



Diversity and Inclusion in Knowledge-based Digital and Tech Ecosystems

Integrated action plan Arezzo

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AUTHORS AND CONTRIBUTORS

- Alma Serica** (EU Policies and Projects Officer, City of Arezzo, Arezzo’s Project Coordinator)
- Gianni Rossi** (Manager of the Service “Support to Governance, Innovation and EU Policies”, City of Arezzo, ULG Coordinator)
- Paola Buoncompagni** (Director of the Office “Sports and Youth Policies”, City of Arezzo, ULG member)
- Stefania Sgaravizzi** (Director of the Office “Immigration, Integration and Equal Opportunities”, City of Arezzo, ULG member)
- Mariana E. Turra** (Technician of the System Information Office, City of Arezzo, ULG member)
- Andrea Scartoni** (Communication Officer, City of Arezzo, ULG member)
- Barbara Alveli** (Accounting technician, City of Arezzo, ULG member)
- Alfredo Provenza** (Director of the Foundation “Arezzo Comunità”, ULG member)
- Luca Decembri** (Professor and Director of the Technical Industrial Institute “ITIS Galileo Galilei” – Arezzo, ULG member)
- Barbara Falcone** (Professor at ITIS Galileo Galilei – Arezzo, ULG member)
- Lucia Cini** (Professor at ITIS Galileo Galilei – Arezzo, ULG member)
- Gabriella Gabrielli** (Director at ITS Prodigì - Arezzo and Officer at the Southern Tuscany Confederation of Italian Industry - Arezzo, ULG member)
- Luca Tanganelli** (Officer at InformaGiovani Arezzo, ULG member)
- Ilaria Casagli** (Director of the Service “Local Economic Development and business competitiveness”, Chamber of Commerce Arezzo-Siena, ULG member)
- Niccolò Bravaccini** (Digital Specialist, DIH Digital Enterprise Point, ULG member)
- Liala Basagni** (Responsible for the Start Desk for Launching a Startup Business at the Italian General Confederation of Enterprises, Professions and Self-Employment in Arezzo, ULG member)
- Francesco Mercurio** (Responsible for Exhibitions and Fairs at the National Confederation of Crafts and Small and Medium Enterprises/CNA Services – Arezzo, ULG member)
- Carolina Catavero** (Labour Policies Officer at the Territorial Employment Center ARTI, ULG member)
- Antonio Giani** (CEO of the IT company Computer Service, ULG Member)
- Gianluca Venere** (CIO of the ICT company SECO, ULG Member)
- Marco Virgilio** (Business Developer at Municipia Spa – Datacenter of Arezzo, ULG member)

STRONGLY SUPPORTED BY

- Lucia Tanti** (Deputy Mayor responsible for the areas “Social and Healthcare Policies, Family, School”, City of Arezzo)
- Monica Manneschi** (Councilor responsible for the areas “Technological Innovation, Simplification of administrative procedures, and Housing policies”, City of Arezzo, ULG member)
- Giovanna Carlettini** (Councilor responsible for the areas “Municipal staff, Immigration and Integration policies, Equal Opportunities, policies for the Protection and Defence of Animals, relations with the City Council”, City of Arezzo, ULG member)

Table of contents

1. City’s mayor statement pag. 7

2. TechDiversity pag. 8

3. URBACT Integrated Action Plans pag. 8

4. Context, needs and vision pag. 10

 4.1 Overall theme being addressed – Current situation pag. 10

 4.1.1. Arezzo city profile pag. 10

 4.1.2 Arezzo starting point: challenges around urban policies pag. 11

 4.1.3 Existing strategies pag. 12

 4.1.4 Barriers and threats pag. 13

 4.2 Problem identification by local stakeholders pag. 14

 4.2.1 Problem identification pag. 14

 4.2.2 The precise core challenge and more pressing aspect of the policy issue pag. 14

 4.2.3 City’s local stakeholders pag. 16

 4.2.4 Arezzo ULG meetings: methodology and outcomes pag. 17

 4.3 Arezzo City Vision pag. 20

 4.4 Main integration challenges and needs pag. 20

5. Arezzo’s IAP Specific Objectives pag. 21

 5.1 Overall logic and integrated approach pag. 22

 5.1.1 Integration of Arezzo’s urban development in the IAP pag. 23

 5.2 Matchmaking for Young NEETs in the Tech and Digital Sectors in Arezzo pag. 24

6. Action planning details pag. 25

 6.1 Action tables pag. 26

7. Implementation framework pag. 38

 7.1 IAP Governance pag. 38

 7.1.1 Ongoing Stakeholders Engagement pag. 38

 7.2 IAP Overall Timeline pag. 40

 7.3 Funding plan pag. 41

 7.4 Risks analysis pag. 42

 7.5 Monitoring framework pag. 43

8. Conclusions and next steps pag. 45

1. City’s mayor statement

As Mayor of Arezzo, I am proud to present our city’s Integrated Action Plan (IAP) for Diversity and Inclusion in Knowledge-based Digital and Tech Ecosystems. This plan is the result of a collective commitment to foster an environment where every citizen — regardless of age, gender, conditions — can access the opportunities of the local digital and tech ecosystem and contribute to the city’s progress.

Arezzo’s vision is to be a city where innovation and inclusion go hand in hand. We recognize that our future prosperity depends not only on our strong industrial heritage and thriving sectors such as goldsmithing, ICT, and precision manufacturing, but also on our ability to empower all segments of our community — especially those who have traditionally been underrepresented or face barriers to participation in the tech and digital sectors. Our commitment is rooted in the values of the UN 2030 Agenda and the European Green Deal, aiming for smart, sustainable, and inclusive growth at both the local and European levels.

Through this IAP, we are taking concrete steps to address the challenges faced by vulnerable groups in our city, including women, youth, and people with disabilities. We are particularly focused on supporting young people who are not in employment, education, or training (NEETs), and on bridging the tech and digital skills limit to access high-quality jobs and entrepreneurship in the tech sectors. By investing in targeted training, mentorship, and support structures and networks, we expect to see a measurable increase in the participation of diverse local groups in Arezzo’s digital and tech economy.

The expected impact of this plan is significant: we aim to reduce inequalities, boost youth and female entrepreneurship, and ensure that the benefits of this innovation ecosystem are shared by all. By integrating diversity and inclusion into our city’s strategic vision, we are building a more resilient, dynamic, and cohesive community — one that reflects the richness of Arezzo’s heritage and the promise of its future.

I invite all citizens, institutions, and partners to join us on this journey. Together, we can make Arezzo a model of inclusive innovation for cities across Europe.

Mayor of Arezzo, Alessandro Ghinelli

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 the Tech & Digital sector, facing specific challenges in terms of diversity, gender equality and inclusion. Furthermore, the partner cities mainly focus on an identified pressing aspect and support at least one diverse local group in each of the participating cities through the action plans.

The network, operating from July 2023 to December 2025, includes:

- Local Economic Development Agency “e-Trikala” (Trikala, Greece)
- Municipality of Amarante (Amarante, Portugal)
- Municipality of Arezzo (Arezzo, Italy)
- Regional Development Agency of Bielsko-Biała (Bielsko-Biała, Poland)
- Bucharest District 6 (Bucharest, Romania)
- Municipality of Idrija (Idrija, Slovenia)
- Municipality of Larnaka (Larnaka, Cyprus)
- National and Kapodistrian University of Athens (for Psahna, Greece)

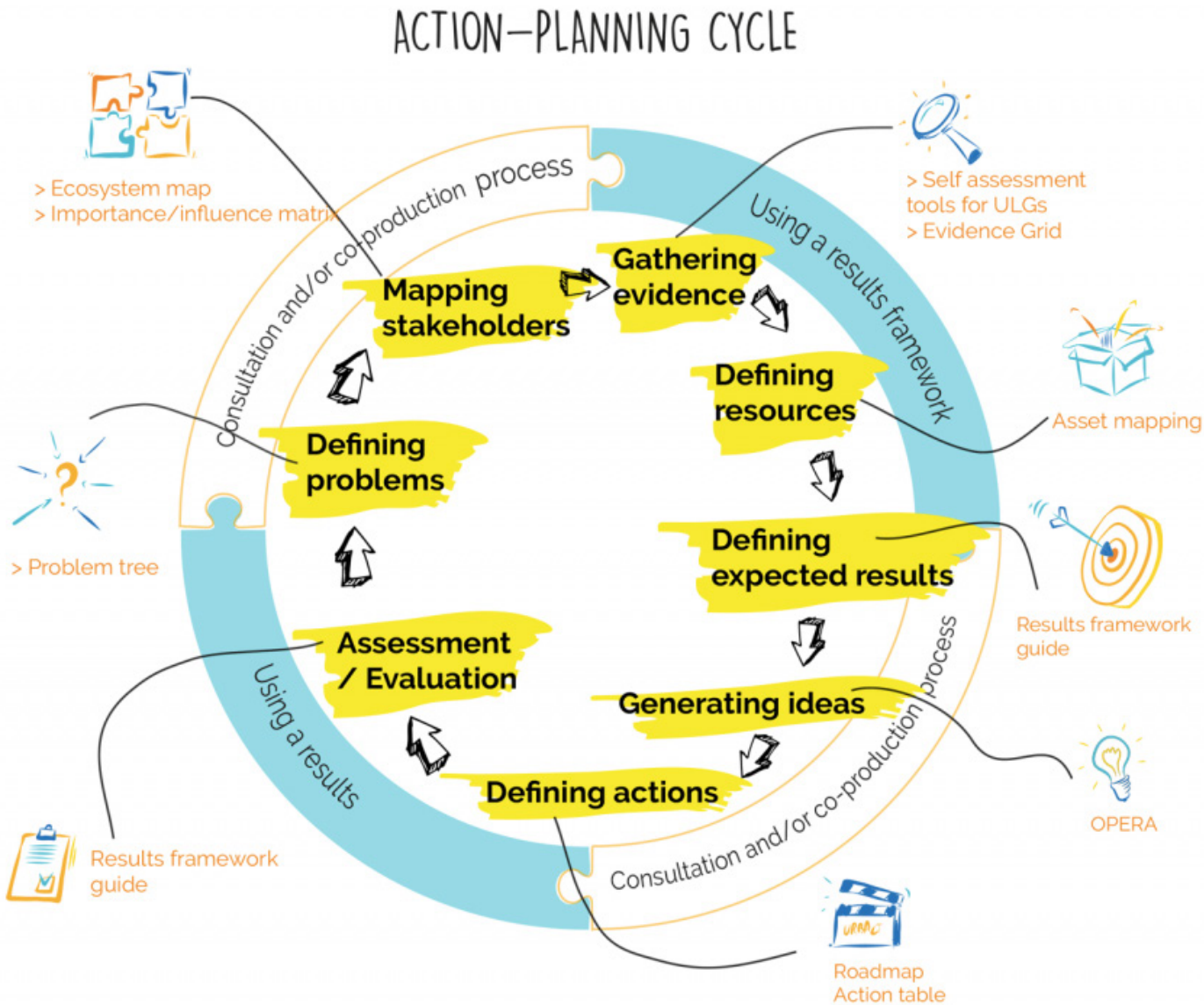
3. URBACT Integrated Action Plans

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 the 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

