

Common methodology for strategy definition: sharing a common strategy structure

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D.3.3.1

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1. Introduction

The overall goal of WP3 is to define a strategy for the sustainable development of small ports in the Adriatic area. Such strategy will be developed according to a shared methodology presented in the current document.

The methodology is conceived to be adaptable to different spatial and socio-cultural settings to address challenges and opportunities of small ports based on:

- 1) **Understanding** of the current criticalities in order to rethink approaches for planning and managing small ports;
- 2) **Facing** the current challenges, strengthening collaboration by forming new partnerships and forms of organization;
- 3) **Reconceptualizing** existing social, economic and cultural values in order to design a common strategy.

The strategy aims at capitalizing the knowledge and lessons learnt emerging from the different pilot initiatives performed at the PPs level, as well as the information on small ports' infrastructures and services collected in the database, which constitutes the basis for the Land and Sea Section within the innovative ICT platform developed as an output of the project. Such information will be used as a starting point to build an integrated vision of the small port phenomena and on their future development. Therefore, the outputs produced inside this WP, O.3.4 - "*FRAMESPORT strategy for small ports development*" and O.3.5 - "*FRAMESPORT position paper for small ports development*", will be based upon the results of the consultation with relevant stakeholders and the related collection of data foreseen in WP4 "*Conveying knowledge of macro-themes into actions*" and on the main results of the piloting activities WP5 "*Innovative tools and services boosting strategic development of small ports*".

The process drawn in the current D.3.3.1 should allow the construction of a solid strategy proposition based on the analysis of the data gathered, studies developed, pilot projects implemented and direct confrontation with stakeholders.

The vision highlighted in the strategy will reconceptualize small ports as drivers of social, spatial, environmental and cultural innovation for the Adriatic coastlines, stemming from a bottom-up approach, which is based on a profound synergy and dialogue between stakeholders and partners. This strong cooperation is a fundamental step for the definition of sustainable future scenarios for small ports.

To provide a general framework, in WP3 it is possible to find out four main targets which also correspond to overlapping phases:

- **Common methodology for strategy definition (D.3.3.1)**. This explains the methodology to be adopted to arrive to the definition of the final strategy. Responsible of the delivery is LP but it will be prepared in close cooperation with WP4 leader that should produce D.4.4.1, the engagement rules for stakeholders' meetings;
- **Strategy consultation (D.3.3.2)**. During this phase LP, in coordination with WP4 leader, is going to organize high-level consultation meetings (one per region) where it will be discussed

