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Developing Community  
Based Innovative  
Business Models for  
the Revival of the  
Internal Areas in the  
Mediterranean-  
REVIVE

## Deliverable 2.1.1

### Engagement and participatory process action plan



Project title	Developing community-based innovative business models for the revival of the internal areas in the Mediterranean
Project acronym	REVIVE
Mission	Innovative Sustainable Economy
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	<ul style="list-style-type: none"><li>• Official Chamber of Commerce, Industry, Services and Navigation of Mallorca - MCC (Spain)</li><li>• National Association of Italian Municipalities - Tuscany - ANCI Toscana (Italy)</li><li>• Regional Rural Development Standing Working Group in South East Europe - SWG RRD (North Macedonia)</li><li>• Development Agency of South Aegean Region - READ S.A. (Greece)</li><li>• Balearic Islands Agency for Tourism - AETIB (Spain)</li><li>• E-institute - Ezavod (Slovenia)</li></ul>
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# 1. Introduction

The Interreg Euro-MED project REVIVE aims to develop and test collaborative economic models through the creation of Innovative Community Cooperatives (ICCs) and the Digital Innovation Hubs (DIHs) in the internal areas of the Mediterranean Regions. The seven rural / mountain pilot areas involved in the project are situated in Tuscany (IT), Istria (HR), Larnaca-Famagusta (CY), Podravska (SLO), South Aegean (GR), Balearic Islands (ES) and North Macedonia (NM). These pilot areas were chosen because they all share the similar challenges in terms of low economic dynamism, depopulation, scarce job opportunities, low digitalisation and scarce accessibility.

The project builds on participatory and capacity-building approaches to reinforce the collaboration among local stakeholders, strengthen the cohesion of communities and co-design innovative and integrated solutions to these common challenges. The stakeholders engagement is at the heart of this process, and it takes place on two levels:

- locally, by engaging and empowering the communities in pilot areas to co-design sustainable business models and develop digital services able to boost economic growth and improve the quality of life of people and the community as a whole
- on a transnational level, to share the lessons learned, build capacities and connect the ICCs in a transnational cluster, ensuring the scalability and replicability of the solutions tested locally

This document is meant to provide the REVIVE partners guidelines on how to engage and facilitate the participation of the local stakeholder groups in different steps of co-design and implementation of action plans in seven project pilot areas, leading to the establishment of the Innovative Community Cooperatives and the Digital Innovation Hubs and their subsequent merging into the transnational cluster of REVIVE communities.

# 2. Objectives of the engagement and community participation planning

The main objective of community engagement is to encourage a social dialogue and to ensure that the tested solutions are available for and ready to be utilised by a wide group of stakeholders. The project activity plan



foresees the activation of the participatory process through community meetings, focus groups, experiential field visits and co-design sessions to facilitate the creation of an ecosystem of territorial players acting jointly for the common good and aiming to:

- seek a community common vision;
- plan steps in community development;
- select common projects that can address community problems and meet goals;
- identify and engage strategic partners outside of the pilot area.

In order to achieve these goals, partners will have to structure the engagement in a way to enable the perspective of diverse groups of stakeholders and, based on the territorial context and needs, will have to choose different approaches and techniques, some of which are described in detail later in this document.

### **3. Who is involved in the engagement process**

The REVIVE project adopts the 4-helix approach in stakeholders' engagement. The involvement of quadruple helix actors is also at the basis of all ECs innovation policies such as Regional Smart Specialisation Strategies (RIS3) that are directly tackled by the REVIVE. The traditional 4-helix categories, i.e. government, industry, academia, civil society are renamed to fit better the context of REVIVE pilot areas as well as the target groups categories identified by the Interreg Euro-MED programme as those that can potentially benefit from the Programme's funded projects.

**The stakeholders groups of REVIVE are:**

#### **PUBLIC SECTOR**

This category groups all public entities directly or indirectly involved in the management of the pilot territory, in particular, the functioning of local public services. These are entities whose participation in co-design processes is significant due to the important contribution they make to the definition and implementation of public policies aiming to improve the quality of life of the resident population while preserving the natural and cultural assets of the territories. Some examples include: municipalities, regional governments, regional/national development agencies, rural



development agencies, tourism boards, public foundations, and public utility companies.