4.1 Overall theme being addressed – Current situation

4.1.1. Arezzo city profile

Population & vulnerable groups	<p>Gender: The total resident population of Arezzo city as of 31.12.2024 is 97.444 inhabitants, of which 47.232 are male and 50.212 are female. (Data source: Municipal statistics as provided to ISTAT - National Institute for Statistics).</p> <p>Vulnerable groups: disabled, homeless, migrants, unemployed without a pension, single-income families, women, inactive youth and other categories.</p>
Geographic and economic position	<p>The city of Arezzo covers about 385 km², with over 81% of its area being green space and a population density of approximately 251 inhabitants per km². Arezzo has a strong industrial vocation, ranking 4th in Italy and 2nd in the Tuscany region for manufacturing companies per capita. Its key industries include jewelry and goldsmithing, metalworking, precision machinery, clothing and leather goods, wood furniture, ICT, agriculture, and food and wine production. The gold manufacturing sector, along with tourism, play a vital role in the local economy.</p>
Economic profile	<p>Value Added: Since precise data for the Municipality alone are not always available, by the end of the year 2024 the province of Arezzo records an overall increase in added value of +0,8% compared to 2023.</p> <p>Employment: As for the number of employed, a decrease of 1,6% is registered in 2024 which is attributable only to self-employed workers (-12,9%), while employees grow by 1,5%.</p> <p>Exports and Production System: Arezzo confirms its position as the second Tuscan province in terms of export turnover. In 2024, exports from the province of Arezzo reaches approximately 15,6 billion euros, an increase of 4,9 billion compared to 2023 (+45,6%). This strong growth is driven by jewelry and goldsmithing (+4,2 billion, +119,3%) and precious metals (+743 million, +18,2%). Despite signs of crisis, the fashion sector closes 2024 positively: +23 million over 2023 (+3,3%). In contrast, electrical equipment (-82 million/-13,8%) and chemical products (-68 million/-16%) registers a decline.</p>
Entrepreneurship system	<p>In 2024, 1778 new businesses are established in the province of Arezzo, while 1824 are closed, resulting in a negative balance of 46 businesses.</p> <p>Youth entrepreneurship: As of December 31st, 2024, there are 2453 youth enterprises, representing 7% of the total businesses. In the last year, they decrease by 1,6%, but the trend is long-term (-32% in 10 years) and much stronger compared to other businesses, especially due to the increasing average age of entrepreneurs.</p> <p>Women entrepreneurship: As of December 31st, 2024, there are 8361 women-owned businesses, representing 23,8% of the total. In the last year, they decrease by 0,9%, and by 6,7% over the last 10 years, which is a trend quite similar to that of other businesses.</p>

4.1.2 Arezzo starting point: challenges around urban policies

The demographic imbalance (SDG N.3) is one of the city’s challenges. The population is always getting older and living longer, while there is a very low birth rate registered in 2024 (around -32% with respect to 2010).

Young people (SDGs N.8 and N.4) are the category most affected in many ways by the years of the pandemic. In the province of Arezzo, the school dropout rate in upper secondary school averages around 17% of enrolled students (2022 Data). Young NEETs (Not in Education, Employment, or Training) aged 15-29 in the province represent 12.9% of the provincial population in this age group (2022 Data).

The digital innovation of the production system (SDG N.9) is another local challenge to be addressed. At the moment, the digitalization process appears limited to a still relatively low share of businesses, but desirable in its effects on human capital, on competitiveness, and on the possibility of dragging along other companies in the same value chains.

4.1.3 Existing strategies

UN 2030 Agenda for Sustainable Development, the Paris Agreement, the European Green Deal, the Leipzig Charter, and the Urban Agenda for the EU are the policy frameworks of inspiration for Arezzo’s urban policy.

A regional comparative analysis (2022) conducted by the University of Siena in relation to the territorial performance indicators of the SDGs and the national metrics of Fair and Sustainable Wellness (BES-ISTAT) shows that in the period 2010-2020, Arezzo has overall a fair implementation of the 2030 Agenda.¹

At a higher governance level, there are several national and regional strategies aligned with the international and EU ones:

- National Strategy for Sustainable Development – Agenda 2030 Italia
- Tuscany Region Strategy for Sustainable Development – Agenda 2030
- Tuscany Region strategy for cohesion development
- 2021-2027 National and Regional and Territorial Cooperation Operational Programmes
- National Programme for Development and Cohesion 2021-2027
- Italian National Recovery Plan 2021-2026

At a local level, Arezzo’s city administration is promoting sustainable urban development strategies, to satisfy both the local objectives and needs, and to contribute to the smart, sustainable, and inclusive growth of the EU (Goal 5 of the EU Cohesion Policy: A Europe closer to citizens). **Inclusion and integration are important goals for the local policy, recognizing the value of diversity and building shared well-being with the participation of all citizens, of all ages and of all nationalities.** Though there are no local plans focusing on the specific policy issue, **Arezzo city governance has defined several strategic intervention areas (Fig. 1) where to include plans and actions for tackling the urban policy challenge identified by Arezzo in the frame of TechDiversity.**

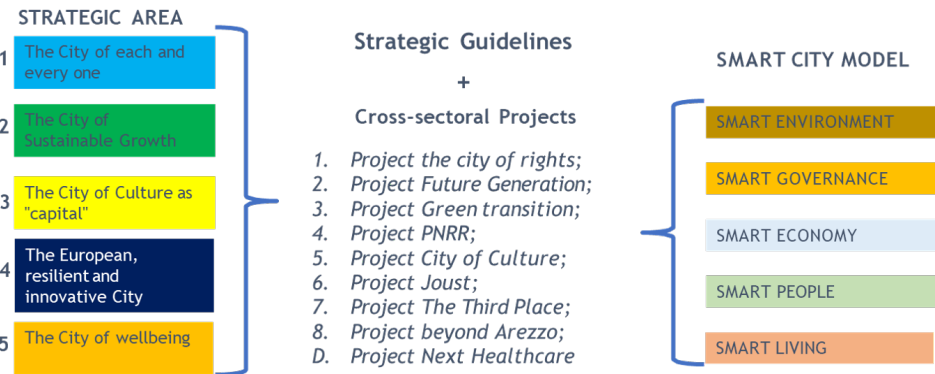


Figure 1 - Arezzo city strategic planning

4.1.4 Barriers and threats

Both in the context of the baselines study and throughout the project’s implementation phase of the project, we identified that some **general barriers and threats continue to exist in addressing the overarching policy issue of the TechDiversity project**: Lack of knowledge on the policy issue tackled; Lack of a tech and digital ecosystem; “Noise” in the spread of information and orientation on education, job and entrepreneurship opportunities to young and disabled NEETs and to other underrepresented groups; Lack of sufficiently inclusive learning and training paths for the under-represented target group; Generalized lack of knowledge and information on inclusion of diverse talent, on access to equal education opportunities and to social capital, as well as to funding opportunities related to these themes; Low involvement of Arezzo’s under-represented target group in co-designing, co-creating and leading a diverse and inclusive local economy; Cultural and mindset barriers on diversity inclusion; Lack of intergenerational connections; Fragility and widespread social marginality; Low interaction and cooperation among stakeholders to create a more inclusive society; Lack of public and private investments.

1. Report “Progetto AREZZO2030”, 2022, Gianni Betti e Francesca Gagliardi, Università di Siena, Dipartimento di Economia Politica e Statistica.

4.2 Problem identification by local stakeholders

4.2.1 Problem identification

Arezzo policy makers and the local stakeholders involved in the TechDiversity project and composing the URBACT Local Group (ULG) – all seeking to contribute to progress toward the SDGs – during phase 2 of the Project tried to understand how to cooperate to harness the potential of technology to promote social inclusion. They believed that understanding this could have a great impact in terms of **improving urban policies aimed at enhancing job opportunities in the tech and digital economic sectors, especially for the heterogeneous and underrepresented groups of the city**, and a consequent development of an inclusive tech and digital economy.

4.2.2 The precise core challenge and more pressing aspect of the policy issue

To address the lack of a diverse community accessing the technological and digital sectors, the ULG group of Arezzo, as part of the URBACT APN “TechDiversity” project, focused on the urban policy issue aimed **at facilitating the access of young NEET women and young NEET people with disabilities to job offers and entrepreneurship opportunities in the technological and digital sectors**. The broader ambition of the City of Arezzo (Fig.2) is to establish a strong and long-lasting citywide network of governance bodies, businesses, and representative organizations that can provide real hope and future prospects to the above underrepresented categories. The specific ambition of the City of Arezzo is to have by 2030 a **city where the digital and tech sectors are thriving and where diversity is seen as an asset to its development rather than a liability**. For this reason, the Plan defines specific objectives and concrete actions aimed at realizing the desired **inclusive technological and digital ecosystem for Arezzo** and the economic prosperity connected to it.

To successfully scale its existing knowledge-based initiatives and transition into a fully developed tech and digital ecosystem, Arezzo required new tools and methods for effective policymaking. The URBACT transnational exchange model provided exactly this unique support. Using the URBACT’s participatory policy tools, the city was able to engage the relevant stakeholders in addressing the local inclusion challenge. Furthermore, URBACT’s engagement strategies were applied to build up a collaborative and sustainable network of public, private, and third-sector stakeholders throughout the action-planning process. Finally, URBACT tools assisted Arezzo in co-creating its Integrated Action Plan (IAP) and in testing the pilot action.



Figure 2 - Arezzo IAP ambition

4.2.3 City’s local stakeholders

Arezzo’s planned ecosystem is co-designed by the key local stakeholders listed below and represented (Fig.3), who are committed to addressing the city policy issue and to achieving the city vision altogether. This group’s composition will be the reference point for the implementation and monitoring of the Integrated Action Plan (IAP).

Stakeholder name	Category
Municipality of Arezzo	Municipality
Foundation “Arezzo Comunità”	Municipal Foundation with social scope
InformaGiovani Arezzo	Municipal Information Desk/Hub for young people
Chamber of Commerce Arezzo-Siena & Digital Enterprise Hub	Autonomous public body with regulatory and administrative functions for businesses
CNA Arezzo	Trade association for craft and SME businesses in Arezzo
Confcommercio Arezzo	Trade association for enterprises, professions and self-employment in Arezzo
Confindustria Toscana Sud - Arezzo	Private association representing Southern Tuscany, including Arezzo’s small, medium, and big enterprises
ITIS “Galileo Galilei” – Arezzo	Public secondary school (II grade), providing technical-industrial education and training
ITS Prodigì – Arezzo	Foundation managing a training academy for technological and digital professions
Polo Universitario Aretino	Public-private foundation for university education
Oklahoma University – Study Center in Arezzo	US university education and research entity, with a study center in Arezzo
ARTI - Center for Employment of Arezzo’s area	Public instrumental body of the Tuscany Region for the management of employment centers and active labor policies in Arezzo’s area
SECO Spa	ICT sector company in Arezzo
Municipia Spa – Datacenter in Arezzo	IT sector company with a datacenter in Arezzo
Computer Service Srl	IT sector company in Arezzo

Figure 3 - Arezzo ULG members

4.2.4 Arezzo ULG meetings: methodology and outcomes

There were n.8 ULG meetings (Figs. 4-5) in Arezzo facilitated by the Municipality project team.

