

Engagement rules for stakeholders' meetings

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Table of Contents

1. Introduction.....	5
1.1. Purpose of this document.....	5
2. Stakeholder engagement – theoretical background.....	8
2.1. Identifying stakeholders.....	8
2.2. Key principles of stakeholder engagement.....	9
2.2.1. Communication.....	10
2.2.2. Consult, early and often.....	11
2.2.3. Remember, they’re only human.....	12
2.2.4. Plan it!.....	13
2.2.5. Relationships are key.....	14
2.2.6. Simple, but not easy.....	14
2.2.7. Just part of managing risk.....	15
2.2.8. Compromise.....	15
2.2.9. Understand what success is.....	16
2.2.10. Take responsibility.....	17
2.3. The stakeholders’ engagement strategy design.....	17
3. Stakeholders meetings.....	20
3.1. Identifying stakeholders.....	20
3.2. Meetings.....	20
3.3. Governmental stakeholder support.....	20
3.4. Documentation.....	21
4. Stakeholders meeting implementation database.....	22
5. Stakeholder meetings highlighting priority actions.....	24
Appendix 1: GANTT.....	25
Appendix 2: Stakeholders list.....	26
Appendix 3: Minutes of meeting template.....	27

Sources **28**

1. Introduction

Small ports are currently experiencing crunch times. Excess berths, concerning the level of demand, is to be underlined with particular reference to Italy, resulting in a difficult economic and financial situation for companies and organizations which are also faced a constant increase in the average age of users. Moreover, the traditional relationship between the Italian and Croatian systems in the Adriatic turns out to be unbalanced, as far as the Croatian marinas attract more users. There is a general lack of competitiveness 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 aimed at restoring overall efficiency, i.e. optimizing existing assets as being more competitive and attractive.

FRAMESPORT's main objective is to support the homogeneous improvement of small Adriatic ports by providing a strategic framework that will guide their future development and contribute to enhancing their role as drivers of sustainable coastal growth. 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". It will both deliver strategic guidance on how homogeneously developing small Adriatic ports, as well as collecting relevant experiences and feedbacks coming from best practices and piloting experiences along the Adriatic coasts.

WP4 represents the link between the core strategic technical approach requested by WP3 and the more practical one of the pilot actions adopted in WP5. In fact, it contributes to the definition of the general picture of the small port phenomenon in the program area, thereby providing a wide range of baseline data requested to fuel the database, as well as information on existing best practices and initiatives that characterize small ports. Furthermore, there is also a dialogue between all the partners and the relevant stakeholders in their area, not only for the mere collection of information but also for the discussion and definition of the priority themes to be highlighted and actions to be promoted at the upper level in order to contribute to the definition of the overall FRAMESPORT strategy.

1.1. Purpose of this document

Stakeholder involvement is the core of FRAMESPORT and this document outlines the methodology for stakeholder participation in all the activities and deliverables of the project. Stakeholder involvement is of immense importance not only to ensure the right info is obtained and prolonged

results achieved but also to guarantee that documents produced during the project implementation can be used well after project ends, as manual on the strategic and shared approach for stakeholder involvement ensures that the full range of issues and challenges can be comprehended and faced, avoiding many potential problems.

FRAMESPORT concept stems from the intensive dialogue between the participating regions (stakeholders) in recent years, which highlighted the limited status and presence of small ports in the framework of the EU-funded initiatives for the development of the Adriatic and Ionian regions. Indeed, small ports and marinas have only partially participated in such initiatives, even though they have played a key and proactive role in the socio-economic development of the area. To this end, the regions of the IT-HR eligible area have appointed reliable partners to evaluate and propose solutions for their sustainable development in the long run.

Even when partners were drafting project proposal, they included various stakeholders from the two neighbouring countries, concerning different transport sectors, the maritime economy as well as the institutional and legislative bodies.