### **ECONOMIC OPERATORS**

This category includes businesses, individual entrepreneurs and other types of organisations that produce and supply goods, services and/or work in the seven pilot areas of the REVIVE project. These actors play an important role in the economic tissue of the territory, contributing to its competitiveness and attractiveness. Examples of economic operators include Micro, Small, and Medium Enterprises (SMEs), artisans, business networks, consortia, farmers, freelancers, and startups. Business support organisations/associations that are not public are also included in this category.

### **UNIVERSITIES AND RESEARCH CENTRES**

Being able to provide expertise in innovation, knowledge generation, and capacity building, the universities and research centres play an important role in the engagement process. They contribute to the project by providing research, data, and analytical tools that can support the development of ICCs. They also play a pivotal role in providing in-depth knowledge and technical expertise on innovative technologies and digital skills needed for the setup of the Digital Innovation Hubs in pilot areas. Moreover, from a research perspective, they benefit from studying strategies, policies and solutions adopted by other regions in the Euro-MED area. Their involvement in transnational pilot exchange also provides them with opportunities to strengthen collaboration with other universities and research organisations across the region and contribute to knowledge generation for the whole transnational area.

### **CITIZENS AND CIVIL SOCIETY**

Citizens and civil society represent the wider community and grassroots organisations that have a direct interest in the socio-economic and environmental outcomes of the REVIVE project. This group includes individual residents, local community groups, non-governmental organisations (NGOs) that focus on various aspects of public life, such as social justice, environmental protection, and cultural preservation. Their involvement is crucial, as the REVIVE model for Innovative Community Cooperatives is a form of social innovation in which the citizens of a community, together with businesses, associations and public authorities, organise themselves to be producers and users of goods or services with the





final objective to improve the quality of life of people and the community as a whole.



**Figure 1: REVIVE stakeholder groups**

A complete list of project stakeholders is provided in D.2.1.1 Annex 1 - REVIVE Stakeholders list. The list has been filled by project partners in the first semester, and it will be updated throughout the project as the pilot testing activities unfold.

The **"Other"** category is added in Annex 1 - column REVIVE stakeholder group. This category can be used by project partners in cases when a specific stakeholder can not be clearly identified within the four previous SGs. For example, a public-private foundation with no clear majority in either public or private ownership would be difficult to categorise in above listed SGs.

The following table provides a list of target groups pre-selected in the REVIVE project according to the Interreg Euro-MED classification and their association to one of the 'project's identified stakeholder groups. This pairing is provided also in Annex 1 and is meant to facilitate the project monitoring and reporting process.





Interreg Euro-MED target groups	REVIVE Target groups
Local public authority	PUBLIC SECTOR
Regional public authority	PUBLIC SECTOR
National public authority	PUBLIC SECTOR
Sectoral agency	PUBLIC SECTOR
Interest groups including NGOs	CITIZENS AND CIVIL SOCIETY
Higher education and research organisations	UNIVERSITIES AND RESEARCH CENTRES
SMEs	ECONOMIC OPERATORS
Business support organisation	ECONOMIC OPERATORS
Entreprise, except SMEs	ECONOMIC OPERATORS
General public	CITIZENS AND CIVIL SOCIETY

**Table 1: Target groups classification**

## 4. Recommendations for engagement process

Given the complexity of the challenges faced by REVIVE pilot areas the engagement process must be carefully planned to ensure that all relevant actors are involved and committed. This section provides recommendations to guide the engagement process, focusing on strategies to build trust, foster collaboration, and sustain active participation throughout the project's lifecycle.

**Avoid the risk of stakeholder distrust.** Projects often have goals and outcomes that are too high and abstract to be achieved. Lack of concrete actions and the long time required for project implementation can make participation experiences inconsistent, creating a risk of disillusionment with participatory processes and potential disengagement from stakeholders.



- **TIP:** Develop and present a concrete, time-effective work plan that includes specific, achievable activities and outputs.

**Leverage mutual benefits.** When community cooperatives and digital innovation hubs are perceived as opportunities with shared interests, the level of conviction, involvement, and engagement of stakeholders will be high, ensuring the success of the pilot action.

- **TIP:** Listen to your stakeholders. They have a clear understanding of their needs. Build the participatory process around shared interests to ensure their involvement.

**Recognise the engagement as an ongoing process.** Engagement should not be viewed as a one-time activity but as an ongoing process.