1st ULG meeting 26/01/2024	Agreements on: Scope of the project for Arezzo; ULG methodology. URBACT tools used: Problem tree. Stakeholders’ involvement: The partners from the education and training sector, trade associations, and other representatives including the Municipality, were actively involved in the group exercise of the problem tree, identifying causes and effects.
2nd ULG meeting 21/03/2024	Agreements on: The ULG roadmap. URBACT tools used: Newsletter of Tomorrow; Objectives’ tree. Stakeholders’ involvement: Partners from the education and training sector, trade associations, and other representatives including the Municipality, worked in groups to define the city’s vision and to conceive its objectives.
3rd ULG meeting 16/04/2024	Agreements on: City Vision. URBACT tools used: IAP canvas. Stakeholders’ involvement: The partners from the education and training sector, trade associations, and other representatives including the Municipality, worked in groups to define the specific objectives of the Plan.
4th ULG meeting 26/06/2024	Agreements on: IAP Specific Objectives; Idea on testing action. URBACT tools used: IAP canvas; Testing action canvas. Stakeholders’ involvement: The partners from the education and training sector, trade associations, and other representatives including the Municipality, approved the final objectives of the Plan and proposed ideas for the testing action.
5th ULG meeting 03/10/2024	Agreements on: Draft of the IAP’s Section 5; Integration grid. URBACT tools used: Action planning table; Intervention logic model; Integration assessment grid; Scorecard 2024; Testing action canvas. Stakeholders’ involvement: The partners from the education and training sector, along with municipal representatives, reviewed and approved the draft content for Section 5 of the Plan, and completed the action planning tables. The NUP supervised and supported the works during the entire meeting.
6th ULG meeting 21/02/2025	Agreements on: Actions’ detailed tables of the Plan. URBACT tools used: Action planning table. Stakeholders’ involvement: The partners from the education and training sector, trade associations, and other representatives, including the Municipality, worked in groups to finalize the action tables of Section 6.
7th ULG meeting 20/06/2025 - Online	Agreements on: Complete final draft of the Plan. URBACT and other tools used: Action planning table. Stakeholders’ involvement: The ULG members, after commenting on the draft Plan shared online for two weeks, discussed and clarified the contributions at the meeting.
8th ULG meeting 26/11/2025	Having shared the final results of the project and the final project evaluation questionnaire (Scorecard 2025), the ULG members celebrated the publication of the Integrated Action Plan of Arezzo co-created within the framework of the participation in the Urbact APN “TechDiversity” project during 2024-2025.

Figure 4 - Arezzo’s ULG meetings



Figure 5 - Arezzo's ULG in action



4.3 Arezzo City Vision

Arezzo's policy makers and other local stakeholders striving to advance the SDGs share a common commitment to finding a cooperative approach to leverage technology for creating a more inclusive society. For this reason, the Arezzo city administration, together with the URBACT Local Group (ULG) members, co-designed a City Vision focused on the policy issue addressed within the TechDiversity project framework. This vision also served as the basis for developing the local Integrated Action Plans (IAP). The City Vision of Arezzo is shared by all ULG members and reflects the city's main needs, barriers, and assets identified through the city working canvas.

AREZZO 2030: A CITY WHERE THE DIGITAL AND TECH SECTORS ARE THRIVING AND WHERE DIVERSITY IS SEEN AS AN ASSET TO ITS DEVELOPMENT RATHER THAN A LIABILITY

4.4 Main integration challenges and needs

Addressing simultaneously the previously identified social and industrial development challenges by promoting the application of technology and innovation, and fostering a city tech & digital economy, is the strategic key to meeting broader, inclusive and sustainable development objectives. These include employment creation – especially for young NEETs, disabled NEET individuals, and women NEETs – reducing the gender gap in the tech and digital sectors and guarantying inclusive access to education, training, jobs and businesses. **Arezzo has also identified its main integrated NEEDS** with respect to the three project methodology themes:

1. In terms of **Supporting Structure** for a more diverse and inclusive local economy, the city needs to set up and maintain an inclusive and integrated digital local ecosystem based on a networking model through which stakeholders (ULG members and others) complement each other, interact and cooperate with the common goal to create opportunities and the necessary structures to face the Policy Issue.
2. In terms of **Human Resources** enabling this ecosystem, the city needs experts with skills in: ULG co-governance in the mid- and long-term and participatory approaches; designing and delivering inclusive vocational training for a workforce that meets local market needs; coaching for job orientation and mentoring dedicated to the young-diverse-underrepresented workforce; designing and managing a support infrastructure for the start-up and scale-up of local, diverse and inclusive businesses; and planning the long-term financial sustainability of the IAP actions.
3. In terms of **Methods and Tools** that can boost diversity and inclusion in job and business opportunities within the framework of the city ecosystem structure, the stakeholders' network needs to:
 - a) systematically use effective tools such as seminars, workshops, networking and matchmaking events, info sessions and focus groups for job mentoring and orientation, hackathons, digital fairs, and peer to peer learning programmes;
 - b) apply effective methods for citizen engagement, participation and awareness.

5. Arezzo's IAP Specific Objectives

The Arezzo's City Vision lays the groundwork for the co-design of the IAP key objectives. With that in mind, Arezzo ULG members have identified several Specific Objectives – SOs (Fig. 6) that consider the three TechDiversity project themes (1. Tech Talent, 2. Tech Entrepreneurship, 3. Understanding diversity and inclusion) and the smart city's intervention areas (Smart Environment, Smart Governance, Smart Economy, Smart People, Smart Living).

INTERVENTION AREA - SMART GOVERNANCE

- **OS1** - Promote policy interventions to bridge the gender gap and enhance the inclusion of the target group in the tech and digital economic sectors.

INTERVENTION AREA - SMART ECONOMY

- **OS2** - Improve the provision of professional matchmaking tools, with particular attention to the target group.

INTERVENTION AREA - SMART PEOPLE

- **OS3** - Strengthen the tech and digital skills of young NEETs belonging to the target group.

INTERVENTION AREA - SMART LIVING

- **OS4** - Support the creativity and innovation orientation of young NEETs, including those belonging to the target group, by facilitating their access to knowledge and resources needed to start a business.

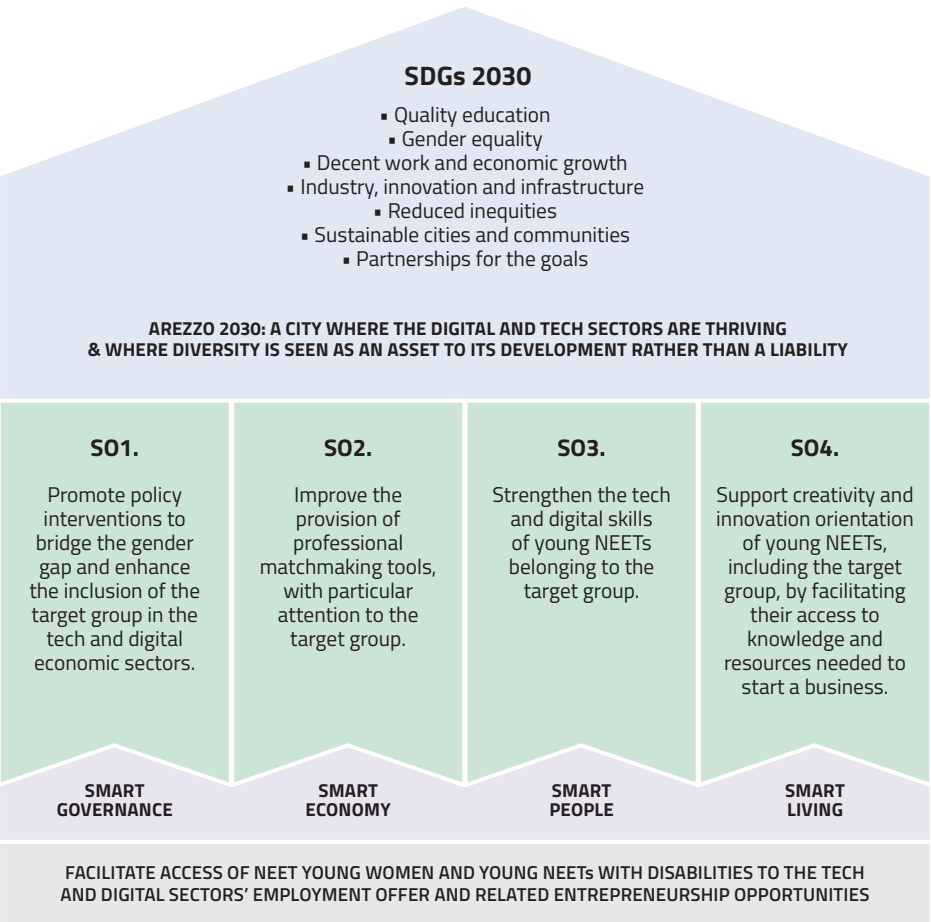


Figure 6 - IAP Arezzo – Overview of Specific Objectives

5.1 Overall logic and integrated approach

Based on Arezzo city's Specific Objectives (SOs) and the needs assessment described in Section 5, and following the URBACT action planning process, the overall structure of Arezzo's IAP is organized into five main layers (Fig. 7a).



Figure 7a. IAP Arezzo - Overall logic model

The overall logic follows an intervention logic model (Fig. 7b) consisting of four specific actions (See Section 6), which are designed to achieve the Specific Objectives.



Figure 7b. IAP Arezzo - Overall logic model

The logical framework (both figures 7a and 7b) is a cycle that reflects an adaptive approach to urban policy planning, as promoted by URBACT. The process begins with the city's vision (an inclusive, thriving tech and digital ecosystem where diversity is an asset). The vision is broken down into: Objectives (what needs to be achieved), Actions, Activities, Resources (what will be done to achieve those objectives), Outputs (immediate results of actions), Results/Outcomes (medium-term changes and long-term transformation). The framework then loops back from Results to the Vision. This means that after actions are implemented and results are measured, the outcomes are assessed against the original vision through the IAP monitoring framework process. If the outcomes do not fully realize the vision, the process is refined: objectives and actions are adjusted, and the cycle continues. This creates a feedback loop for ongoing improvement (supported by the monitoring work of the Action 1.1 Observatory for inclusion).