The more practical core of the FRAMESPORT project relies on the pilot actions performed at the partner level. The adoption of an inclusive approach, thus involving a multifaceted set of stakeholders interested to the long list of themes useful for small ports development, will allow to get in touch with the different priorities and needs of the sector that will be further evaluated. The 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 by adopting a quadruple helix approach in the engagement of different kind of stakeholders, ranging from directly involved operators to institutional bodies (local and regional), from research institutions to associations involved in sports management. Once identified, priorities will be translated into a set of actions that will contribute to furthermore defining the framework in which the FRAMESPORT Strategy will be developed.

FRAMESPORT's efforts will produce two main outcomes: on the one hand, the realization of an ICT platform collecting relevant data on small ports (e.g. their infrastructures, data coming from different types of sensors and on their potentialities) will lead to the definition of a common strategic approach for small ports' development.

FRAMESPORT objectives can be summarized as follows:

FRAMESPORT objectives



Provide a strategic framework for improving small ports sustainable development in the long run



Realizing ICT platform allowing the development of innovative tools for small ports management



Enhancement of competences for harmonized planning and management of small ports

As previously said, the first project goal is to provide a strategic framework for long-term sustainable development of small ports. FRAMESPORT aims to deliver a strategic framework to be used as a reference point by key stakeholders involved in small port management, directing them toward appropriate steps to be taken into account in order to define their own development strategies, by considering the peculiarities of each small port. This document, along with the rest of WP4, helps to define the general picture of the small port phenomenon in the program area, by providing a wide range of baseline data requested to fuel the database that will feed the portal, as well as the information on existing best practices and initiatives that characterize small ports. The second project goal is to build an ICT platform with a user-friendly interface allowing both the provision of information on small ports and a smooth support for stakeholders involved in the cross-border planning dialogue, by providing innovative tools for small port management and effective representations of the studied phenomenon.

The third goal is to improve competences for coordinated planning and management of small ports. This specific project goal is linked to the concrete results obtained from pilot actions to be carried out within the FRAMESPORT project, with special reference to the more horizontal themes to be addressed. Those are primarily concerned with the training of selected stakeholders, as well as the development of appropriate planning and socioeconomic evaluations addressing the ways to exploit development opportunities and business models of small ports.

2. Stakeholder engagement – theoretical background

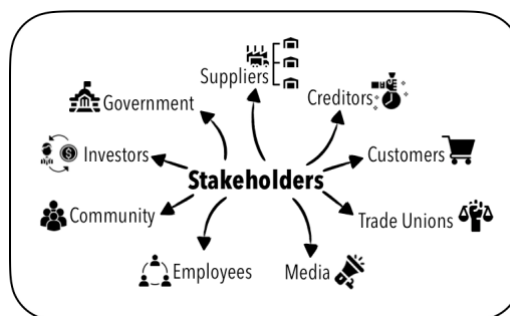
Stakeholder engagement is a strategic process that involves interacting with stakeholders in order to gather information about shared interests, preferences, and the potential for joint actions. Stakeholder engagement and management are without a doubt the most important factors for project success and an essential component of project management.

Indeed, the project relies on people's (stakeholders') engagement and active participation to respond to the project's outputs and benefits. In the vast majority of cases, stakeholders are hired to represent interests, whether they are individuals, groups, organizations, or people. Stakeholder interactions can produce values such as representativeness, transparency, accessibility, responsiveness, accountability, and sustainability.

2.1. Identifying stakeholders

Stakeholders are individuals which are influenced by or may influence the actions of others. Partners, clients, interest groups, the general public, and so on are all examples of stakeholders. Engaging stakeholders, no matter who or what they are, is critical because they can influence our actions and can either disrupt or contribute to the project's success.

Graph 1: Stakeholders



Source: <https://alicebrazao.com/stakeholder-theory-overview/> (accessed 18/2/2021)

When identifying stakeholders, it is important to think about the value they bring and the influence they make through their position as project participants through active participation and information exchange. Stakeholders have the chance to make a difference: therefore, anyone who can or does make a difference in a project is a stakeholder.

The concept of stakeholder engagement is defined as a process where the organization strategically promotes these values when interacting with stakeholders: representative, transparent, accessible, responsive, and accountable. When these values are achieved, the sustainability of the organization's operations is enhanced, and mutually value-producing relationships with stakeholders are developed.¹ To the opposite of stakeholder engagement, Stakeholder Management can be defined as: "systematic identification, analysis, planning and implementation of actions designed to engage with stakeholders."

