Methodology for analyzing the state of the art

Final version of 05/05/2021

D.4.1.1

Project Full Title	Framework initiative fostering the sustainable development of Adriatic small ports
Project Acronym	FRAMESPORT
Project ID	10253074
Project Website	https://www.italy-croatia.eu/web/framesport
Priority Axis	4 – Maritime Transport
Specific Objective	4.1
Work Package	4
Work Package title	DEFINITION OF A COMMON PATH CONVEYING MACRO THEMES INTO ACTIONS
Deliverable Nr.	4.1.1
Status	~~Draft/Revised/~~Final
Partner in charge	MMPI
Dissemination Level	Public/~~Partnership~~

Table of Contents

1. Introduction

1.1. The FRAMESPORT project

Small ports are currently encountering crunch times: excess of berths, concerning demand levels, is to be underlined with particular reference to Italy, thus resulting in a difficult economic and financial condition of companies and organizations, which are also facing in parallel a steadily increase mean age of users. Moreover, the traditional relationships between the Italian and Croatian systems in the Adriatic turns out to be unbalanced, as far as the Croatian marinas are attracting more users. An overall issue of lack of competitiveness exists for both Italian and Croatian small ports and marinas in the Adriatic. As a consequence, there is the need of implementing new business models, measures and actions, especially in the Italian side, aimed at recovering overall efficiency, that is, optimizing the existing assets as to be more competitive and attractive.

In this purpose, the main objective of FRAMESPORT project is to promote the homogeneous improvement as well as a harmonized and more efficient development of small Adriatic ports by providing a strategic framework that will guide their future development in the long run, thereby contributing to the enhancement of their function of drivers for the sustainable growth of the coastal areas, and of strategic connection nodes both towards the sea and the hinterland.

Projects´ goal is tied to a specific objective (i.e. objective 4.1) that is to improve the quality, safety and environmental sustainability of marine and coastal transport services and nodes by promoting multimodality in the programme area. FRAMESPORT is therefore developing an "umbrella" framework initiative that will both deliver strategic guidance as well specific as it will collect relevant experiences and feedbacks coming from best practices and pilot actions along the Adriatic coasts. At the same time, considering the wide variety of territories making up the Adriatic area, some main transversal, as well as specific topics and fields are going to be tackled.

1.2. Contextualizing WP4

Work package 4 of the project "*Conveying knowledge of macro-themes into actions*" represents the connection between the core strategic technical approach of WP3 and the more practical approach of pilot actions adopted in WP5. In fact, while WP3 is the central technological task of FRAMESPORT in which both the systematization of the related data on small ports (collected through activities in WP4) and the definition of a particular strategic approach (also thanks to the pilot actions implementation and related results performed in WP5) to their future growth are carried out, the

WP4 is essentially a follow-up to the entire evolution of the FRAMESPORT project, which is the cornerstone of the platform for collecting information on small port infrastructures and their potentialities. The following picture summarize the overall structure of the technical WPs of the project where it is evident the connecting role of WP4.
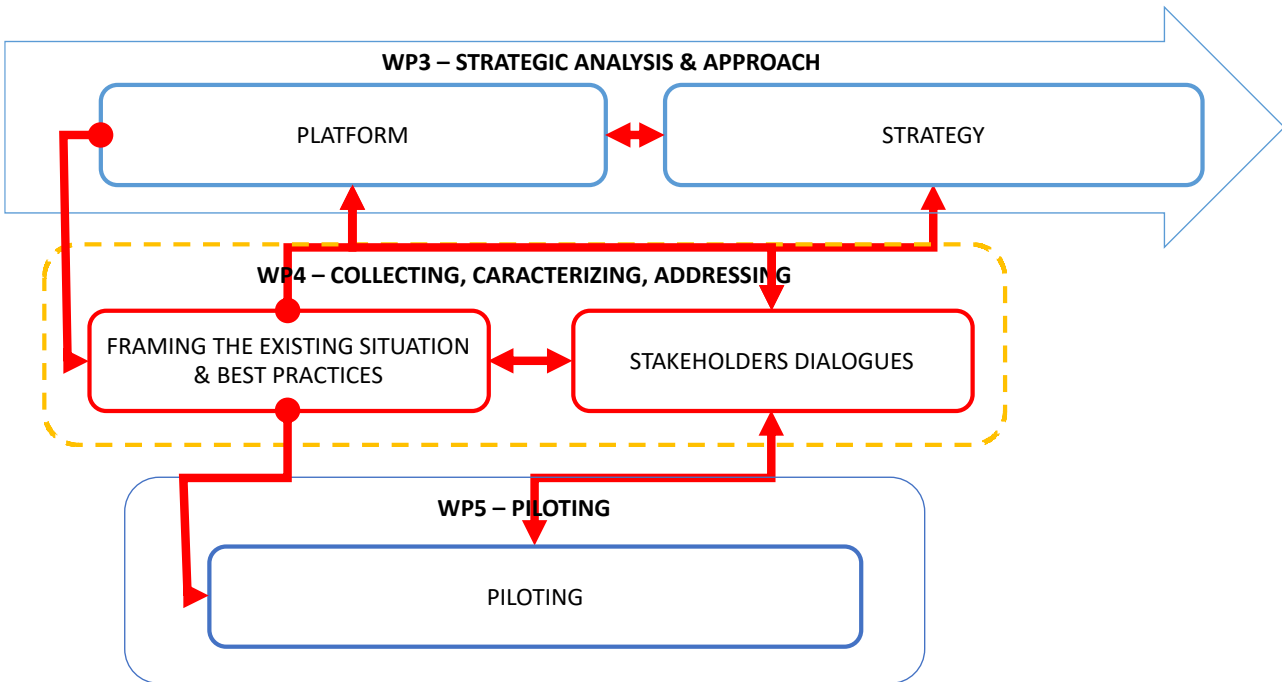
It contributes in defining the general picture of the small port phenomenon in the Programme area, thus delivering the wide set of baseline data requested to fuel the database, as well as the information on the existing best practices and initiatives which are characterizing the small ports in the Programme area. Furthermore, WP4 is also ruling the dialogue between partners and the relevant stakeholders of their territories, not only for the mere collection of information but above all to discuss and define priority themes and needs to be faced and actions to be implemented at an upper level, thus contributing to the definition of the FRAMESPORT overall Strategy.