5.1.1 Integration of Arezzo's urban development in the IAP

The Integrated Action Plan (IAP) of Arezzo incorporates key aspects of urban development, ensuring a holistic and coordinated approach. The City's integration analysis focuses on several fundamental aspects recommended by the URBACT programme, which are essential for effective and sustainable planning through active stakeholder involvement and alignment with existing strategies.

Stakeholder Involvement in Planning: For the City of Arezzo, it has been essential to have the active participation of all interested parties in identifying the political issue and potential actions to address it, as well as in planning the Integrated Action Plan (IAP) actions. It is expected to involve a greater number of stakeholders in the actuation phase of the IAP.

Consistency with Existing Strategies: The Integrated Action Plan of Arezzo is fully consistent with local political strategies and city intervention areas. The actions and objectives of the IAP are aligned and complementary to existing strategies at the local level, and those at regional, national and European levels. IAP Actions owners will maintain continuous updating on strategies and trends at all political levels, with particular attention to the topic addressed.

Sustainable Urban Development: IAP actions address all three pillars of sustainable development in terms of economic, social, and environmental objectives, which are also embraced in the holistic city strategy.

Integration Over Time: Arezzo's IAP includes actions planned in the short and medium term with a long-term impact, and each action provides a clear and specific indication of the timescale in which it will be implemented.

Stakeholder Involvement in Implementation: The entire range of relevant stakeholders involved in the Arezzo's IAP co-planning phase is committed to

participating in the implementation of the planned actions. This will ensure the long-term sustainability of the city's plan and of its long-term living actions.

Sectoral/Policy Integration: The IAP addresses digital transformation needs of the city and ensures gender equality and the inclusion of diverse and vulnerable groups throughout its actions and activities, both directly and indirectly.

Horizontal Integration: A wide range of relevant city departments and local stakeholders (ULG members and beyond) are engaged both in the co-design of the IAP and its actions.

Vertical integration: The plan aims for financial support from both national and regional funding authorities and from the European Union.

Territorial integration: Territorial integration is a key consideration for the IAP planning in Arezzo, as the target groups affected by the plan's actions are dispersed throughout the wider provincial area, including neighbouring municipalities. This means that the IAP's impact will extend beyond the city itself, requiring cooperation and coordination with surrounding local authorities to effectively address the needs of these groups. Such territorial integration ensures that policies and interventions are aligned across municipal boundaries, fostering a cohesive approach to social and economic inclusion in the tech and digital sectors throughout the entire provincial territory.

Hard-soft Investments Integration: The plan aims for investments in supporting structures, human resources, and methods and tools.

5.2 Matchmaking for Young NEETs in the Tech and Digital Sectors in Arezzo

As part of TechDiversity and Arezzo’s IAP, a matchmaking pilot event was co-planned by Arezzo’s ULG members and held on March 12, 2025. The event aimed to improve job placement for young NEETs—including those with disabilities and young women—in the tech and digital sectors. It tested a tailored matchmaking approach to connect young job seekers with companies, facilitating access to sustainable career opportunities.

The mid-scale event successfully brought together representatives from both groups to explore this methodology: Over 45 NEETs, including young people from vulnerable categories; 7 cutting-edge tech & digital companies from the area; Local training and education institutions, job agencies and youth service providers. The event offered participants a valuable experience, featuring company presentations, speed networking sessions between young people and employers, and a networking aperitif to encourage connections. It fostered the creation of a robust network of local organizations committed to working in these fields and eager to make the event an annual occurrence. The event was highly appreciated by both the companies and the young people.

The pilot event (Fig. 8), testing the feasibility of the IAP’s Action 2.1 – Matchmaking event, revealed several key insights. Best practices emerged in companies involvement, NEETs engagement, and networking management, which can be refined for future editions. The event also helped create a valuable network of stakeholders—including tech companies, training institutions, and job agencies—supporting the initiative’s sustainability. Feedback from all participants provided guidance to improve the event format, while initial data on job placements helped define clearer objectives and success indicators. The pilot offered realistic cost estimates essential for

budgeting future events and clarified roles and responsibilities for efficient event management. Lastly, it provided important timing insights for planning, promotion, and execution phases, enabling better scheduling for upcoming editions of the matchmaking annual event.



Figure 8 - Arezzo’s matchmaking event for TechDiversity

6. Action planning details

The following intervention chart (Fig. 9) clearly links specific objectives - connected to the relevant intervention areas - to corresponding actions, providing a comprehensive overview of the intervention framework for Arezzo’s TechDiversity Integrated Action Plan with a focus on the city vision. Three colours distinguish TechDiversity topics: blue for Tech Talent, green for Tech Entrepreneurship, and purple for Diversity & Inclusion. Target outputs and other detailed results are provided in the detailed action tables. All actions outlined in the IAP are considered core initiatives that hold the highest priority within the project framework.

During the IAP preparation process, additional actions were discussed and analysed, such as:

- City Intervention Area “Smart Environment”/Specific Objective “Facilitate access to urban and suburban public transportation for young NEET women and young NEETs with disabilities who commute for training and work in the tech and digital sectors/Action Title “Inclusive Transport”/Action goal “Promote with public transport operators the adoption of fare concessions aimed at encouraging potential users from our target group (young NEETs with disabilities and young NEET women).
- City Intervention Area “Smart People”/Specific Objective “Promote the development of digital skills in the field of Artificial Intelligence by young NEETs in conditions of vulnerability and difficulty.”/ Action Title “IA for Inclusive Business”/ Action goal “Develop and strengthen innovative initiatives for the development of skills in AI for the benefit of vulnerable young NEETs and of the local entrepreneurial ecosystem.

As their feasibility could not be confirmed by the deadline for the release of this Plan, these actions will be included in the city’s future plans, consistent with the city vision co-defined with stakeholders within the scope of the TechDiversity project.

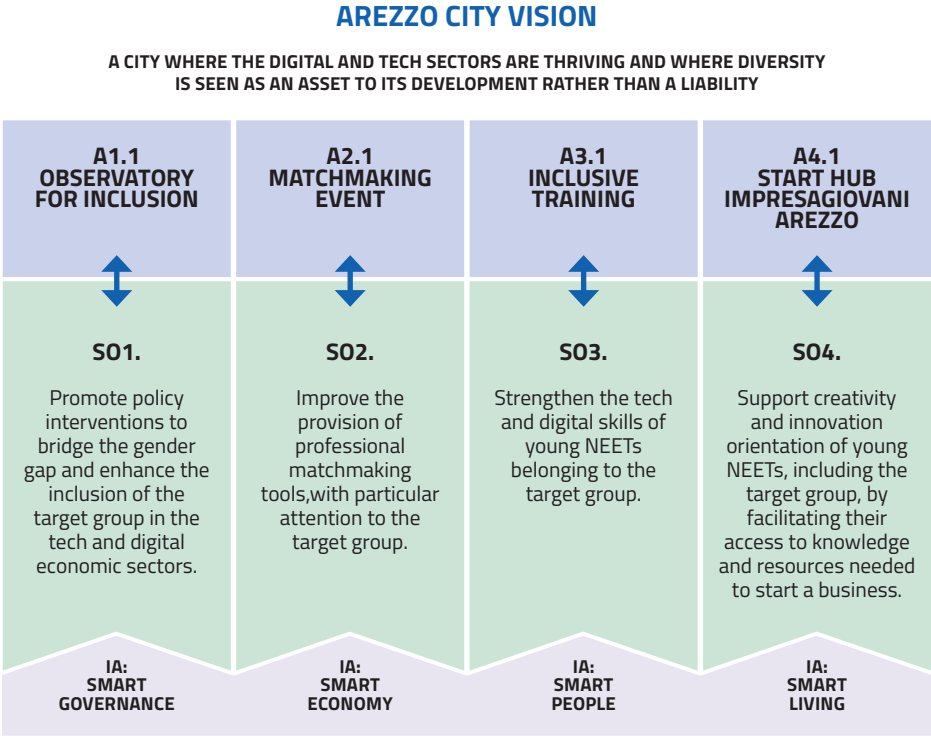


Figura 9 - IAP Arezzo – Intervention framework

6.1 Action tables

ACTION 1.1 OBSERVATORY FOR INCLUSION		Responsible body for the action: Municipality of Arezzo		
Scope: Establish a permanent local observatory to improve and strengthen policies addressing the gender gap in the local economic ecosystem, which also promotes the inclusion of young NEETs with disabilities and women NEETs in the tech and digital sectors.	Stakeholders involved: - Municipality of Arezzo - Foundation "Arezzo Comunità" - Arezzo's University Hub - Confindustria Toscana Sud – South Tuscany Federation for small, medium, and big enterprises - Delegation of Arezzo - Chamber of Commerce Arezzo-Siena & Digital Enterprise Hub - CNA - National Confederation of Crafts and SMEs Arezzo - Confcommercio - General Confederation of Enterprises, Professions and Self-Employment Firenze-Arezzo - Delegation of Arezzo - ARTI - Center for Employment of Arezzo's area - ITIS "Galileo Galilei" Arezzo - Other local stakeholders	Smart city's area of intervention: Smart Governance	Specific reference Objective: SO1 - Promote policy interventions to bridge the gender gap and enhance the inclusion of the target group in the tech and digital economic sectors	Contribution to the local administration's strategic lines: 1. The City of all and each; 2. The City of sustainable growth Contribution to the Sustainable Development Goals (SDGs): SDG5, SDG8, SDG10, SDG11
Action's summary: We want to establish a local observatory dedicated to closing the gender gap and, at the same time, promoting the inclusion of young NEETs with disabilities and women in various economic sectors, including tech and digital ones. The observatory also aims to monitor good practices, the effectiveness of the IAP actions and the results of the Observatory's work. Short-term benefits: - Awareness raising on gender gap issues. Long-term benefits: - Changing trends in educational projects and relevant active policies.		Possible risks: - Lack of coordination between municipal offices and the other local authorities involved, especially in data collection. - Involving different stakeholders requires significant coordination effort, which could overload available resources.	Possible barriers: - Companies and local authorities are not well informed on the subject. - Limited financial and human resources. - Difficulty in ensuring long-term sustainability.	Action's readiness: Ready in the medium term.
Outputs: - 1 Permanent observatory for the purpose. - 1 Annual conference on the theme. - 1/2 annual thematic awareness seminars. - 1 communication campaign/year.		Outcomes: - Reports and analyses of statistical data. - Recommendations for new paths to good practice. - Users of our target group are more trained on the theme through dedicated routes.		
Budget: Minimum 25.000 euro for the start-up; 20.000 euro/year for the maintenance.		Timing: Launch of the Observatory foreseen for 2027.		
Sources of funding: - Funding from the municipal budget. - In-kind support from other involved local authorities. - National, regional, and European funds (ERDF, Urbact, EUI, Interreg, etc.).		Monitoring: The results of the work of the Observatory for Inclusion will be monitored by its Steering Committee (Fig.10).		