2.2. Key principles of stakeholder engagement

Stakeholder engagement is a practice of influencing a wide range of outcomes through consultation, communication, negotiation, compromise and relationship building with stakeholders².

Good communication is considered to be a good part of success in Project Management as it is known that *'80% of Project Management is communication'*. Furthermore, a study conducted in 2015 by Project Management Institute (PMI), showed that in organizations regarded as "effective communicators" 80% of projects met their goals – vs. only 52% in organizations regarded as being "minimally effective communicators"³. For this purpose, it is important to engage stakeholders and to maintain a good relationship with them, since correctly communicating with them plays a vital role in keeping them engaged, interested and 'onboard'.

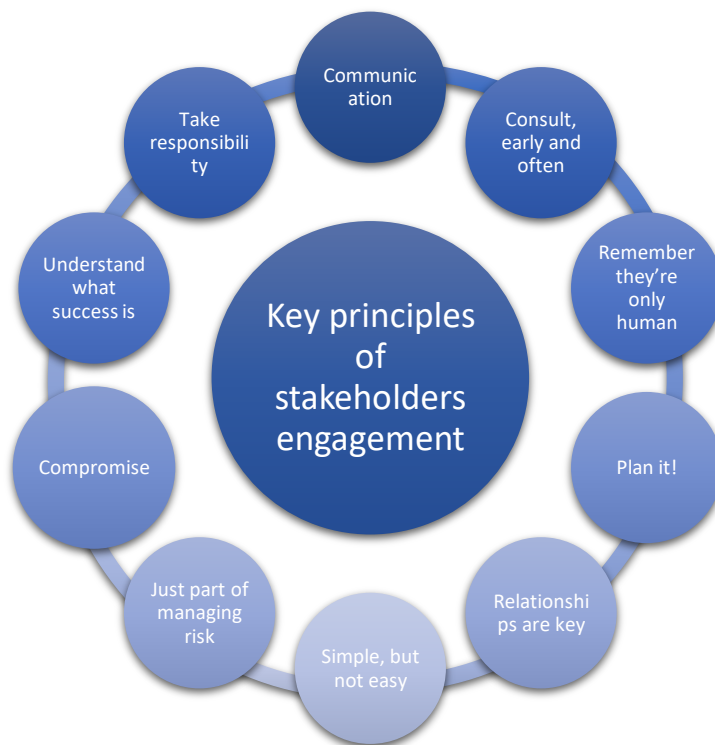
Project managers depend on people to respond to the outputs and benefits that they deliver. People will only respond when they are engaged. The sentence "stakeholder management" implies that these people can be made to respond positively to a project, but the truth is that a project manager frequently has no formal power or authority and therefore has to rely on active engagement to achieve their objectives.

¹ Franklin, A.: Stakeholder Engagement, Springer International Publishing, 2020

² <https://www.henricodolfing.com/2018/03/10-principles-of-stakeholder-engagement.html> (18/2/2021)

³ <https://pmp-practitioners.com/project-management-basics-stakeholder-management/> (8/1/2020)

Graph 2: 10 Key principles of Stakeholder engagement



Source: author

2.2.1. Communication

Communication is crucial in successful stakeholder engagement. However, before engaging stakeholders it is of utmost importance to learn which stakeholders are and to understand what drives them as they are people/organisations whose project managers and WP leaders will be working with and relying on through the project duration. Learning and understanding stakeholders is important as it will allow project managers to understand the factors that will influence how they receive and interpret information, and how they might respond. This will help in identifying the best ways to communicate so that intended messages will be properly understood, and the desired responses achieved.

Ineffective or insufficient communication is at the root of project problems such as unclear objectives, misunderstanding the brief, poorly co-ordinated teamwork and ineffective risk

management. Successful outcomes and benefits realisation relies upon good communication, which requires a good understanding of your stakeholders and regular reviews of your approach to engaging them.

Communications planning: developing, sharing and maintaining a stakeholder engagement strategy and communications plan throughout the project lifecycle.