- **TIP:** Plan the engagement activities for all phases of the pilot, including co-design, capacity building and testing.

**Intercept potential new stakeholders during the process.** The specific feature of community cooperatives is that they provide benefits to the whole community and act for the common good.

- **TIP:** Keep the participation process flexible and open to include new potential members as the project progresses.

**Leverage key individuals in the community.** Sometimes the success of the planned actions depends on the energies and resources of a handful of key actors or even a single person whose energy, motivation, and charisma can determine the direction and success of the pilot activity.

- **TIP:** Find and engage from the very beginning, that person, or group of people, they will be the key for your success!

**Experiment with innovative engagement methodologies.** It is important to diversify the various formats and tools according to the objectives, themes, and actors involved, as well as adapt them to local contexts.

- **TIP:** Engage participation and facilitation experts to support the organisation and management of the participatory process, ensuring effective engagement.



**Engaging businesses from different economic sectors and outside pilot areas.** Alongside the direct involvement of companies belonging to key economic sectors, connect with businesses from different sectors and other areas to create synergies. This is particularly important for rural and mountain areas, where isolation can hinder the growth and sustainability of local businesses.

→ **TIP:** Identify strategic partners from different sectors and outside of the pilot area during the co-design, and be ready to reach out at the right moment of the business model implementation

## 5. Phases of the engagement process in REVIVE project

### 5.1 PHASE 1: ACTIVATION OF TERRITORIAL NETWORK

**Step 1: Coordination.** Activities include: the setup of the partner's internal pilot coordination structure and contacting key institutions; establishing a local pilot working group and sharing the information about the project, its objectives, tools, and communication activities, as well as reporting results.

**Step 2: Mapping the actors.** Activities include: conducting interviews and contacts with relevant stakeholders and creating a database of actors and entities to be involved, including engagement and communication channels to be used for each category. 'It's important to update these stakeholder mapping regularly throughout the project, as it will be essential identifying any missing participants during different stages of pilot development and implementation.

**Step 3: Invitation to co-design.** Activities include: designing and targeted dissemination of an invitation to identified actors to participate in the co-design of pilot actions.

**Step 4: Outreach and involvement.** Activities include: presenting the project, assessing the needs, and animating the public space.

### 5.2 PHASE 2: CO-DESIGN AND TESTING

**Step 5: Building shared scenarios and co-design with actors:** organising, communicating, and facilitating co-design meetings with interested parties



to assist them in defining the business model for the Innovative Community Cooperative in each pilot area. The output is the local action plan that includes the proposed collaborative business model, the members, the organisational structure, and the legal form. It also delivers the activities that will be implemented during the successive testing phase (January 2025 - June 2026). During this phase, which lasts from September until December 2024, it is recommended to organise **at least 4 co-design meetings**.

**Step 6: Capacity building.** Goes in parallel with the previous step, included partially in co-design meetings and/or separate capacity-building workshops to enable stakeholders with the development of business models, design of community services, utilising innovative emergent technologies etc. This step lasts till the end of the pilot testing (June 2026).

**Step 7: Co-design of digital services and products.** Activities include: organising, communicating and co-design meetings to design the services of the digital innovation hub and the immersive experiences to be tested in each pilot area. This step starts in January 2025.

**Step 8: Pilot Testing.** Activities include: organising, communicating and facilitating the pilot testing activities. Communication actions, in particular public events are essential during this phase to inform and involve the pilot area community in the activities of the local ICC.

**Step 9: Transnational networking and pilot exchange.** Engagement of the local stakeholder groups in the transnational pilot exchange activities. The aim is to connect stakeholder groups across pilot territories, facilitate exchange of experiences, knowledge and activities exchange and ultimately forming the REVIVE transnational cluster of ICCs. Activities include: organising transnational workshops, study visits and focus groups among ICCs.

## 6. Plan the engagement process

Based on the project phases listed above, this chapter outlines the key steps involved in planning the engagement process, including setting the engagement calendar, choosing the appropriate engagement approach or method based on the stakeholders involved, setting the agenda, organising logistics, establishing communication strategies, monitoring and reporting.