ACTIVITIES OF ACTION 1.1: OBSERVATORY FOR INCLUSION						
Scope: Establish a permanent local observatory to improve and strengthen policies addressing the gender gap in the local economic ecosystem, which also promotes the inclusion of young NEETs with disabilities and women NEETs in the tech and digital sectors.						
Activity	Implementation details	Relation with the other IAP Actions	Responsible body and stakeholders involved	Resources	Milestone	Timing of activity
A1.1.1 - Establishment and operation of the Observatory	- Identification of stakeholders and involvement - Establishment of the Steering Committee - Coordinating the operation of the Observatory over time	All	- Municipality of Arezzo - Foundation "Arezzo Comunità" - Arezzo's University Hub - Confindustria Toscana Sud – Arezzo - Chamber of Commerce - Arezzo-Siena - CNA - Arezzo - Confcommercio - Arezzo - ARTI - Center for Employment of Arezzo's area - Other local stakeholders	- Deployment of internal human resources for the Observatory's coordination, the organization of stakeholder meetings, and for communication management. - The venue for the meetings will be made available, on a rotating basis, by one of the involved entities. - 1.000 euros of municipal financial resources for legal, administrative expenses, and for the establishment of the Steering Committee.	Observatory launched.	1-3 months of preparatory work for the launch scheduled for spring/summer 2027.
A1.1.2 - Development of the Action Plan of the Observatory	- Preparation of the Observatory's programming guidelines and economic sustainability plan	All	As above	- Deployment of internal human resources. - 4.000 euros financed with own funds for potential consultancy expenses for the development of the action plan and for fundraising activities.	Action Plan approved.	2-3 months to develop the first version, with regular updates
A.1.1.3 - Data collection, analysis and monitoring	- Structuring and implementation of the work of data collection and analysis over time - Carry out investigations and surveys - Report policy and technical recommendations - Monitoring & evaluation of the implementation of the action plan and of local inclusion policies	All	As above	20.000 euro financed with own funds for: - The design of data collection tools and training of data collectors (5.000 euro); - The research and data analysis carried out by external statistical consultants/experts and gender policy experts (12.000 euro); - The purchase of laptop computers and rental of data analysis software (3.000 euro).	- Analysis and monitoring system activated. - Annual monitoring report released.	3-6 months to structure the system and ensure continuous and regular work

ACTIVITIES OF ACTION 1.1: OBSERVATORY FOR INCLUSION (follow)						
Scope: Establish a permanent local observatory to improve and strengthen policies addressing the gender gap in the local economic ecosystem, which also promotes the inclusion of young NEETs with disabilities and women NEETs in the tech and digital sectors.						
Activity	Implementation details	Relation with the other IAP Actions	Responsible body and stakeholders involved	Resources	Milestone	Timing of activity
A1.1.4 - Update of the Observatory's data	- Annual update of the initial data collected - Additional investigations and surveys, if necessary	All	As above	- Deployment of internal human resources. - 5.000 euro for external consultants involved in the data collection and update work	Database updated.	Annually
A1.1.5 - Organisation of the annual conference	- Organization and management of the annual conference	All	As above	5.000 euros/year financed with own funds or project funds for the organization of the conference: rental of a location (in case of participation of more than 50 people), catering, speakers, promotional material.	Held 1 Conference per year.	Annually
A.1.1.6 - Organization of thematic awareness-raising seminars	- Organization of 2 annual thematic seminars/ workshops (information and capacity building events)	All	As above	5.000 euros/year financed with own funds or project funds for the organization of 2 events per year: renting a location (in case of participation of more than 50 people), catering, speakers, promotional materials.	2 seminars or workshops held per year.	On a semi-annual basis
A.1.1.7 - Communication and dissemination	- Design and implementation of an awareness-raising communication campaign	All	As above	5.000 euros/year financed with own funds or project funds for communication, promotion, and marketing material, advertising on the website and social networks of the stakeholder entities, and public presentations.	1 communication campaign launched per year.	1-2 months (pre-launch), with continuous monitoring.

ACTION 2.1 MATCHMAKING EVENT		Responsible body for the action: Municipality of Arezzo		
Scope: Organize a recurring matchmaking event dedicated to our target group (young NEETs with disabilities and young NEET women) to facilitate the connection between job demand and supply in the tech and digital sectors.	Stakeholders involved: - Municipality of Arezzo - Chamber of Commerce Arezzo-Siena - Arezzo’s University Hub - ITS Prodigy – Arezzo - ITIS “Galileo Galilei” Arezzo - Confindustria Toscana Sud – South Tuscany Federation for small, medium, and big enterprises - Delegation of Arezzo - CNA - National Confederation of Crafts and SMEs Arezzo - Confcommercio - General Confederation of Enterprises, Professions and Self-Employment Firenze-Arezzo - Delegation of Arezzo - ARTI - Center for Employment of Arezzo’s area - Local companies, Other local stakeholders	Smart city’s area of intervention: Smart Economy	Specific reference Objective: S02 - Improve the provision of professional matchmaking tools, with particular attention to the target group.	Contribution to the local administration’s strategic lines: 1. The City of all and each; 2. The City of sustainable growth Contribution to the Sustainable Development Goals (SDGs): SDG4, SDG5, SDG8, SDG10, SDG11
Action’s summary: We want to bring together job demand and supply in the tech and digital sectors and to create a methodology for recurring matching that adapts to the needs and specificities of our target group. Short-term benefits: - Tailoring the job offerings from relevant economic sectors to meet our target group’s needs. - Creating connections and personalized support for the target group. Long-term benefits: - Bridging the gap between job-seeking individuals in the target group and employers in the technology and digital sectors. - Increasing the professional integration of the target group. - Reducing unemployment within the target group.		Possible risks: - Participation of fewer than 5 companies. - Participation of fewer than 30 young people. - Lack of recurring financial resources.	Possible barriers: - Lack of coordination among stakeholders. - Mismatch between skills offered and required.	Action’s readiness: Ready in the short term.
Outputs: - 1 annual matchmaking event for our target group		Outcomes: - Increase of the number of companies representing the target production sectors that hire young NEETs: at least 3 per year. - Increase in the number of young NEETs in the target group hired in the technology and digital sectors: at least 5 per year.		
Budget: Event for approximately 70 people: 8.500 euro.		Timing: Annual event, starting from 2026 (tested in 2025).		
Funding sources: Own financial resources of the stakeholders involved, sponsorships, potential public funds.		Monitoring: The event results will be used by the Observatory for Inclusion (Action 1.1).		

ACTIVITIES OF ACTION 2.1: MATCHMAKING EVENT						
Scope: Organize a recurring matchmaking event dedicated to our target group (young NEETs with disabilities and young NEET women) to facilitate the connection between job demand and supply in the tech and digital sectors.						
Activity	Implementation details	Relation with the other IAP Actions	Responsible body and stakeholders involved	Resources	Milestone	Timing of activity
A2.1.1 – Stakeholder analysis and mapping	Use the Stakeholder Analysis Table to map relevant actors: to populate it, use data collected from the previous event, from the relevant bodies, and possibly distribute an ad hoc survey to companies and young people.	Action 1.1, Action 4.1	Municipality of Arezzo - Chamber of Commerce Arezzo-Siena - Arezzo’s University Hub - ITS Prodigy – Arezzo - ITIS “Galileo Galilei” Arezzo - Confindustria Toscana Sud - Delegation of Arezzo - CNA - National Confederation of Crafts and SMEs Arezzo - Confcommercio - General Confederation of Enterprises, Professions and Self-Employment Firenze-Arezzo - Delegation of Arezzo - ARTI - Center for Employment of Arezzo’s area - Local companies, Other local stakeholders	Deployment of internal resources from the responsible entity and the other heavily involved entities.	Shared stakeholder analysis and mapping table.	Approximately 5 months before the event.
A2.1.2 – Stakeholder engagement strategy	Establish a targeted communication and engagement plan to: involve the right companies and intercept young people in our target group.	Action 1.1, Action 4.1	As above	Deployment of internal resources from the responsible entity and the other heavily involved entities.	Stakeholder engagement plan released.	Approximately 4 months before the event.
A2.1.3 – Event plan	Create a logistical, financial, implementation, and dissemination plan for the event.	Action 1.1, Action 4.1	As above	- Deployment of internal resources from the responsible entity and the other heavily involved entities. - 8.500 euro per year, financed by the stakeholders involved public funds for the organization of the annual event: rental of a location (if more than 50 people attend), catering, speakers, technical services, communication, and promotional materials/services.	Approved event plan.	Approximately 4 months before the event.

ACTIVITIES OF ACTION 2.1: MATCHMAKING EVENT (follow)						
Scope: Organize a recurring matchmaking event dedicated to our target group (young NEETs with disabilities and young NEET women) to facilitate the connection between job demand and supply in the tech and digital sectors.						
Activity	Implementation details	Relation with the other IAP Actions	Responsible body and stakeholders involved	Resources	Milestone	Timing of activity
A2.1.4 – List of involved companies	Prepare the list of companies that have confirmed their presence at the event and are involved in the organization.	Action 1.1, Action 4.1	Municipality of Arezzo, supported by other relevant stakeholders.	Deployment of internal resources from the responsible entity and the other heavily involved entities.	Defined list of participating companies.	2-3 months before the event.
A.2.1.5 – Youth registration for the event	Participating young people must register for the event by completing a form that explores their areas of interest and target group membership.	Action 1.1, Action 4.1	Municipality of Arezzo, supported by other stakeholders for the distribution.	Deployment of internal resources from the responsible entity and the other heavily involved entities.	Registration questionnaire distributed.	Up until the day before the event.
A2.1.6 – Event agenda	Define the detailed program of the event.	Action 1.1, Action 4.1	Municipality of Arezzo, supported by the other stakeholders.	Internal resources involved.	Agreed-upon event agenda.	1 month before the event.
A.2.1.7 – Post-event survey for youth	Administer a satisfaction survey to the young people who participated in the event.	Action 1.1, Action 4.1	Municipality of Arezzo, supported by other relevant stakeholders for the distribution.	Internal resources involved.	Satisfaction survey distributed to young people.	On the day of the event or as a follow-up.
A.2.1.7 – Post-event survey for companies	Conduct a survey on the effectiveness of the event for companies (how many people were hired, how many from our target group).	Action 1.1, Action 4.1	Municipality of Arezzo, supported by other relevant stakeholders for the distribution.	Internal resources involved.	Survey on the effectiveness of the event conducted with participating companies.	6 months after the event.
A2.1.8 – Event report	Draft a document summarizing the results, observations, and conclusions of the event.	Action 1.1, Action 4.1	Municipality of Arezzo, supported by the other stakeholders.	Internal resources involved.	Final event report shared with involved stakeholders.	10 days after the event.