Updating plans: seeking stakeholder feedback about the value of communications and adapting your plans to reflect stakeholder changes, feedback and project progress.

Communications plan framework should address each stakeholder and include the purpose of communications, information to be communicated, frequency and methods of communications, and methods for evaluating effectiveness. Communication strategy shall be regularly reviewed and planned throughout the project lifecycle and adapt to the latest stakeholder information.

2.2.2. Consult, early and often

Regular consultation is needed to ensure that requirements are agreed upon and a delivery solution is negotiated to the agreement of most, if not all, stakeholders. Shifting stakeholder views, then, needs to be managed throughout the project. This can only be achieved through consultation throughout the project lifecycle.

The success of any programme or project is largely determined by the degree to which stakeholders' expectations are met. Without consultation, project plans will be built on assumption and there will be a failure to deliver what is needed. Stakeholders can also change their mind during the project lifecycle and even forget what they initially agreed on. Therefore, regular contact with most, if not all, stakeholders is crucial.

Principles to include in consultations:

1. It should be carefully considered who shall lead the consultation and the best time and place to hold the meeting(s),
2. Consultation by email for the initial engagement should be avoided unless a relationship already exists. Rather a via video-conference is to be preferred if the pandemic prevents in person meetings.
3. All project team members need to play a part in the consultation process following appropriate coaching and guidance.
4. Data Identification Description should be developed.

5. support from stakeholders such as decision-makers, government agencies etc. shall be ensured⁴

In case of project manager overlooks principles project managers, very often the risk is:

- Lack of commitment to the project,
- Increased incidence of change requests,
- Overlooked project interdependencies, dependencies and concurrencies,
- Increased reworking,
- Stakeholder expectations and benefits not delivered.

By applying principles, project managers benefit from:

- improved chance of project success as measures of what is to be produced are agreed,
- reduce misunderstanding, conflicts and delays,
- faster problem solving and realisation of opportunities
- effective handover of outputs at predefined points in time and deliverables reached as reported in project GANTT leading to fewer deliverables delays.

2.2.3. Remember, they're only human

Stakeholders' behaviour, whether in support, opposition or indifference, can determine the success or failure of a project. By understanding the root cause, issues escalating to conflict or roadblocks can be avoided by identifying ways to make it easier for a particular stakeholder to contribute successfully to the project, or escalate the issue to gain a resolution and progress the project.

An open approach towards stakeholders can be applied. Ensuring communications channels are always open, WP leader should be accessible and encourage all stakeholders, especially senior ones, to share concerns or negative feedback rather than keeping it bottled-up or 'sniping'. Another approach towards effective stakeholders engagement is to always listen. Meeting with stakeholders individually to get their viewpoint and what they think might be a potential solution. WP leader can seek to understand where they are coming from or where the stress points are. Responsiveness towards project stakeholders and project partners is to confirm that their viewpoint has been considered.

⁴ <https://www.linkedin.com/pulse/stakeholder-engagement-management-annette-sade-aboderin> (accessed 8/1/2020)

Having an open approach with project partners and stakeholders can lead to benefits such as:

- Increased chances of project success by enabling stakeholders to feel able to contribute constructively and effectively,
- Risk mitigation by identifying as early as possible potential roadblocks and working with stakeholders to develop mitigation strategies and progress the delivery solution,
- Effective teamwork by encouraging open communication and addressing potential clashes.

2.2.4. Plan it!

A more conscientious and measured approach to stakeholder engagement is essential and therefore should be encouraged. Investment in careful planning before engaging stakeholders can bring significant benefits.

WP leaders or Activities leaders shall try to understand and evaluate the scope of stakeholders' expectations and aspirations, their influence and commitment, and then to carefully plan before engaging them in order to:

- develop the most appropriate methods to engage stakeholders 'face to face' by applying limited project resources to best effect;
- develop strategies to bring the project stakeholders 'on board' through dialogue and planned agenda's meetings;
- Develop and manage the stakeholder groups versus project lifecycle to manage expectations and negotiation preparation;
- Keep stakeholder strategies up to date to enable agile engagement and effective communication.

