the city. This comprehensive plan, developed through a participatory approach involving diverse local stakeholders, addresses critical challenges such as skills mismatches, limited resources for entrepreneurs, underrepresentation in the workforce, and digital infrastructure gaps.

By strategically focusing on areas including employment opportunities, education and skills development, community engagement, entrepreneurial support, diversity and inclusion frameworks, and digital connectivity, Amarante is setting a clear path toward a more equitable digital future. The proposed actions, from inclusive job-matching platforms and tech skills bootcamps to community hackathons and grant programs for underrepresented entrepreneurs, are designed to create measurable impact and empower all community members to participate in and benefit from the growing tech sector.

This ambitious plan culminates in a commitment to immediate action: presenting the IAP to the City Council and key stakeholders, formalizing the Implementation Council, and launching the first round of inclusive digital initiatives. Concurrently, the city will seek to integrate the IAP's medium- and long-term actions into broader strategic documents, ensuring alignment with Amarante's development goals. A long-term partnership with ULG members and new stakeholders will be pursued to guarantee the sustainability and legacy of the IAP.

The long-term vision for Amarante is to become a leading example in diversity and inclusion within the global tech landscape, attracting and retaining talent, fostering innovation, and driving sustainable economic growth. The establishment of a robust monitoring and evaluation framework, with clear KPIs and regular reporting, underscores the city's commitment to accountability and continuous improvement. While challenges remain, the collaborative spirit and integrated approach embedded in this plan provide a strong foundation for Amarante to realize its ambitions and ensure that its digital transformation is truly inclusive and beneficial for all.



Integrated Action Plan

AMARANTE



DIVERSITY AND INCLUSION IN KNOWLEDGE-BASED DIGITAL AND TECH ECOSYSTEMS

ADÃO RIBEIRO: PROJECT MANAGER

LUÍS ALMEIDA: ASSISTANT PROJECT MANAGER