ACTION 3.1 INCLUSIVE TRAINING		Responsible body for the action: ITS Prodigy - Arezzo			
Scope: Improving the technical and vocational training program proposals, tailored for young female NEETs, to facilitate their access to the local labor market in the tech and digital sectors.	Stakeholders involved: - ITS Prodigy – Arezzo - ITIS “Galileo Galilei” Arezzo - Municipality of Arezzo - Arezzo's University Hub - Local companies, schools, training institutes, other local stakeholders	Smart city's area of intervention: Smart People	Specific reference Objective: SO3 - Strengthen the tech and digital skills of young NEETs belonging to the target group.	Contribution to the local administration's strategic lines: 1. The City of all and each; 2. The City of sustainable growth Contribution to the Sustainable Development Goals (SDGs): SDG4, SDG10, SDG11	
Action's summary: We aim to enrich the existing courses provided by ITS Prodigy with a tailored training proposal for the target group. Short-term benefits: - Orientation towards STEM disciplines and professional roles in the target sectors. - Increase in the number of young people interested in vocational training pathways in the target sectors. Long-term benefits: - Greater number of young people trained for the professions required by the technology and digital sectors and by local companies. - Increase in the number of women employed in the target sectors by at least 50% compared to the starting situation.		Possible risks: - The need to overcome certain cultural paradigms related to STEM professions and careers, which are often commonly perceived as “male” jobs.	Possible barriers: - The need to adapt training interventions to maternal needs and requirements. - The importance of providing spaces for breastfeeding in case participants in the course require them. - The need to reconcile course hours with those of early childhood schools (nursery schools, spring sections, kindergarten, primary school).	Action's readiness: Ready in the short term.	
Output: - 4 ad hoc post-diploma courses established and delivered during the academic year.		Outcome: - Increase in the enrollment of female students in technical and vocational institutes linked to STEM careers: at least 20 young female NEETs trained in each academic year.			
Budget: 34.000 euro, in addition to the costs planned for regular courses, in order to reach a greater number of target group participants.		Timing: 1 extra course starting from A.Y. 2026-2027 and one extra course starting from A.Y. 2027-2028.			
Funding sources: National grants to training institutions; STEM vocational training programs, regional, national, and European funds (ESF, PNRR, Erasmus+, various incentives).		Monitoring: The results of the action will be used by the Observatory for Inclusion (Action 1.1).			

ACTIVITIES OF ACTION 3.1: INCLUSIVE TRAINING						
Scope: Improving the technical and vocational training program proposals, tailored for young female NEETs, to facilitate their access to the local labor market in the tech and digital sectors..						
Activity	Implementation details	Relation with the other IAP Actions	Responsible body and stakeholders involved	Resources	Milestone	Timing of activity
A3.1.1 - Presentation of STEM career paths targeting the young women	- Increased focus on STEM careers starting from primary school. - Enhancement and promotion of technical and vocational training pathways. - Re-evaluation of technical and vocational institutes as alternative channels for qualified careers.	Action 1.1, Action 2.1	- ITS Prodigy – Arezzo - Municipality of Arezzo (Offices: Equal Opportunities, Labor Policies) - First-cycle schools in the Arezzo area - ITIS “Galileo Galilei” Arezzo - Arezzo's University Hub - Training institutes	2.000 euro, funded by the Recovery Plan PNRR – M.D. 19 "Gaps", ESF calls, Erasmus KA1+ calls.	STEM career paths targeting young women presented in at least 80% of primary and technical/vocational schools.	During the summer of each academic year (starting from 2026)
A3.1.2 - Promotion of courses related to STEM careers	Promotion and dissemination activities for courses in high schools, employment agencies, employment canters, etc.	Action 1.1, Action 2.1	- ITS Prodigy – Arezzo - Municipality of Arezzo (Offices: Equal Opportunities, Labor Policies) - ITIS “Galileo Galilei” Arezzo - Arezzo's University Hub - Training institutes - Province of Arezzo - Tuscany Region	2.000 euro, funded by ESF funds or private entities.	STEM courses promoted in at least 80% of high schools, employment agencies, employment canters, etc.	From the presentation of the courses until the enrollment deadline in the autumn of each year (starting from 2026)
A3.1.3 - Organization of post-diploma courses	Planning and development of ITS (Higher Technical Education) pathways also targeting young women.	Action 1.1, Action 2.1	ITS Prodigy – Arezzo - Arezzo's University Hub - Other relevant stakeholders	340.000 euro, funded by the Ministry of Education with ESF funds.	Launch of at least one new ITS course targeting young people, with a minimum enrollment target of 20% women among the registered students.	First semester of each year (starting from 2026)
A3.1.4 - Organization of courses for young women without a high school diploma	Planning of courses dedicated to young women who do not hold a high school diploma.	Action 1.1, Action 2.1	- ITS Prodigy – Arezzo - ITIS “Galileo Galilei” Arezzo - High schools - Training institutes	30.000 euro per course, funded by ESF funds.	Implementation of at least one course dedicated to young women without a diploma, with at least 50% of participants completing the training pathway.	First semester of each year (starting from 2026)

ACTION 4.1 START HUB IMPRESAGIOVANI AREZZO		Responsible body for the action: Municipality of Arezzo - InformaGiovani		
Scope: Enhance the services of the current InformaGiovani Center by creating a sustainable Hub for business creation dedicated to young people, including those belonging to the target group.	Stakeholders involved: - Municipality of Arezzo – InformaGiovani Center - Chamber of Commerce Arezzo-Siena - CNA - National Confederation of Crafts and SMEs Arezzo - Confcommercio - General Confederation of Enterprises, Professions and Self-Employment Firenze-Arezzo - Delegation of Arezzo - Confindustria Toscana Sud – South Tuscany Federation for small, medium, and big enterprises - Delegation of Arezzo - “Betadue” Social Cooperative - ARTI - Center for Employment of Arezzo’s area - Arezzo’s University Hub - Youth Association “Arezzo che spacca” - Center for Organizational and Managerial Innovation in Public Administrations - CINPA	Smart city’s area of intervention: Smart Living	Specific reference Objective: SO4 - Support the creativity and innovation orientation of young NEETs, including those belonging to the target group, by facilitating their access to knowledge and resources needed to start a business.	Contribution to the local administration’s strategic lines: 1. The City of all and each; 2. The City of sustainable growth Contribution to the sustainable development goals (SDGs): SDG9, SDG10, SDG11, SDG17
Action’s summary: We want to establish a hub for business creation at InformaGiovani, dedicated to young people, including those in our target group. Benefits in the short-term: - Increased awareness of support opportunities during the project development phases for starting a business. Benefits in the long-term: - An increase in the number of businesses in the reference sectors started by young people from our target group, integrated into the local economic ecosystem.		Possible risks: - Lack of participation by young people from the target group due to a weak interest or insufficient motivation.	Possible barriers: - Uncertainty of results compared to costs/ investments.	Action’s readiness: Ready in the short term.
Outputs: - 1 Hub for young people to create bussinesses - 30 interviews - 8 workshops - 1 conference - 8 storytelling events - 1 hackathon		Outcomes: - Hub ImpresaGiovani Arezzo active with at least 300 users - 2.500 young people oriented -30 business plans completed -20 new businesses established and tutored		
Budget: - InformaGiovani Center: municipal asset. Any other municipal asset for a larger space to be used in the future. - Establishment of the Hub: funded with national funds. - Budget for the yearly management of the Hub over time: at least 15.000 euro per year		Timing: HUB launched by 2025		
Funding sources: Municipal financial sources, national, regional, or EU public funds.		Monitoring: Results of the event will be used by the Observatory for Inclusion (Action 1.1)		

ACTIVITIES OF ACTION 4.1: START HUB IMPRESAGIOVANI AREZZO						
Scope: Enhance the services of the current InformaGiovani Center by creating a sustainable Hub for business creation dedicated to young people, including those belonging to the target group.						
Activity	Implementation details	Relation with the other IAP Actions	Responsible body and stakeholders involved	Resources	Milestone	Timing of activity
A4.1.1 - Hub Creation	- Set up a physical and digital space within InformaGiovani, with the goal of becoming a permanent and reliable reference point for young people: front office and reception; rooms for workshops and coworking spaces; creation of a dedicated section on the InformaGiovani website; - Secretarial activities for managing appointments, coordinating meetings and events, and monitoring activities.	Action 1.1, Action 2.1	- Municipality of Arezzo/ InformaGiovani Center - “Betadue” Social Cooperative (actual subcontracted entity for the operations of the InformaGiovani center	- 18.000 euro of ministerial contribution through ANCI (National Association of Italian Municipalities), Youth Policies Fund.	Hub launched by 2025.	April 2025 - April 2026
A4.1.2 - Communication Campaign “Start Up Your Future”	Online and offline communication campaign on youth entrepreneurship: creation of content on social media; launch of a music event; web page with resources for starting a business.	Action 1.1, Action 2.1	- Municipality of Arezzo/ InformaGiovani Center - “Betadue” Social Cooperative - Association “Arezzo che spacca” - Confcommercio Arezzo	15.000 euro of ministerial contribution through ANCI, Youth Policies Fund	At least 300 young people registered for activities.	April 2025 - April 2026
A4.1.3 - Business Orientation	Individual orientation path and soft skills workshops to guide young people in discovering their entrepreneurial potential.	Action 1.1, Action 2.1	- Municipality of Arezzo/ InformaGiovani Center - ARTI - Center for Employment of Arezzo’s area - Center for Organizational and Managerial Innovation in Public Administrations - CINPA - Neighbouring municipalities (Bibbiena, Subbiano, Castiglion Fibocchi)	18.000 euro of ministerial contribution through ANCI, Youth Policies Fund	- 30 individual interviews conducted. - 5 workshops on leadership, communication, and problem-solving held.	April 2025 - September 2025, possible annual replication

ACTIVITIES OF ACTION 4.1: START HUB IMPRESAGIOVANI AREZZO (follow)						
Scope: Enhance the services of the current InformaGiovani Center by creating a sustainable Hub for business creation dedicated to young people, including those belonging to the target group.						
Activity	Implementation details	Relation with the other IAP Actions	Responsible body and stakeholders involved	Resources	Milestone	Timing of activity
A4.1.4 – Conference "Know Your Territory"	Survey on local economic vocations, conference, and workshop on territorial marketing; research on entrepreneurial opportunities in Arezzo; presentation conference; workshop on place branding and the commercialization of cultural heritage.	Action 1.1, Action 2.1	- Confcommercio Arezzo - Arezzo's University Hub - Chamber of Commerce Arezzo-Siena	9.400 euro of ministerial contribution through ANCI, Youth Policies Fund.	1 conference held. 1 workshop conducted.	April 2025 – September 2025, possible annual replication
A4.1.5 – Entrepreneurial Storytelling	Experiential meetings with local entrepreneurs targeting young people and students to motivate and inspire through concrete experiences.	Action 1.1, Action 2.1	- Municipality of Arezzo/ InformaGiovani Center - Confcommercio Arezzo - Arezzo's University Hub - Association "Arezzo che spacca"	16.000 euro of ministerial contribution through ANCI, Youth Policies Fund.	At least 8 events per year held: - 5 meetings at Arezzo's University Hub; - 3 meetings at high schools in Arezzo; - 2 events at the Malpighi Youth Hub.	April 2025 – September 2025, possible annual replication
A4.1.6 – Design Your Business	Group workshops and practical tools to design and validate the business idea: workshop on business planning, workshop on innovation, and a final hackathon with mentor support.	Action 1.1, Action 2.1	- Municipality of Arezzo/ InformaGiovani Center - "Betadue" Social Cooperative - Confcommercio Arezzo - Arezzo's University Hub	9.000 euro of ministerial contribution through ANCI, Youth Policies Fund.	- 2 workshops held. - 1 Hackathon conducted.	June 2025 – November 2025, possible annual replication