To ensure plan implementation, WP leader shall:

- Create a specific tactical plan of actions to bring these stakeholders 'on board' for example:
 - Explain aspects of the project that stakeholders do not know about or understand;
 - resolve or mitigate concerns that stakeholders may have about the project;
 - consider stakeholders changing views about the project scope and requirements;
 - bring together stakeholders and reconcile differing views;
 - Assign these actions to project team members;

- Engage stakeholders and record their feedbacks;
- Review the feedbacks as a project team.

Applying the above mentioned principles shall lead to Increased transparency and confidence across the stakeholder community, especially with the project leader. In particular this will bring benefits such as:

- a clear direction of travel and means for measuring project success;
- Visibility of the amount of effort required to effective stakeholder engagement and facilitation;
- Improved chances of successful project delivery,
- Improved task recording, scheduling and resource allocation;
- Early identification of commercial and organisational uncertainty leading to the implementation of mitigation plans.

2.2.5. Relationships are key

Building relationships is a natural human instinct that often ‘opens doors’ or influences outcomes that cannot always be achieved by following plans and processes alone. Developing relationships result in increased trust. And where there is trust, people work together more easily and effectively. Investing effort in identifying and building stakeholder relationships can increase confidence around the project, minimise uncertainty, and speed problem solving and decision-making.

This principle recommends the conscious decision to invest planned time, care and effort in stakeholder relationships. It is a capability that comes more naturally to some than others and requires practice. It is based on principle: ‘when we are in touch with what we care about and can engage people to come with us on the journey, that can lead us into worthwhile and meaningful project based relationships’⁵.

2.2.6. Simple, but not easy

Over and above conventional planning, using foresight to anticipate hazards, and taking simple and timely actions with stakeholders can significantly improve project performance.

⁵ <https://www.apm.org.uk/resources/find-a-resource/stakeholder-engagement/key-principles/relationships-are-key/> (accessed 18/2/2021)

To manage unplanned risks that may impact the project requires planning to avoid potential ‘traps and snares’ and minimise effort caused by stakeholder resistance. Such resistance and potential conflict could escalate and derail the project. Anticipating and having strategies to manage stakeholder resistance avoids the risk of sidestepping stakeholders and alienating them if they feel their concerns are not being reviewed and managed. Taking pre-emptive actions to ease later resistance to project implementation. These interventions can often be intuitive, characterised by empathy and subtle influence that may result in action, i.e. "random acts of senseless kindness".

2.2.7. Just part of managing risk

The behavioural patterns and decisions made about stakeholders, both as individuals and as a group, can be a risk for the project. Risk assessment and management is an important aspect of project management. Incorporating activities such as stakeholder identification, stakeholder prioritisation and analysis of their world-views into the risk management process can make it easier for project managers to take more informed decisions about how to shape and navigate an often ill-defined environment.

Principles to abide by when managing risk:

- When doing your risk assessment, consider all the stakeholders in your project and use active listening to progress a relationship with them;
- Through the process of stakeholder analysis and engagement, an assessment shall be established showcasing the risks and opportunities that they may bring across the project lifecycle and the impact of not putting a suitable strategy and/or plan in place;
- Outputs from this ongoing risk assessment should be recorded in the active risk management system (ARMS) and managed following the project communications plan.

Risk management can be accomplished through a few simple formal and informal meetings with both individuals and groups of stakeholders, resulting in documented perspectives of all stakeholders to categorize them as risks or opportunities.

2.2.8. Compromise

The initial step is to establish the most acceptable baseline across a set of stakeholders' diverging expectations and priorities. Assess the relative importance of all stakeholders to establish a weighted hierarchy against the project requirements and agreed by the project leader.

Stakeholders can often have different views about the same requirement of a project. WP leader will need to navigate expectations amongst stakeholder community to achieve a satisfactory solution that all parties are content to sign up to. This is a key function of requirements capture, associated with the project management role. Explore the root cause of any divergent stakeholder views and try to identify any common ground that you can use as a platform for ongoing discussion. It is important to make sure that your stakeholders feel listened and understood.