1.3.Purpose of this document

This document is representing the overall organization of WP4, which consists of five activities and several deliverables resulting in better knowing and understanding the small ports phenomenon and best practices, as well as in addressing dialogue with stakeholders to ensure deliverables durability and transferability after the project ends.

Its role within WP4 is pictured in following scheme.
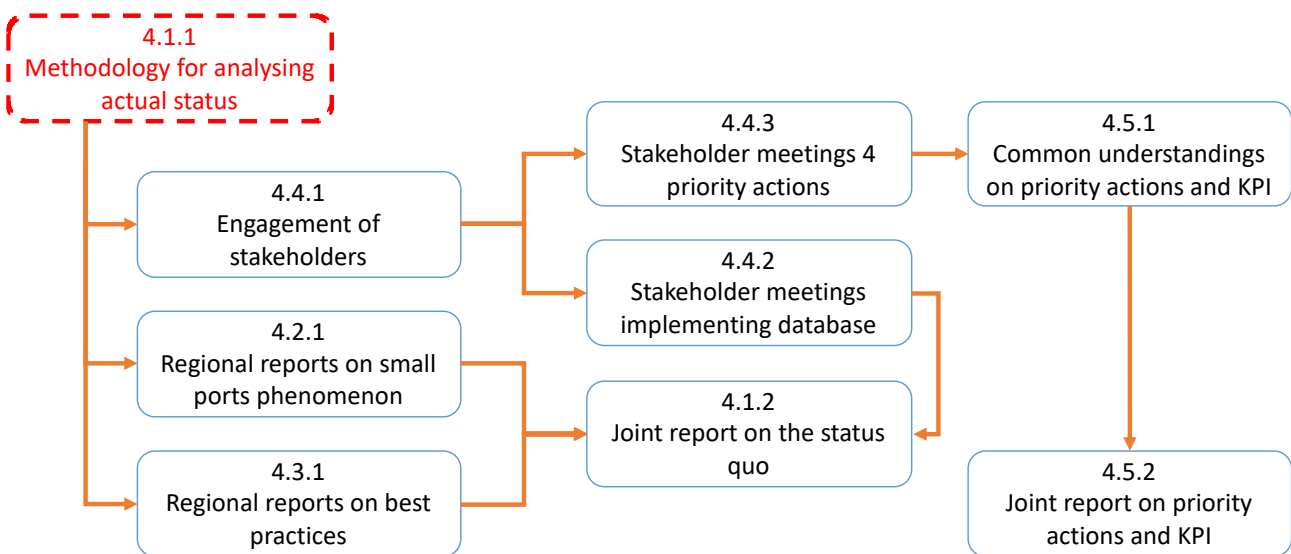
2. Overall methodology and approach

2.1. The framework approach to the analysis

The overall detailed structure of WP4 is depicted in the following schemes.