ACTIVITIES OF ACTION 4.1: START HUB IMPRESAGIOVANI AREZZO (follow)						
Scope: Enhance the services of the current InformaGiovani Center by creating a sustainable Hub for business creation dedicated to young people, including those belonging to the target group.						
Activity	Implementation details	Relation with the other IAP Actions	Responsible body and stakeholders involved	Resources	Milestone	Timing of activity
A4.1.7 - "One-to-One" Business Creation Support	Personalized consulting path to develop a detailed business plan ready for presentation to investors or for public funding opportunities: definition of the business model; analysis of investments and the market; identification of funding sources.	Action 1.1, Action 2.1	- Municipality of Arezzo/ InformaGiovani Center - "Betadue" Social Cooperative - Confcommercio Arezzo	34.000 euro of ministerial contribution through ANCI, Youth Policies Fund.	At least 30 young people supported.	July 2025 – December 2025, possible annual replication
A4.1.8 - Start-up and Business Tutoring	- Individual consultation and technical assistance for starting the activity following a Call to Action and pitch presentation. - Services for the establishment and tutoring of 20 new businesses: Call to Action for project selection; accounting, tax, and administrative consultation; post-start monitoring with periodic reports.	Action 1.1, Action 2.1	- Municipality of Arezzo/ InformaGiovani Center - "Betadue" Social Cooperative - Confcommercio Arezzo	24.000 euro of ministerial contribution through ANCI, Youth Policies Fund.	At least 20 young people supported.	October 2025 – April 2026, possible annual replication
A4.1.9 - Long-term Hub Maintenance	Hub management activities: secretariat (appointment management), coordination of meetings and events with trade associations and businesses to support young entrepreneurs, updating the dedicated section on the website, event dissemination, and activity monitoring.	Action 1.1, Action 2.1	All entities involved in the creation.	15.000 euro per year from municipal financial resources.	Hub operational and open for at least 10 hours per week.	Starting from May 2026

7. Implementation framework

7.1 IAP Governance

The IAP inclusive governance structure (Fig. 10) is designed to manage and coordinate a multi-stakeholder programme. At the top, the **Political Board** provides strategic direction and political support, while the **Steering Committee** is responsible for day-to-day management and coordination. The central body, the **URBACT Local Group (ULG)**, brings together local administration, education and training entities, trade associations, business organizations, enterprises, and civil society to ensure stakeholder engagement and co-creation. Within the ULG, several specialized groups and partners operate, organised in **Thematic Working Groups** implementing specific actions: target group representatives ensuring participation, feedback, and accountability; local social agencies co-designing inclusion projects and services; other civil society organizations and regional and national institutional partners contributing to action planning and multi-level policy alignment; start-ups and tech incubators focusing on entrepreneurship actions; and finally, a cross-cutting Working Group dedicated to Monitoring & Evaluation tracking the plan's progress and assessing the impact of actions over time. Collaboration, stakeholder engagement, and distributed responsibility across different sectors and domains are the pillars for the successful implementation of the IAP.

7.1.1 Ongoing Stakeholders Engagement

The core ULG members are expected to maintain their active roles in the implementation of the IAP actions of which they are responsible and/or are involved in. To ensure the continuity of Arezzo's URBACT Local Group (ULG) collaboration during and beyond the implementation of the Integrated Action Plan, the IAP Steering Committee established in the frame of the permanent Observatory for Inclusion (Action 1.1) will convene annual meetings with the ULG for at least the next four years. These meetings will serve as key moments for reviewing progress, refining and potentiating the action plan and the city's strategic agenda to address emerging challenges. Moreover, such a structured governance framework implies that the ULG members will maintain their active roles in co-creation, monitoring, and feedback processes, also by coordinating the thematic working groups in which they will have specific responsibilities allocated according to their expertise, as well as in the Monitoring and Evaluation group overseeing all initiatives and the city's strategic agenda.

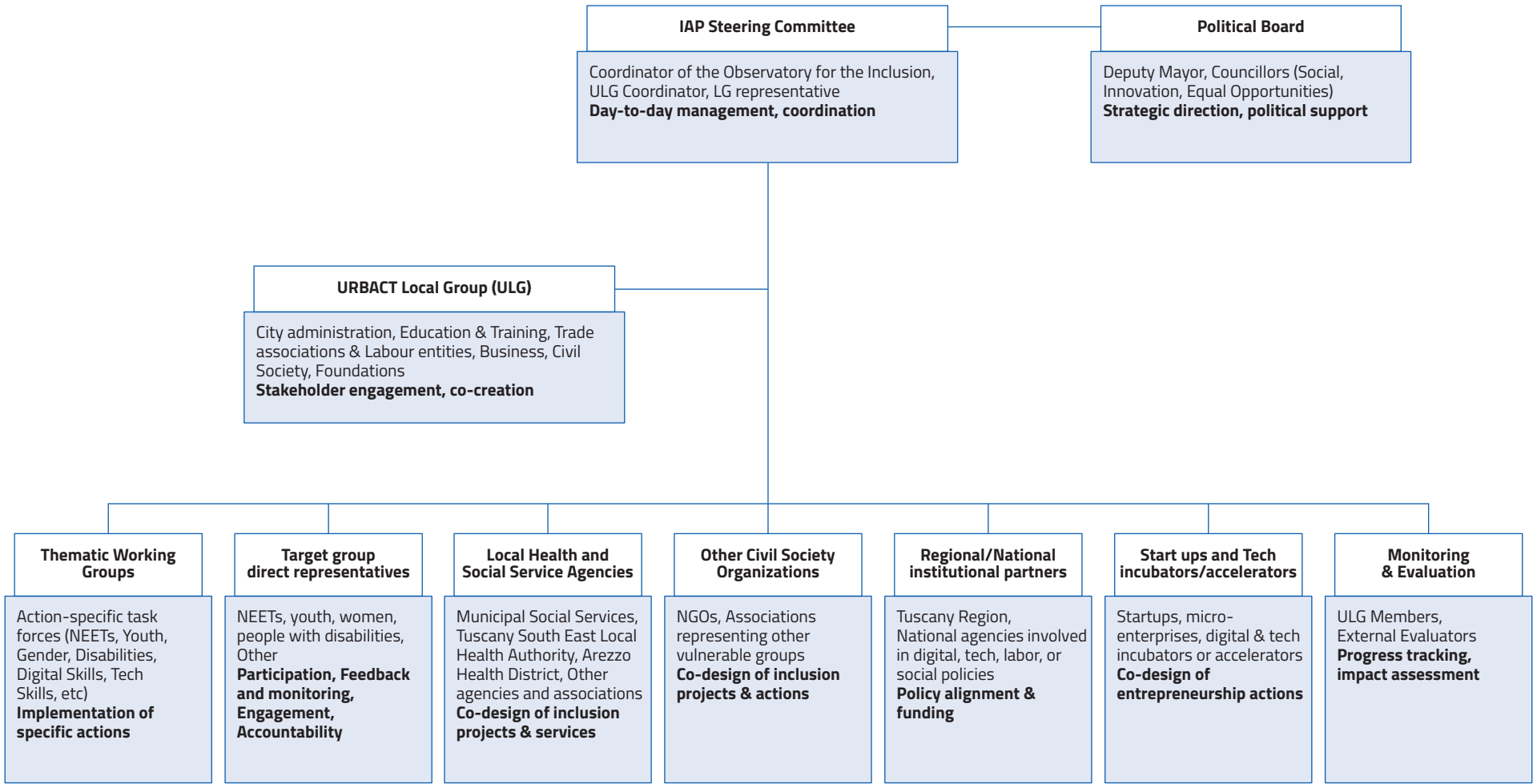


Figura 10 - IAP Arezzo – Governance structure

7.2 IAP Overall Timeline

Below (Fig. 11) is the Arezzo’s IAP Gantt Chart visualizing the timeline for the Actions and sub-actions detailed in Section 6.1.