Shared objectives are stronger than individual ones and help to foster good collaboration. This can be done through few key principles:

- Ensuring that the stakeholder map is current and aligned for the whole project lifecycle. This will help to evaluate differing views and apply appropriate weightings depending on the proximity and importance of each stakeholder and stakeholder group;
- Documenting the objectives of each stakeholder to identify the 'centre of gravity' where stakeholder interests align and to identify stakeholders who may need to compromise further, due to conflicting agendas;
- Establishing a regular rhythm to your stakeholder communication to have an early understanding of any possible issues and to have idea of future project impacts.

The benefits of applying this principle will ensure engenders stakeholder confidence that their concerns are being listened and allow a workable solution to be applied to what may seem a difficult problem. It helps to build a relationship across the stakeholder community and establish a more transparent and open project culture.

2.2.9. Understand what success is

Project success means different things to different people and WP leader need to establish what the stakeholder community perceives success to be for them in the context of project performance. For example, as different stakeholders have different interest and understanding of project outcomes, it is these interests that determine their perspectives of success, which in turn influences how satisfied they will be with the project outcomes. It is important to understand that stakeholders' different perspectives on project outcomes are often caused by a partial or limited view of the whole project and as a consequence, it is also important to allow stakeholders to understand the overall picture and where they fit in this general frame. LP or WPL shall have a clear picture of the value of the project to each of the stakeholders. The picture will be clearer and clearer as the project leader has a clear idea of the value of the project for each participating stakeholder. This can be obtained through conversations and meetings where stakeholders can explain what

their success criteria are and make sure that measures are agreed to enabling tracking. These measures may change over the life of the project. WPL shall also seek to clarify stakeholders expectations and their perception of success, who is influenced by, what and how. If necessary, negotiate their view against the bigger picture for project delivery and success. Lastly, it is important to help stakeholders to understand the big picture of the project, how their agendas are being met, and how their opinions impact the project lifecycle.

2.2.10. Take responsibility

Stakeholder engagement is not the job of one member of the project team, it is responsibility of everyone to understand their role and to follow the right approach for communication and engagement. Good project governance requires providing clarity about stakeholder engagement roles and responsibilities and what is expected from people involved in the project.

Stakeholder engagement requires a proactive approach to build and sustain stakeholder relationships through the entire project lifecycle. However, this activity is often not specifically designated and rather left to a few members of the project team which may or may not have the time, information or capabilities required.

Whether it is in their job description or not, at least some members of the project team need to take on the roles and responsibilities for stakeholder engagement and facilitation.

It is therefore of crucial importance to develop processes and practices to ensure team members understand what behaviours are expected, for example, follow-up actions after each visit to a supplier or client. Also, WPL should ensure team members have the required stakeholder engagement or communication skills and tools.

2.3. The stakeholders' engagement strategy design

Stakeholders involvement is at the core of FRAMESPORT and the level of engagement expected in the project is a combination of involvement, collaboration and consultation. In fact, working directly with stakeholders allow to fully understand and consider their concerns and needs as well as to reach the project success and the project outputs' durability and transferability well after the project conclusion.

Stakeholders involvement is a continuous and systematic process by which an organization establishes a constructive dialogue and fruitful communication with its key stakeholders. The

purpose of involvement is to convey to decision makers' expectations and interests of stakeholders so that they can take them into account in decision making.

The stakeholders involvement, providing input to management processes and to assessment of the impact of operations on those who are affected, becomes a guiding element for learning and change across the organization. Its added value lies in the creative search for solutions that best fit the specific social and environmental context as well as in the possibility of a confrontation on the field and in the monitoring of the transformations of social relations among all the players involved.

The following scheme represent the different phases of the involvement process design:

Figure 1: Involvement process design



(SULPITER, deliverable DT2.1.3) (2017)

For effective stakeholders engagement it is indeed important to manage the involvement with a circular process, with a view of continuous improvement:

- Defining the engagement objectives consistent and integrated with the strategic project objectives (strategic vision/think strategically)
- Including features and expectations of its stakeholders (planning and organisation/analyse and plan)

- Increasing the ability to respond to the problems (strengthen engagement capacities)
- Choosing the most appropriate mode/approach for involvement (action plan/design the process and engage)
- Giving effective action in response to the findings from involvement in a responsible way towards stakeholders (feedback and reviews/act, review and report).