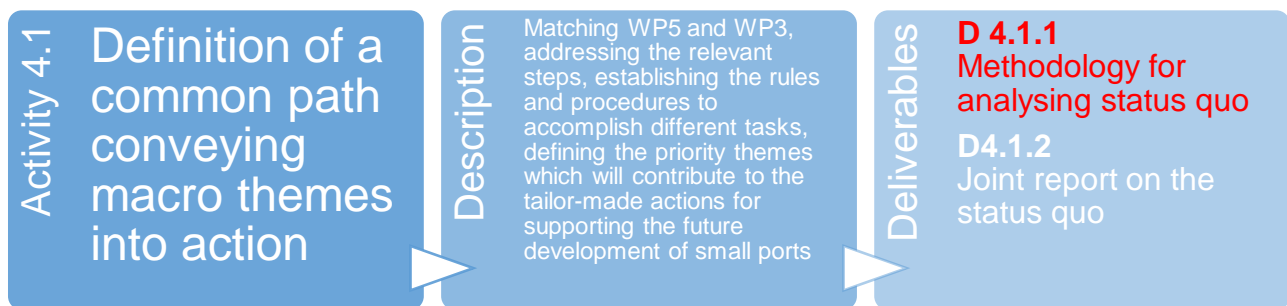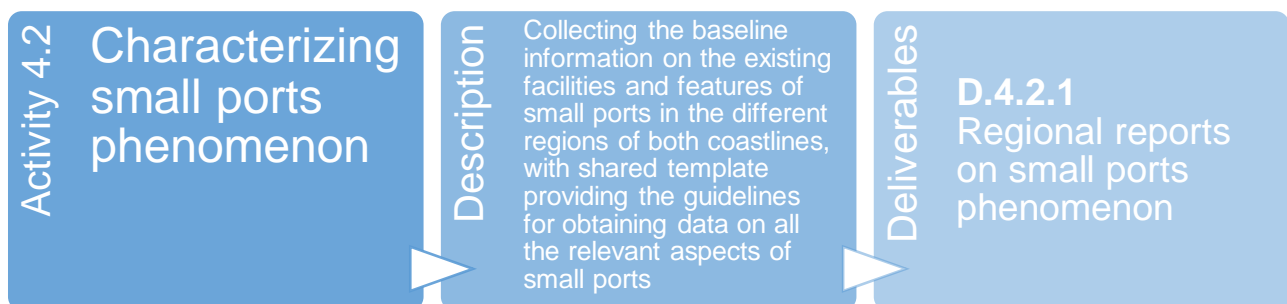| Activity 4.1	Description	Deliverables
Definition of a common path conveying macro themes into action	Matching WP5 and WP3, addressing the relevant steps, establishing the rules and procedures to accomplish different tasks, defining the priority themes which will contribute to the tailor-made actions for supporting the future development of small ports	**D 4.1.1** Methodology for analysing status quo **D4.1.2** Joint report on the status quo

Activity 4.1 is representing the main guideline on how to deal with the overall set of tasks to be performed within this WP and it is at first including the present document (4.1.1), as well as the sum-up results of the analysis carried out by partners in the different territories (4.1.2), and formally joining 4.2.1 and 4.3.1 reports.

Activity 4.2	Description	Deliverables
Characterizing small ports phenomenon	Collecting the baseline information on the existing facilities and features of small ports in the different regions of both coastlines, with shared template providing the guidelines for obtaining data on all the relevant aspects of small ports	**D.4.2.1** Regional reports on small ports phenomenon

Activity 4.2 is then going to collect the baseline information and data to realize the common database that will then feed the platform. In this purpose, the efforts of WP3 in delivering the main questionnaire driving the collection of information is going to be applied y each partner thus leading to the development of regional reports on small ports phenomenon (4.2.1).

A dedicated analysis is then foreseen in Activity 4.3 where the collection of best practices and examples of innovative approaches, solutions or services that would be useful to frame and contextualize the phenomenon on each territory will allow to enlarge the set of information that will be made available to all partners and related stakeholders. In this purpose, each region will deliver a specific report on best practices on the sector (4.3.1).