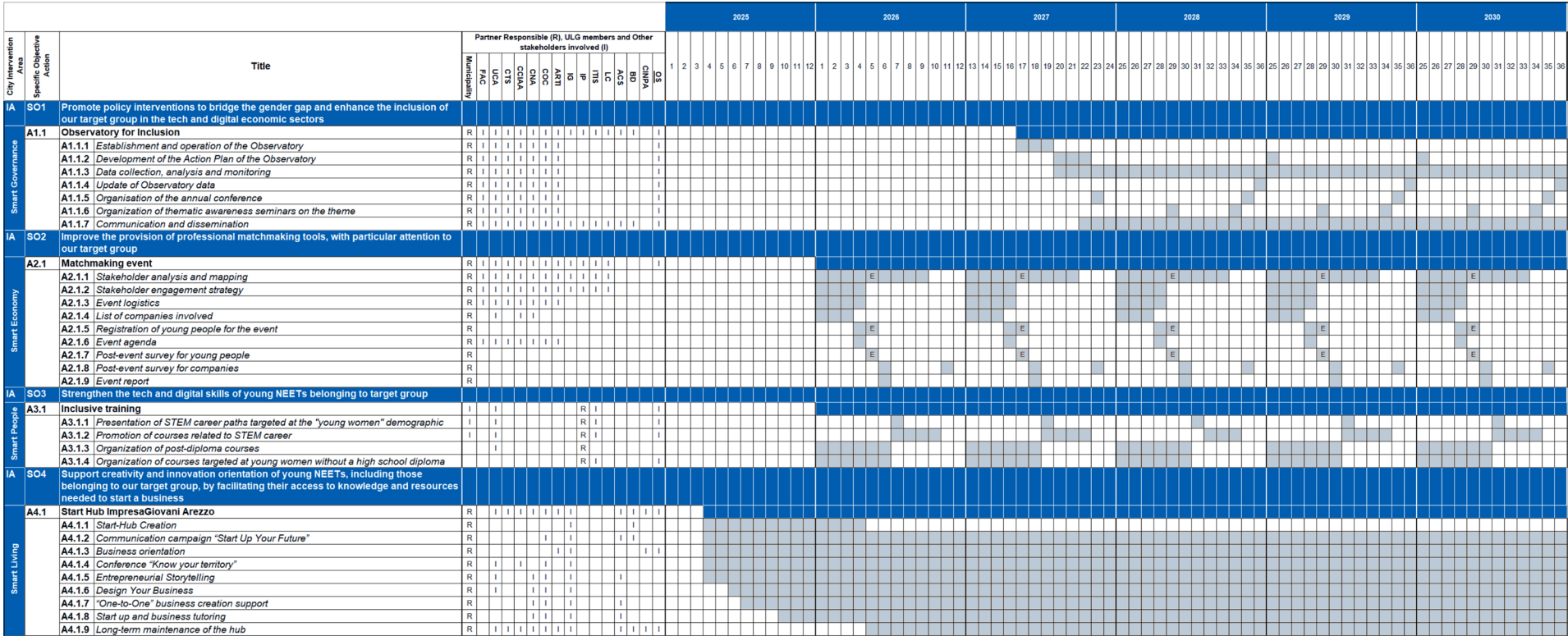


Figure 11 - IAP Arezzo – Gantt Chart

Legend for Gantt Chart acronyms															
Partner Responsible (R), ULG members and Other stakeholders involved (OS)															
Municipality	FAC	UCA	CTS	CCIAA	CNA	COC	ARTI	IG	IP	ITIS	LC	ACS	BD	CINPA	OS
Municipality of Arezzo	Foundation "Arezzo Comunità"	University Center / Hub of Arezzo	Confindustria Toscana Sud – Federation for small, medium, and big enterprises – Delegation of Arezzo	Chamber of Commerce Arezzo–Siena	CNA – National Confederation of Crafts and SMEs Arezzo	Confcommercio – General Confederation of Enterprises, Professions and Self-Employment Firenze–Arezzo	ARTI – Employment center of Arezzo's area	Informagiovani Arezzo	ITS Prodig – Arezzo	ITS Galileo Galilei - Arezzo	Local companies	Youth Association "Arezzo che spacca"	Informagiovani service management entity "Betadue"	Center for Organizational and Managerial Innovation in Public Administrations – CINPA	Other Stakeholders

7.3 Funding plan

The funding strategy (Table 7.3.1) for the Arezzo’s IAP is built on a diversified and sustainable approach, leveraging both EU, national, regional and local resources, as well as financial sponsorship and in-kind support, to ensure effective implementation and long-term impact of the proposed actions.

Tabella 7.3.1 IAP Arezzo – Funding plan

Action	Title	Total Estimated funding needed	Main Funding Sources	Timing	Includes
1.1	Observatory for Inclusion	25.000 euro for the startup 20.000 euro per year for the maintenance	- Municipal financial resources (internal staff, start-up phase). - In-kind support (stakeholders). - EU/National funds: ERDF, Urbact, EUI, Interreg, etc.	Launch in spring or summer 2027	Includes expenses for the establishment of the observatory, coordination and support staff, seminars and other events, data monitoring, communication campaign, etc.
2.1	Matchmaking Event	8.500 per event (annual)	- Own funding of the stakeholders involved - Sponsorship - Public funds (ESF, national)	First in 2026 , with annual replication	Includes expenses for personnel and event organization.
3.1	Inclusive Training	34.000 euro for the boosting women participation	- ESF, PNRR, Erasmus+ - Ministry of Education - Recovery Plan, Private Entities	Starting from 2026	Includes expenses for promotion and communication activities.
4.1	Start Hub ImpresaGiovani	143.400 euro (first year's activity launch) + 15.000 per year for maintenance	- ANCI ministerial funding - Municipal funds (maintenance from 2027)	Launch by 2025 , then ongoing	Includes expenses for the organization of workshops, conferences and other events, interviews, mentoring, and coaching activities.

7.4 Risks analysis

The risks management table (Table 7.4.1) outlines potential challenges that may affect the successful implementation of the Arezzo’s Integrated framework. It identifies key risks associated with each planned action — such as stakeholder’s coordination difficulties, low participation rates, cultural resistance, or funding uncertainties — and assesses them in terms of severity, likelihood, and responsible entity. It will serve as a strategic tool to anticipate bottlenecks, guide resource allocation, and reinforce the governance and implementation capacity of the City of Arezzo and our local partners.

Table 7.4.1 IAP Arezzo – Risks’ management plan

Action No.	Risk Description	Probability	Responsible Body	Level	Response Actions
1.1	Lack of coordination among municipal offices and other involved entities (e.g., for data collection).	Probable	Municipality of Arezzo	Medium	The Observatory's action plan will clearly define its governance and operational structure.
1.1	Coordination could overload available resources.	Probable	Municipality of Arezzo	High	Dedicated personnel will be hired to support the Observatory's coordination, organize stakeholder meetings, and manage communication with them.
2.1	Participation of fewer than 5 companies.	Unlikely	Municipality of Arezzo	High	A solid stakeholder engagement strategy and communication plan will be established at the start of the project and regularly updated.
2.1	Participation of fewer than 30 young people.	Probable	Municipality of Arezzo	High	A solid stakeholder engagement strategy and communication plan will be established at the start of the project and regularly updated.
2.1	Lack of recurring financial resources.	Probable	Municipality of Arezzo	High	A framework agreement that includes a precise forecast of the budget and funding sources will be developed and approved by the interested parties (stakeholders).
3.1	Difficulty in overcoming certain cultural paradigms related to STEM professions and careers, often considered, in public opinion, "male" jobs.	Very Likely	ITS Prodigy	High	Periodic presentations on STEM career paths targeting the "young women" demographic will be provided.
4.1	Lack of participation by young people from target groups due to low interest or insufficient motivation.	Probable	Municipality of Arezzo	High	The communication campaign will take this risk into consideration and address it.

7.5 Monitoring framework

A monitoring framework (Table 7.5.1) has been developed to support the implementation and evaluation of the Integrated Action Plan (IAP) of Arezzo. It provides a structured and measurable approach to track progress towards the strategic objectives defined in the IAP, focusing on promoting inclusion and diversity in the local tech and digital ecosystem. For each strategic objective, the framework identifies key milestones, output and outcome indicators, baseline values, and target achievements. The indicators are linked to tangible deliverables—such as events, trainings, and services—as well as to qualitative and quantitative impacts on the target population, in particular young NEET women and young NEETs with disabilities. This tool will be essential for continuous monitoring, informed decision-making, and adaptive management. It also ensures transparency and accountability among stakeholders and aligns with the IAP’s broader governance and funding strategies. The results collected through this framework will be regularly reviewed by the Observatory for Inclusion and integrated into future policy adjustments and strategic updates. In addition, the actions’ progress will be tracked through actions’ timing charts regularly tracking IAP action and activities with deadlines.

Table 7.5.1 IAP Arezzo – Monitoring framework

SPECIFIC OBJECTIVE	MILESTONE	OUTPUT INDICATOR TANGIBLE OUTPUTS			OUTCOME INDICATOR CHANGES OR IMPACT EXPERIENCED		
		Baseline	Target	Source	Baseline	Target	Source
SO1 – Bridge gender gap & promote inclusion	Observatory for Inclusion established and operational	No observatory; No recurring events	Observatory established; 1 annual conference; 1-2 seminars/year; 1 campaign/year	Observatory activity reports; event logs; campaigns' communication materials	No structured monitoring; low awareness	Better policies and awareness on inclusion; increased skills in the target group; increased participation of the target group in events	Relevant reports; Institutional documents; Policy recommendations; events logs
SO2 – Improve professional matchmaking tools	Annual matchmaking event with increased participation	No structured and recurring matchmaking events	1 matchmaking event/year; 100+ participants; 5+ companies involved/year; 30+ NEETs involved/year	Event reports, registration forms, surveys	Very limited NEET hiring by digital and tech companies	At least 5+ NEETs from the target group are engaged in work yearly	Relevant economic and statistical reports
SO3 – Strengthen tech & digital skills	STEM professional training pathways were developed and implemented	Few gender- oriented STEM training programs	4 ad hoc post-diploma courses delivered; 20 NEET women/year trained	Course records, enrolment data, institutional reports	Low female participation in STEM professional training in Arezzo	50% yearly increase in STEM-trained NEET women vs 2023 baseline	Relevant reports; Institutional documents;
SO4 – Support creativity & innovation for NEETs	Start Hub Impresa Giovani operational and offering tailored services	No dedicated entrepreneurship support hub	1 Start Hub in place; 10 workshops; 1 conference/year; 30+ supported young people/year	Start Hub project and Informa Giovani reports, activity logs	Few NEETs leading startups in Arezzo	3+ new NEET-led businesses/year	Relevant economic and statistical reports

8. Conclusions and next steps

The IAP is both a roadmap and a catalyst for change, reflecting Arezzo’s ambition to create an inclusive, innovative, and resilient urban environment. The commitments outlined above — expanding stakeholder engagement, consolidating partnerships, strengthening governance, and mainstreaming diversity objectives — are essential to translating the plan’s vision into tangible outcomes. As the city moves forward, continuous monitoring, learning, and adaptation will be vital to ensuring that the IAP delivers lasting benefits for all citizens, particularly those from underrepresented and vulnerable target groups. The journey ahead will require sustained collaboration, resourcefulness, and a shared dedication to building a more equitable future for Arezzo.

The Integrated Action Plan (IAP) 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.

Arezzo’s immediate priority is to present the IAP to additional stakeholders beyond the current ULG membership. This outreach will ensure that the plan’s vision and actions are embraced by a wider community, including public institutions, private sector partners, educational organizations, and civil society. By broadening the circle of engagement, the city aims to secure the necessary support and resources to implement the IAP’s objectives effectively.

Building on the trust and cooperation established within the ULG, the city is committed to formalizing a long-term partnership with these members. This partnership will not only maintain the momentum generated during the planning phase but also provide a structured platform (the Observatory for Inclusion) for ongoing dialogue, co-design, and monitoring of the IAP’s actions. The ULG will continue to serve as a critical forum for sharing best practices, identifying emerging challenges, and co-developing solutions that reflect the evolving needs of Arezzo’s diverse communities.

A key next step involves the development of a dedicated Steering Committee which will be responsible for overseeing the implementation of the plan, coordinating with stakeholders, and ensuring alignment with the city’s broader strategic objectives. By institutionalizing the management of the IAP, Arezzo demonstrates its commitment to embedding diversity and inclusion as core values within municipal governance and policy-making.

To ensure the sustainability and coherence of the IAP’s actions, the city will work to integrate the plan’s medium- and long-term measures into other key strategic documents and frameworks. This includes aligning the IAP with Arezzo’s economic, social, and urban development strategies, as well as relevant regional, national, and European policy agendas. Such integration will maximize synergies, leverage additional funding opportunities, and reinforce the city’s position as a leader in inclusive digital and tech local ecosystems.