### Planning and setting the engagement calendar

The first step in planning the engagement process is to develop a clear and



structured engagement calendar. This calendar should detail the timing and sequence of all engagement activities, ensuring alignment with project milestones and stakeholder availability. This involves:

- **Aligning with Project Phases:** Ensure that the engagement activities are scheduled to support key phases of the project, allowing sufficient time for stakeholder input at critical points.
- **Stakeholder Availability:** Consider the availability of stakeholders when setting dates to maximise participation and avoid conflicts with other commitments.
- **Flexibility and Contingencies:** Build in flexibility to accommodate unforeseen changes in the project timeline or stakeholder needs.

The **REVIVE Engagement Calendar** is provided in **Annex II** of this document, and will be updated regularly throughout all phases of implementation.

### **Choosing the Engagement Approach or Method**

The choice of engagement approach or method depends on the type and diversity of stakeholders involved. Different stakeholders may require different approaches based on their level of interest, influence, and expertise. The planned meetings and events in the engagement calendar should include a right mix of participatory methodologies that are also adapted to different phases of the project and required outputs.

The Figure 2: Engagement methods and approaches illustrates a non-exhaustive selection of possible approaches and methods, while Chapter 7 provides a more in-depth description of some of the more complex approaches deemed suitable for the community co-design processes that are foreseen in the REVIVE project.



**Figure 2: Engagement methods and approaches**

### **Setting the Agenda**

Once the approach is chosen, the next step is to set a detailed agenda for each engagement activity. The agenda should reflect the objectives, the topics of discussion, the participants, and the organisational structure based on the event type. It should foresee enough time to ensure space for presentations, discussion, decision-making and conclusions. The agenda should also allow some additional room for adjustments to address unexpected issues and prolonged discussions. Slots for informal meetups during pauses and coffee/meal breaks, informal meeting spaces like smaller



breakout rooms or areas where people can connect should be foreseen as well.

When developing the agenda partners should take into consideration the overall timing that will allow the participation of all relevant stakeholders without compromising their usual busy working schedules and obligations. An agenda organised in a way that is respectful of stakeholders' time will facilitate participation and build stakeholders' trust in the whole process.

### **Organizing Logistics**

Effective logistics planning is crucial for ensuring the smooth execution of engagement activities. This includes:

- Venue Selection: Choose accessible venues that meet the needs of the participants and are equipped with necessary facilities. The accessibility for persons with disabilities to the events also providing personal assistants, if needed, should be considered for each event.
- Resource Preparation: Ensure all materials and resources are ready, including facilitation tools, presentation aids, and documentation supplies. Provide outputs and formats that are accessible to the largest number of people.
- Facilitation Support: Arrange for skilled facilitators to manage discussions and guide participants towards meeting the objectives.

### **Establishing communication channels and activities**

Effective communication is essential to inform stakeholders about the engagement process, encourage participation, and keep everyone updated. This involves:

- Pre-Engagement Communication: Provide stakeholders with the necessary information, including the engagement calendar, agendas, and background materials.
- Ongoing Communication: Maintain regular updates to stakeholders on the progress and outcomes of engagement activities.
- Feedback Mechanisms: Create opportunities for stakeholders to provide input on the process and outcomes. Invite the stakeholders to fill out the satisfaction survey (**Annex IV of the REVIVE Communication strategy**) available on project's website, or hand out the printed survey in the local language to facilitate the responses.
- Documentation and Reporting: Ensure thorough documentation of discussions, decisions, and follow-up actions, and share these reports with all participants.





## **Monitoring and Reporting**

Continuous monitoring and reporting are vital to assess the effectiveness of the engagement process and to make necessary adjustments. This includes:

- **Monitoring Engagement Activities:** Track participation, engagement levels, and the achievement of objectives.
- **Analysis of stakeholders:** Update stakeholders maps according to different steps and needs in pilot implementation, assess key actors for each step.
- **Reporting Outcomes:** Regularly report on the results of engagement activities, including stakeholder feedback and decisions made. The **Event report** (Annex III of this document) should be delivered after each meeting or event.
- **Adjusting Strategies:** Use monitoring data to refine the engagement approach, ensuring it remains effective and responsive to stakeholder needs.

## **7. Participatory methodologies and approaches**

The processes of participatory design represent a central tool for activating untapped resources, fostering the sharing of goals, overcoming conflicts, finding creative and innovative solutions, and enhancing the skills and energies that different actors can bring to the table. These processes put into motion complex dynamics based on the construction of social networks at both local and supra-local levels and models of collaboration that go beyond the more traditional vertical modes of engagement between decision-makers and implementers.