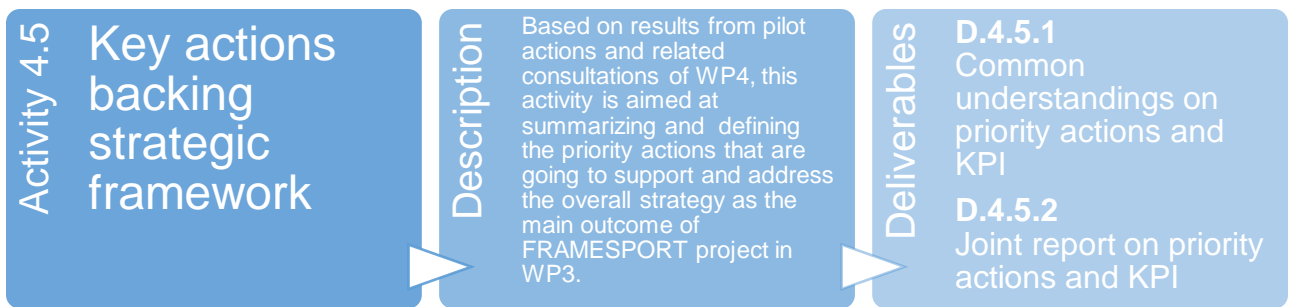| Activity 4.3	Best practices as backbone of pilot actions	Description	Analysis of relevant experiences and best practices for a shared knowledge	Deliverables	D.4.3.1 Regional reports on best practices
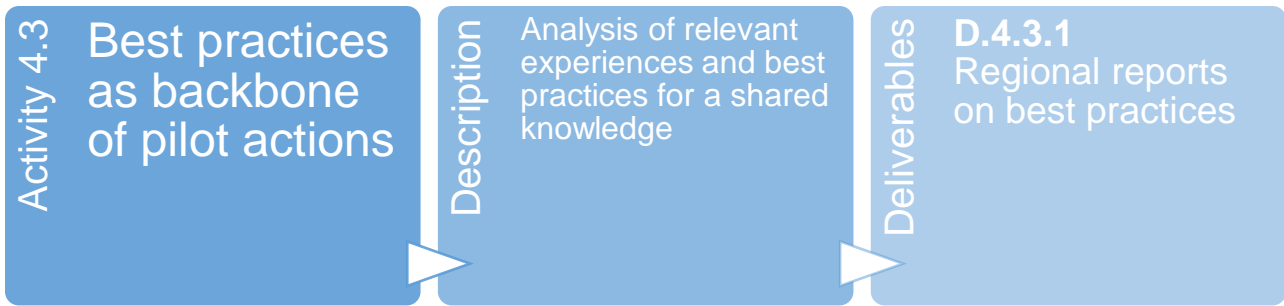
The second group of Activities of this WP (namely 4.4 and 4.5), is basically ruling the involvement of stakeholders along the project lifetime, thus encompassing their double role of data sources from one side and of opinion makers on the other side.

In this purpose, beside the engagement rules (4.4.1), meeting with relevant stakeholders will be organized by each partner/region in order to:

- easy the collection of data and information through the questionnaire developed in WP3 (4.4.2) and
- define the most suitable priorities to be tackled in developing the expected strategy (4.4.3)

As a result of such consultation, and also on the basis of the results of the piloting experiences, the sum-up of such comments, suggestions and prioritized feedbacks (4.5.2) are going to deliver a specific position (4.5.1) to be conveyed to the final elaboration of the strategy expected in the second and last part of WP3.

Activity 4.4	Key dialogues with stakeholders assessing phenomenon needs as well as defining priorities	Description	Interactions aimed at dialoguing with stakeholders in order to define the most appropriate actions to be carried out to meet Framesports goals	Deliverables	D.4.4.1 Engagement rules for stakeholders meeting D.4.4.2 Stakeholder meetings implementing database D.4.4.3 Stakeholder meetings highlighting priority actions

| Activity 4.5 | Key actions backing strategic framework | Description | Based on results from pilot actions and related consultations of WP4, this activity is aimed at summarizing and defining the priority actions that are going to support and address the overall strategy as the main outcome of FRAMESPORT project in WP3. | Deliverables | **D.4.5.1** Common understandings on priority actions and KPI **D.4.5.2** Joint report on priority actions and KPI |

As final remark, with reference to the above mentioned deliverables and activities, the key outputs are listed in the following scheme according to their relevance in connection to the different activities previously described.