Guiding principles that will help to control that all the actions of the engagement process are accomplished during meetings organisation and leading meetings that will be held with the stakeholders:

- **Overview:** it explains the reason and the scope of the engagement process, the aims, the involvement methods to be used for each stakeholder group. Moreover, this section reports the desired outcome and how they are related to the strategic objectives.
- **Preparation:** the communication strategy should use networks, relevant media and mailing lists in order to invite the stakeholders being careful of cultural differences, customs and languages. The pre-information should be provided with proper advance and included substantive issues and practical information; the time dedicated to this activity should not be underestimated.
- **Ground rules:** procedural and behavioural rules and terms of reference should be established at the outset to ensure a good engagement process, with possible subsequent changes. Some examples: avoid assigning beliefs or motives to others; honour each person's right to "pass" if he is not ready or willing to speak; allow others to state their viewpoint completely; respect all confidentiality or anonymity requests; stay focused on the topic that is the subject of the agreement.
- **Logistics:** where and when will the engagement take place? Is the location convenient and accessible by public and private transportation? Does the timing fit in with stakeholders' other commitments?
- **Record keeping and assurance:** the attendees, the proceedings, the outcomes and any commitments have to be recorded because they may come in handy during the follow-up phase.
- **Signals of success:** engagement course, participant numbers, participant feedback, media coverage and consensus reached are some of the indicators used to evaluate if the process has been successful.
- **Risk anticipation:** the project team should imagine what might happen if stakeholder expectations are not met, or if something else goes off course, and it should think about some other contingency plan.

3. Stakeholders meetings

3.1. Identifying stakeholders

Before meetings, each partner must compile a list of stakeholders who will be invited. It is critical to include stakeholders who can make a difference and have the power to influence choices in small port development and management.

Partners must also learn about stakeholders, including their duties, goals, and achievements, as well as their limitations – it would be beneficial if they could also be aware of how different stakeholders are interconnected each others in order to learn how to best achieve the goals.

3.2. Meetings

Each project partner should hold stakeholders meetings at least twice during project duration within their respective regions. During these meeting partners shall:

- discuss about small ports management and development issues;
- collect information such as needs, priorities and challenges that are hampering the development of small ports as well as management issues;
- produce analysis on the status quo of the small ports in the area;
- show the interests of individual or groups of stakeholders for setting up the frame for small ports development;
- brainstorm on most appropriate actions supporting the FRAMESPORT strategy;
- decide to work towards a specific target;
- highlight the weak points of the project in time and help to improve them.

Meetings have limitations in terms of what can be accomplished in a single meeting; however, meeting participants have to be encouraged to make suggestions and openly discuss about the issues they are facing, about those they see as the biggest obstacles and what they consider as possible solutions. Following the meeting, project partners must keep an open and active communication with their respective stakeholders.

3.3. Governmental stakeholder support

Partnership and strategic projects like FRAMESPORT require active political backing from key public and government stakeholders. However, political support may dwindle or disappear over time. This

could occur, for example, as a result of a policy change (e.g., there may be a new local administration and new people may go for their street). It makes sense to involve local or government authorities who can drive and support in the achievement of goals.

3.4. Documentation

Partners must keep documentation that allows them to track their progress before and after meetings. It would not only allow for progress tracking, but it would also be useful when approaching decision-makers and lobbying with them.

Meeting documentation consists of:

- list of participants;
- list of current status and description of results that could be achieved, desired level of success and reasons why desired results are not met yet, accompanied with suggestions to overcome obstacles as participants listed them;
- list of next steps and responsibilities for the next meeting.

4. Stakeholders meeting implementation database

The operational core of the project is based on pilot actions carried out at the partner level. With this regards, the adoption of an inclusive approach, thus involving a diverse set of stakeholders interested in the long list of themes useful for small port development, will allow for contact and listening to different priorities, which will then be further evaluated.