The methods proposed below are characterised by some common features aimed at promoting the creation of multisectoral networks and cohesive working groups, as well as stimulating a user-centred approach in the design of actions. These examples are only meant to stimulate partners and selected facilitators in pilot areas to reflect on the most suitable approaches in stakeholder engagement, to be eventually included in the wider calendar of workshops, meetings, focus groups, round-tables, public communication events and similar that will take part during the co-design and pilot implementation (testing) phases.



## **7.1. Open Space Technology (O.S.T)**

Open Space Technology (O.S.T) is a facilitation technique designed to promote creative exchange among stakeholders within a single day. Open Space is suitable for adoption in the preliminary stages of a co-design process and is particularly useful for encouraging the emergence of new viewpoints and fostering a creative and innovative approach to complex issues. The convivial aspect is crucial to the success of an O.S.T: the technique's inventor noted that the most productive moments of traditional conferences are the coffee breaks, where the informal atmosphere promotes intense and original interpersonal relationships and discussions.

Open Space is structured around a full day of work on a major theme, articulated through an open question of interest and relevance to all participants. The specific agenda for the 'day's work is not pre-arranged by the organisers but is defined by the participants themselves during the initial "market of themes" session. The day alternates between plenary sessions and small group discussions, concluding with the creation of an instant report, complete with event photos.

## **7.2. Building shared scenarios - *The European Awareness Scenario Workshops***

Visioning techniques and methods for building shared scenarios are designed to involve key actors and stakeholders in the co-design of an activity or a project, allowing for the shared definition of a "vision for change" that starts from the formulation of a series of scenarios and culminates in the formalisation of values, objectives, and actions for the entire process. These visioning techniques are particularly suited to initiating a participatory process or being used in its early stages when participants are required to utilise skills, creativity, and visioning capabilities.

Among these methods, the most well-known is the European Awareness Scenario Workshop (EASW), developed by the European Commission in the context of sustainable development and participatory urban planning and later formalised and replicated in numerous different contexts. An EASW workshop brings together stakeholders from various categories (e.g., entrepreneurs, administrators, association representatives, experts) to work



in two distinct steps, each organised into working groups supported by facilitators experienced in managing such events. Firstly, the workshop aims to identify the most desirable future scenario and then outline the actions needed to achieve it.

### Implementation:

1. Participants are identified based on their belonging to different stakeholder categories and invited to participate in the workshop.
2. **Workshop Day One: Building Shared Scenarios** - In this session, participants are divided into homogeneous interest groups to work on a common vision for their category.
3. **Workshop Day Two: Action Planning** - Participants are divided into mixed groups based on shared thematic areas to identify and detail proposals and necessary actions, including the roles and responsibilities of the different categories.

### 7.3. Consensus Building

Consensus building is a process that facilitates the achievement of shared solutions by leveraging a series of facilitation methods. This approach is particularly suited to addressing conflictual decisions or reaching agreements in negotiations. Consensus building involves working with various stakeholders to identify shared solutions, moving beyond positional opposition toward convergence on common needs and interests.

A working group is formed, composed of representatives of the different interests involved, with the mandate to find an agreement, supported by a mediator. The process revolves around mediators who alternate between individual and collective meetings to guide the parties towards an agreement.

### Implementation:

1. **Assessment:** The mediator aims to understand stakeholders' needs and concerns through in-depth interviews, mapping the conflict's various dimensions and/or individual actors' needs.
2. **Agenda Setting and Preparation:** Based on the assessment results, a work plan is established, identifying elements to address and issues to resolve, with preparatory materials prepared for common work.
3. **Problem Solving:** This phase opens the negotiation process with the working group. In group meetings, actors discuss needs and critical issues to define different scenarios/options for each critical element,



encouraging creative solutions under a facilitator's guidance. The facilitator helps participants identify various alternative scenarios by combining proposed solutions.

4. **Agreement:** Before evaluating alternative scenarios, the facilitator helps participants share criteria for their evaluation. After eliminating clearly unacceptable options, participants refine remaining solutions to meet respective needs. The process is iterative and based on progressively refining a final proposal.