O. 4.1 Guidelines on common framework development

O. 4.2 FRAMESPORT common framework on small ports phenomenon

O. 4.3 FRAMESPORT stakeholder involvement approach

O. 4.4 FRAMESPORT prioritization index
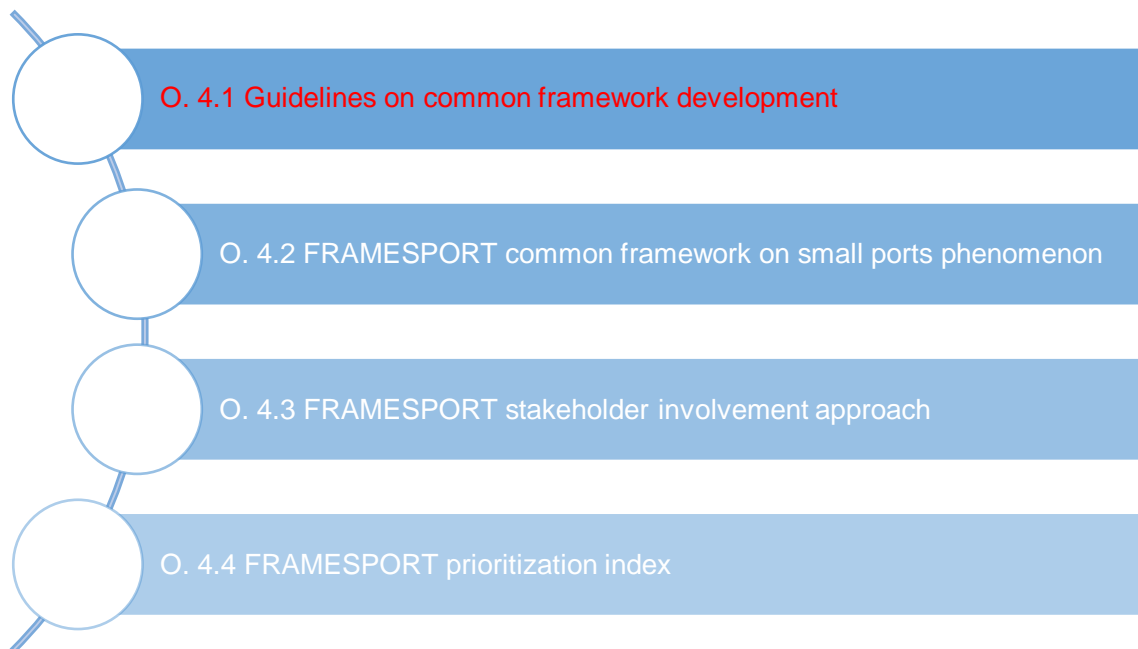
2.2.Collecting data and information

The collection of data, information and feedbacks represent the core strategic steps of WP4 in more general terms. This is structured in two main phases connected to two different needs from the point of view of the project.

- At first one which is basically aimed at gathering data through the submission of the questionnaire developed within the WP3 and
- A second one oriented to collect opinions and suggestions of a wider set of stakeholders that each partner will involve to gather relevant hints for the development of an appropriate set of proposal to be used for the definition of the strategy.

2.2.1. Small ports phenomenon

Defining the current state of the art in relation to the small ports phenomenon requires information that are going to affect also the other WPs (with particular reference to WP3) as well as data that will affect transferability of information and outcomes that might be used for further developing of small ports. In this purpose, a complete desk analysis would suffice to obtain a quasi-exhaustive list of the status of small ports, their growth, and their effect on the surrounding coastal areas. Such a list will, however, be useless without an evaluation process concerning:

a) the actual state of the infrastructure equipment of small ports, services they offer to their customers and visitors, how important sustainability is, what their plans for developing are, etc.

b) Impact on surrounding areas (opportunities for growth together with neighbouring area or hinterland)

For this reason, the methodology to be followed requires a double level of investigation:

I.a literature-based desk search, to identify both the consolidated, state-of-the-art and prospect/most promising development.

II. surveys, interviews and field research, to acquire the opinion of stakeholders and include their knowledge on the topic in future outputs and deliverables.

While this second step is being entirely represented as a part of WP4 development activity (i.e. encompassing in particular the whole set of 4.4 activities concerning stakeholders' involvement), the first step flows from the efforts of WP3, where a dedicated questionnaire was studied and developed in order to collect an exhaustive set of data and information on small ports of the different regions (**Annex IV**).

Such questionnaire is then going to represent the baseline tool that WP4 is going to use in drafting the picture of the existing current state of the art of the phenomenon (i.e. Activities 4.1 and 4.2), being supported by dedicated dialogues with stakeholders (i.e. Activity 4.4).

In fact, the questionnaire developed by the LP CORILA is answering the need of data to rely on in building and feeding an ICT platform being core part of WP3 and which will provide information on small ports of the Programme area as a whole. Being continuously updated, it will be available by all stakeholders that want to use the FRAMESPORT project as an example and derive from the project knowledge in terms of guidelines, suggestions, and best practices a baseline for the sustainable development of small ports in the territory of their competence.