During the project implementation, at least two technical meetings per region will be organized in order to meet appropriate stakeholders and observers, with the primary goal of confronting information sources and data to be collected on small port phenomena as well as known best practices. The project GANTT chart, which can be found in Appendix 1, will be used to ensure that meetings are held on time.

Each partner must compile a list of stakeholders to contact and ensure they are kept up to date after meetings through a proper dissemination. Stakeholders have been classified into four categories based on their role in the port that is Users, Governance, Influencers and Providers (see appendix 2).

For the first meeting, the main goals shall be to:

- present project FRAMESPORT and its goals;
- present reports for which they need stakeholders' input and how they tieback to the project;
- present data on small ports phenomenon they need to collect and how stakeholders can support in data collection;
- Align with partners concerning data collection;
- Discuss on possible best practices that stakeholders have at their own ports to be presented to other stakeholders and partnership;
- To fill in the meeting report and report what was addressed during the meeting.

During follow up meeting partners shall:

- Update stakeholders on project progress since the last meeting;
- Update on data they collected and clear any doubts they might have;
- Share findings and best practices.

Partners must maintain contact with stakeholders after the initial meeting in order to coordinate data collection and answer any questions that may arise during this time. Keeping in touch with stakeholders and maintaining positive relationships is critical for several reasons such as:

1. Establishing and maintaining relationships with stakeholders;
2. Making it easier to obtain data for the project;
3. Share best practices and ideas from the entire partnership that can be implemented with stakeholders.

Given the COVID-19 epidemic's circumstances, meeting "face to face" are still not possible; however, there are a few tools that partners can use in order to bypass such criticality:

- virtual teleconferences such as Go To Meeting, Zoom, Skype etc;
- phone calls.

Following each meeting, partners will complete the meeting minutes and return them to the WP leader in order to systematize the collected data and compile a stakeholders meeting database.

As aforementioned, each partner is responsible for organising and conducting at least two meetings during the project lyfe cycle.

5. Stakeholder meetings highlighting priority actions

These meetings will focus on discussing the priority actions capable of highlighting the main themes as well as defining key performance indicators to be addressed within the FRAMESPORT strategy. At least two meetings are planned per region to dialogue with stakeholders and deliver relevant hints and suggestions, thereby preparing key consultation meetings envisioned in WP3.

Responsible of the delivery are PPs according to 4.2 and 4.3 tasks: N. 24 meeting minutes, M33

As a resume, the following table is provided in order to give a simple overview of commitments coming from application form.



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

* - stakeholders will be invited to the meetings organised in other Croatian counties



Appendix 1: GANTT

FRAMESPORT - GANTT (V_11.12.2020)					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					
					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													█												█											

Appendix 2: Stakeholders list

  Stakeholder's list	
Users – people who will use the products of the project. They are the beneficiaries of the outputs.	
Name / Function	Email:
Governance - people or groups of people who have an interest in how things are managed on the project	
Name / Function	Email:
Influencers - people who have the power to influence decisions and the ability to change the direction of the project (such as lobby groups or trade unions).	
Name / Function	Email:
Providers - suppliers and vendors (can cover a larger number of profiles also including business partners, temporary contractors, ...)	
Name / Function	Email:

Appendix 3: Minutes of meeting template

 Interreg Italy - Croatia FRAMESPORT <small>European Regional Development Fund</small>	 EUROPEAN UNION	<h3>Minutes of Meeting</h3>
Date:		
Attendees:		
Minutes of the Meeting (MoM):		

Sources

1. <https://www.leadershipthoughts.com/how-to-engage-stakeholders/>
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3. <https://www.apm.org.uk/resources/find-a-resource/stakeholder-engagement/key-principles/relationships-are-key/> (accessed 18/2/2021)
4. <https://www.linkedin.com/pulse/stakeholder-engagement-management-annette-sade-aboderin>
5. <https://www.linkedin.com/pulse/10-key-principles-stakeholder-engagement-tarnia-riggs>
6. Roeder Tres: Managing Project Stakeholders: Building a Foundation to Achieve Project Goals, John Wiley & Sons, Inc., Hoboken, New Jersey, 2013
7. Franklin, Aimee: Stakeholder Engagement, Springer, 2020