#### 7.4. Participatory service design

Service design encompasses a set of interpretive models and operational tools that enable two key objectives. First, it promotes the use of a logical-analytical work method to achieve maximum awareness and shared understanding of relevant elements through the various phases of service design. Second, it emphasises a human- and user-centred approach that allows ample space for the participation of diverse stakeholders and creative discussion (co-design).

The service design approach is particularly suitable for developing new services, especially collaborative ones. Service design interventions are processes whose phases are designed by identifying the most functional analysis or design tools for the process's objectives, the number and nature of the involved stakeholders, and the expected results. The phases of service design are generally identified as the "4Ds" (Discover, Define, Develop, Deliver), with a series of operational tools available for each phase provided by facilitators.

##### Implementation:

1. **Discover:** In the first phase, tools such as the Stakeholder Map and Personas models are used to create hypothetical profiles to simulate the needs of specific user categories and context simulations to analyse daily behaviours.
2. **Define:** Using the Customer Journey Map, which graphically represents the user's "path" in accessing the service and the emotions associated with it, the usage modes and expectations of the target user are defined, and the priority characteristics of the new service to be designed are determined.
3. **Develop:** In the third phase, alternative possibilities are developed and explored for how a new service can solve the 'user's problem and how it should be designed to be consistent with the characteristics



identified in the previous phase, using techniques such as Idea Generation and Scenario Design.

4. **Deliver:** A synthesis of the positive elements from the alternatives produced in the previous phase is carried out. The result will be the prototyping of a functional service, ready to be implemented and used by the users.

## 8. Conclusion

The Engagement strategy of REVIVE project aims to provide a tool to project partners to facilitate and foster collaboration of stakeholder groups within the seven pilot areas. By encouraging strong involvement of local communities, public entities, economic operators, universities and civil society, the strategy ensures the inclusion of diverse perspectives, needs and interests in the co-design and implementation of collaborative business models and innovative digital services.

The engagement process, structured into phases that follow different steps of the project implementation, promotes continuous participation, adaptability, and the importance of building trust among stakeholders. It encourages the use of participatory methodologies, like Open Space Technology, Consensus Building, and Participatory Service Design, to further strengthen the 'community's role in driving the pilot actions implementation.

The lessons learned from the engagement processes will be also important for scaling and replicating the innovative solutions across the transnational network of ICCs. The ongoing collaboration will foster economic dynamism and improve the quality of life for communities in internal territories of the Interreg Euro-MED transnational cooperation area.



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**Annex I: Stakeholders groups (see excel file)**

**Annex II: REVIVE Engagement calendar (see excel file)**



## Annex III: Event report

<b>NAME OF THE EVENT, DATE (D/M/Y), CITY, COUNTRY</b>	
<b>TIMEFRAME OF THE EVENT - please indicate</b> (Upcoming or Finished)	
<b>CATEGORY OF THE EVENT - please indicate</b> (meeting, workshop, round table, co-design workshop, information/communication events, capacity building, pilot actions, capitalisation events...)	
<b>INFORMATION/TEXT</b> <i>Note: Not more than 1000 characters.</i>  <i>It should provide a clear overview of the event, expected results and 'partners' role in the entire process!</i>	
<b>STAKEHOLDERS INVOLVED</b> <i>Note: Not more than 500 characters.</i> <i>A brief description of stakeholders that participated at the event</i>	
<b>Link to web page (if applicable)</b>	
<b>Other comments:</b> <i>Note: This part should be filled only if additional explanations should be given to the editor!</i>	

**Note:**

*\*All information should be provided in English!*





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*\*\* please provide at least 3 photos (and max. 10) from the event with content of: working atmosphere, relaxed atmosphere, photos with stakeholders, people participating on the event, join photo of the participants, or photos from the surrounding area of the venue or near location visited during the event, photo of the banner of the project.*

*\*The event reports and the photos should be sent to the emails:*

*[ebalamou@anetel.com](mailto:ebalamou@anetel.com); [lorena.vidas@ancitoscana.it](mailto:lorena.vidas@ancitoscana.it); [valentina.marchi@ibe.cnr.it](mailto:valentina.marchi@ibe.cnr.it)  
[danica.nesevic@swg-seerural.org](mailto:danica.nesevic@swg-seerural.org)*

*Please also include all material from the event: Agenda, List of participants, presentations, etc respecting visibility of the project logo, logo of the partner who is organising the event. All documents should be made in pdf format.*