More into detail, considering the structure of the questionnaire, the portal will provide part of the information gathered through it such as:

- General port information (i.e. name, dimensional characteristics of the port, information required for mooring, port area, port equipment etc..)
- Ports users' profiles
- Accessibility, Bathymetry, Weather information
- Local services to the vessel, yachtsmen, Events, Culture

It will furthermore include information on local authorities and companies that define and control the operation of small ports, such as the official protocols to be followed upon arrival/before departure in small ports and the regulations to be complied with. In addition to basic and formal information on ports, the portal will provide information on sustainability best practices, monitor ports KPI's, link to pilot projects in the area and regulation that involve ports which are coming also from the results of the consultation adopted with the stakeholders.

Thereby, the results of the collected data from the questionnaires, that will be submitted to all small ports of the single region/county of the program area, will have the purpose of mapping the infrastructural and service equipment of the small ports, to be able to identify the current art of the status quo but also, potential and future development trajectories.

In this purpose, a single report from all the regions involved in the project will be realized according to the following scheme which is summarizing partner's role in the delivery of each single D.4.2.1 – Regional reports on small ports phenomenon:

Nr	PARTNER	REGION	DELIVERY
1	LP - CORILA	Veneto	
2	PP1 - Municipality of Monfalcone	Friuli-Venezia Giulia	
3	PP2 - ITL	Emilia Romagna	
4	PP3 – ASSET / PP13 - CMCC	Puglia	
5	PP4 - SVIM	Marche	
6	PP5 - ARAP	Abruzzo	
7	PP6 - AAST	Molise	
8	PP7 - Lučka Uprava Umag Novigrad	Istarska	08/2021
9	PP8 - Primorsko-goranska županija	Primorsko-goranska county	
10	PP9 - Županijska lučka uprava zadar	Zadarska county	
11	PP10 - Lučka uprava Šibenik	Šibensko-kninska county,	
12	PP14 - Lučka uprava Senj	Ličko-senjska county	
13	PP15 - HR Ministry of the Sea, Transport and Infrastructure	Splitsko-dalmatinska county	
14	PP15 - HR Ministry of the Sea, Transport and Infrastructure	Dubrovačko-neretvanska county	

The template to develop each regional report on best practices is attached to the present document (**Annex II**) and have to be realized by conducting in parallel a set of interviews / confronts with local institutions, municipalities, tourist boards and even hoteliers, boat charterers operating in small ports and all kind of relevant stakeholders which are identified as those who have an impact on or are impacted by small ports (cfr. Stakeholders role).

Then, the joint report on small ports phenomenon (4.1.2) will be delivered by the WP Leader PP15 - HR Ministry of the Sea, Transport and Infrastructure after the validation of the documentation provided by other partners and will also include the outcomes of the regional reports on best practices.

2.2.2. Best practices

Collecting relevant experiences and best practices related to the management and development of small ports is representing a strategic issue that enable to widen the perspective on both the phenomenon *di per se*, as well as on the opportunities to shared for further improvements. Moreover, when talking about best practices, at least a double approach has to be duly taken into consideration:

- from one side the opportunity to report on best practices derived from past or ongoing European projects, and
- from the other the possibility to describe specific approaches to given themes/topics in response to the peculiar needs of these infrastructures

In this purpose, such analysis will be reported on a regional basis and will collect relevant information to be shared through the platform and then used as an important input for the development of the FRAMESPORT strategy.

A shared template providing guidance-structure on how to report on best practices is provided attached to the present document (**Annex III**). Each PP will then report on best practices at the regional level regarding its own regional context to provide information sources to be acquired on the WP3 platform.

Then, while the combination of both sources (EU projects and specific approaches/initiatives) are going to gradually compose part of a common background of experiences, the different contributions of the regional reports on best practices (4.3.1) will then flow into a joint report (4.1.2) that will allow further developments of small ports in the Programme area.

The following scheme is summarizing partner's role in the delivery of each single D.4.3.1 – Regional reports on best practices:

Nr	PARTNER	REGION	DELIVERY
1	LP - CORILA	Veneto	
2	PP1 - Municipality of Monfalcone	Friuli-Venezia Giulia	
3	PP2 - ITL	Emilia Romagna	**06/2021**
4	PP3 – ASSET / PP13 - CMCC	Puglia	
5	PP4 - SVIM	Marche	
6	PP5 - ARAP	Abruzzo	

7	PP6 - AAST	Molise
8	PP7 - Lučka Uprava Umag Novigrad	Istarska
9	PP8 - Primorsko-goranska županija	Primorsko-goranska county
10	PP9 - Županijska lučka uprava zadar	Zadarska county
11	PP10 - Lučka uprava Šibenik	Šibensko-kninska county,
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The template to develop each regional reports on best practices is attached to the present document (**Annex III**).

2.3.Stakeholders role

To reach the expected goal of the project, it is of utmost importance to create multilevel cooperation with different kind of stakeholders, thus allowing the engagement of the whole representatives of the quadruple helix (government, society, academic and research). In fact, it is just through cooperation that it is possible to efficiently collect and systematize data that could increase the scope and benefits of the project, thanks to an enlarged perspective both from a geographical and sectorial point of view.

This cannot be done but by involving both Italy and Croatia (and eventually other Countries), so that it will be possible to harmonize the development of the nodes, sharing the most effective business models, regulations and planning processes as well as creative and innovative tools at a Adriatic geographical level.

In this purpose, the adoption of an inclusive approach involving a multifaceted set of stakeholders (interested in the long list of themes useful for small ports development) will allow the project partners to face the problems from different point of views: stakeholders consultation will accompany WP4 development thus ensuring a bottom-up approach to the main priorities to be considered for the overall development of small ports strategy.

2.3.1. Identifying and mapping stakeholders

As a first involving step is to brainstorm which are the project stakeholders that should be somehow involved in the different stages of the project advancement, and including both the consultation process, as well as the strategic feedback requested later on in the development of the project.

In this purpose, as part of this action, it is fundamental to think about all the people, entities, companies which are affected by this project, which have control or power over it, or which have an interest in its efficient or unsuccessful conclusion.

Even before project partners reach stakeholders or even before meetings with stakeholders take place, each partner shall compose a list of stakeholders which will be invited to be involved in the project. It is important to include stakeholders which can make the difference and which hold the power to make changes for small ports developments and management, as depicted in the following scheme.
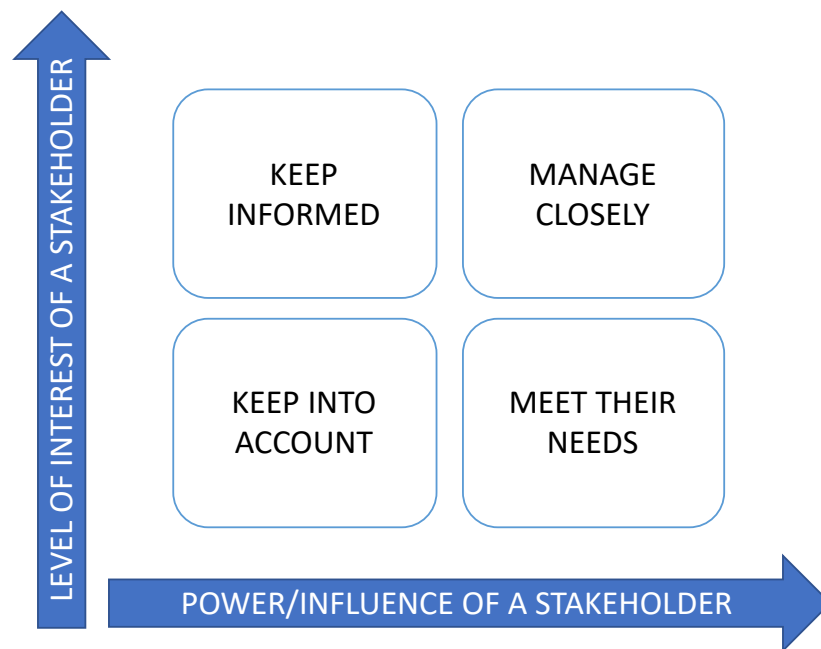
Stakeholder mapping is the visual representation of the stakeholder analysis, organizing those people according to the key criteria with which you will be managing them during the project implementation. Some of those criteria may include interest, influence, financial stake, emotional stake, those on the periphery who are still important enough to keep in the loop, etc. This can be done on a grid or in a spreadsheet.

Nonetheless, the stakeholder theme will be part of a dedicated document (D.4.4.1 – Engagement of stakeholders) addressing their involvement and ruling expected interactions with partner and project activities. The following paragraphs are only resuming the logical approach to their involvement.

2.3.2. Involving stakeholders

WP4 overall approach in the involvement of stakeholders is two folded: in fact, while a first step of the WP4 is basically including the collection of data to deliver the regional reports describing the current state of the art of this specific topic within their area, the second step is addressing the more strategic themes and priorities to be tackled and highlighted in order to define/suggest contents to the overall strategic perspective to be developed.
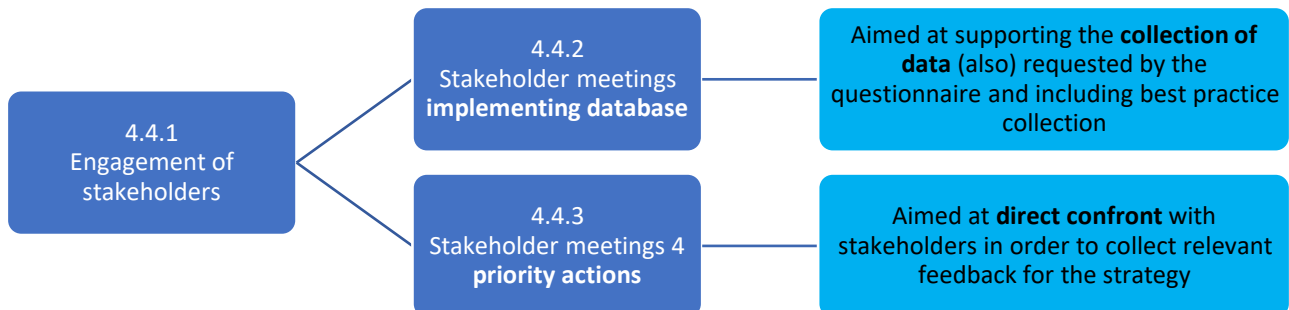
2.3.2.1. Involving to know and learn (D 4.4.2)

The first step of involvement is paired with the overall aim of getting in touch with a certain type of stakeholders that are basically representing the small ports of each area to collect data and information to feed the database and, consequently, the platform.

In this sense, a minimum set of two meetings per region has to be accomplished as to abide to Application Form expectations.

2.3.2.2. Involving to confront and get directions (D.4.4.3)

The second step of the involvement is more oriented to collect relevant feedbacks from a wider set of stakeholders that will be requested to consider a more strategic perspective in order to suggest and convey particular themes as priorities to the upper level of the governance of the system.

Also in this case, a minimum set of two meetings have to be organized in order to cope with what foreseen within the Application Form of the project.

2.3.3. Transferring strategic consultation results
The completion of the bridge of WP4 to the strategy to be realized within the last part of WP3 is represented by the requested efforts of Activity 4.5 where at first a general resuming report will recap the main results of the consultations in terms of priorities highlighted (D.4.5.1), while a second step needs to be further completed in order to convey the proper messages to the upper institutional level that will be addressed by the strategy.

Annexes

I. GANTT

					M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36
FRAMESPORT - GANTT (V_11.12.2020)					2020							2021												2022											
Act.	Del.	Deliverable Name	Due date	Lead	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
A.4.1	D.4.1.1	Methodology for analysing status quo	30.01.21	MMPI												◊																			
A.4.1	D.4.1.2	Joint report on the status quo	30.04.21	MMPI																◊															
A.4.2	D.4.2.1	Regional reports on small ports phenomenon	30.03.21	ALL															◊																
A.4.3	D.4.3.1	Regional reports on best practices	30.03.21	ALL													◊																		
A.4.4	D.4.4.1	Engagement rules for stakeholders meeting	30.12.20	MMPI												◊																			
A.4.4	D.4.4.2	Stakeholder meetings implementing database	30.01.21	ALL														◊																	
A.4.4	D.4.4.3	Stakeholder meetings highlighting priority actions	30.09.22	ALL																													◊		
A.4.5	D.4.5.1	Common understandings on priority actions and KPI	30.03.22	MMPI																							◊							
A.4.5	D.4.5.2	Joint report on priority actions and KPI	30.10.22	MMPI																														◊	

European Regional Development Fund

II. Structure of regional reports on small ports phenomenon

1. Introduction
   1.1. Purpose of the document
2. The region in a nutshell
   2.1. Socio-economic description of the region/county
   2.2. Regional transport and mobility overview and main features
   2.3. Overall governance and transport planning references
3. Analysis of regional small ports' phenomenon (i.e.e resulting from the analysis of the result of the questionnaire)
   3.1. Overall description of available infrastructures (position, visualisation, berth details and capacities, hinterland connection)
   3.2. Overall description of available services for users (technical services, nautical services, waste collection, touristic services)
   3.3. Overall information on annual traffic data (cargo/ro-ro/passengers/locals)
4. SWOT analysis on small port's phenomenon
5. Conclusions

III.   Best practices report form

Interreg Italy - Croatia FRAMESPORT European Regional Development Fund EUROPEAN UNION	**BEST PRACTICE REPORT FORM**

Best practice title:

Best practice(s) description – in few sentences/bullet points please advise/explain:
- **best practice description;**
- **give an overview about who it is intended for;**
- **recommend how it can be advanced (Improved).**

Please explain potential transferability in region

IV. Questionnaire to collect data from small ports of the area

Croatian	https://ec.europa.eu/eusurvey/runner/IUAV_questionnario_framesport_servizi_porti
Italian	https://ec.europa.eu/eusurvey/runner/IUAV_questionnario_framesport_servizi_porti