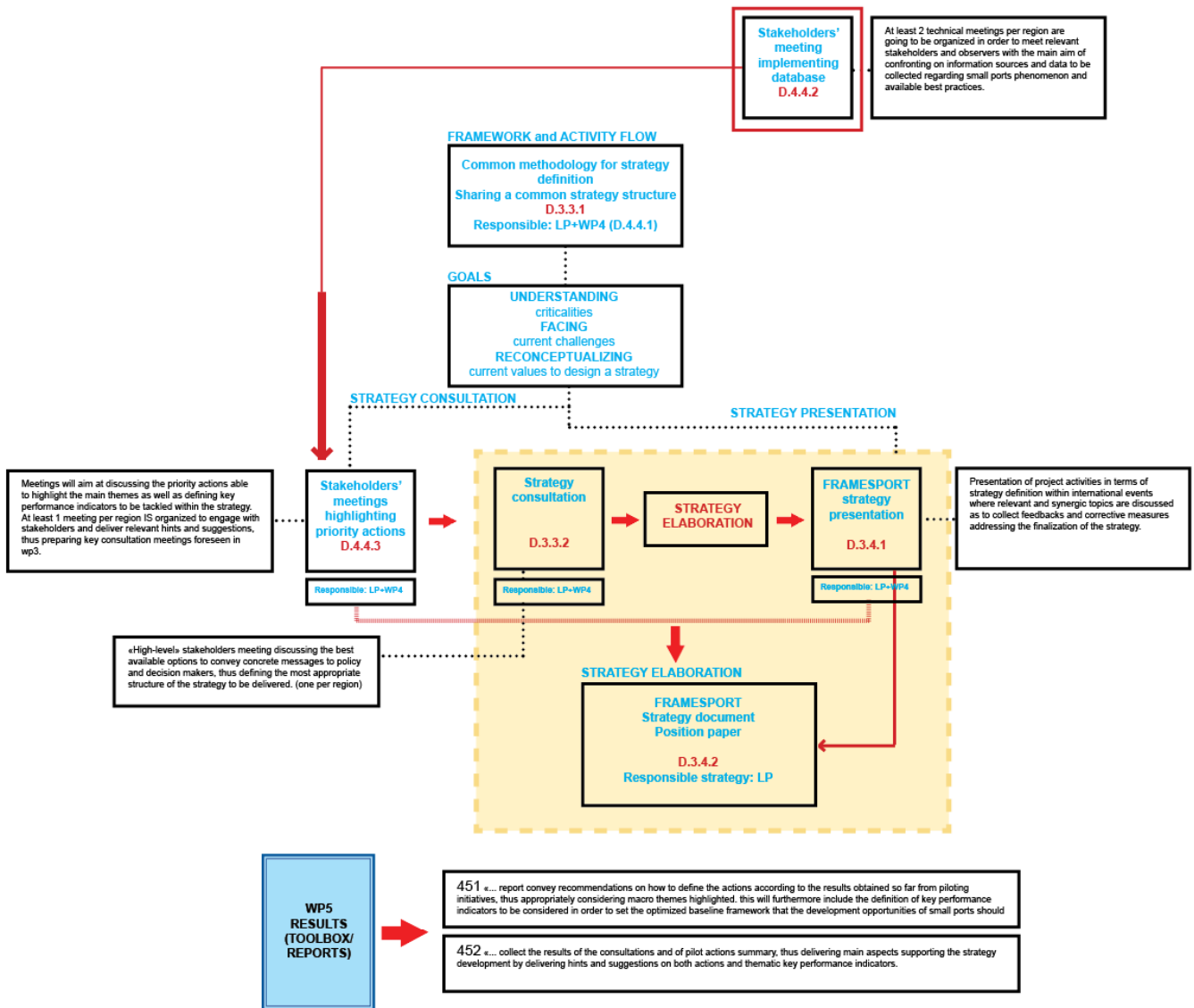
- the mainframe and the draft content of the strategy document. During those meetings it will be presented the result obtained in D.4.4.3, where WP4 leader will organize stakeholders' meetings highlighting priority actions. LP and WP 4 leader will cooperate in order to organize the meetings forecasted in D.4.4.3 (at least one meeting per region) where the main themes of the strategy will be gathered and then discussed. The stakeholders involved in those meetings will be taken from D.4.4.2. After having collected all the information in D.4.4.3 and discussed in high level meetings in order to shape the document and messages, the strategy will be elaborated, and the draft document produced to be presented during the next phase;
- **FRAMESPORT strategy presentation (D.3.4.1)**. This aims at presenting the results and the draft document (potentially during international events) and discussing relevant topics useful for refining some of the contents of the strategy to be implemented. For the same reason as in D.3.3.2, WP3 and WP4 will organize joint meetings where the draft of the strategy and the priority actions will be presented to receive comments and suggestions;
 - Finally, the **FRAMESPORT Strategy (D.3.4.2)** will propose to small ports' decision makers guidelines with concrete indications and priority measures aimed at achieving development objectives in the various thematic fields identified by means of the pilot cases, in the studies carried out in WP4 (D.4.4.3, D.4.5.1 and D.4.5.2) and during stakeholders' consultations (D.3.3.2). In addition to the guidelines, the Strategy is composed also of a **position paper** to be signed and shared by all PPs.

The bold methodology proposed in this document will allow to reach the expected results and to capitalize all the work produced during the implementation of the project within the different work packages. The proposed approach will involve the WP4 and WP5 leaders and multiple project partners, the last especially during the consultations (D.3.3.2), in order to develop a strategy closely linked with the different territories.

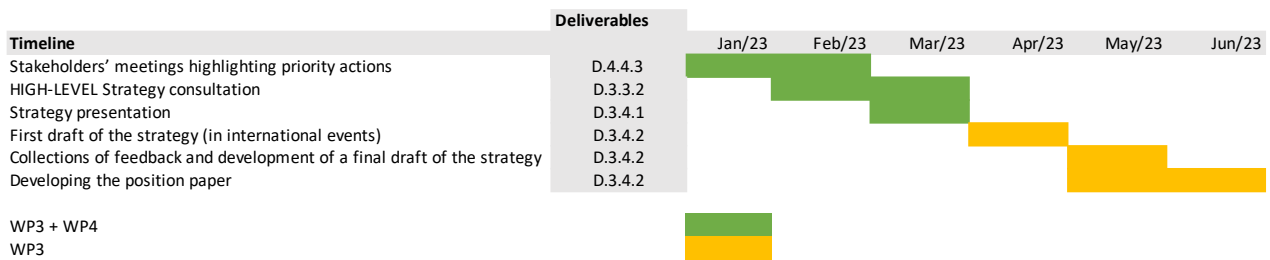
The methodological approach for the strategy development will be based on the following phases:

1. **Elaborate** the information collected and produced under WP4: meetings with WP leader and deliverable analysis;
2. **Elaborate** the information collected and produced under WP5: meetings with WP leader and deliverable analysis;
3. **Production** in coordination with WP4 leader of a semi-structured questionnaire to be submitted to get insights from local stakeholders;
4. **Support** of meetings organized by WP4 leader (D.4.4.3), plus some other public event, where the previous report will be discussed;
5. **Collection** of the results of the questionnaire and preparation of a report of main strategy elements;
6. **Organization** of high-level consultation meetings (D.3.3.2);

7. **Elaboration** of a first draft of the strategy document (D.3.4.2);
8. **Presentation** of the draft strategy document in international events (D. 3.4.1);
9. **Finalization** of the strategy document (D.3.4.2);
10. **Writing** of the Position paper (D.3.4.2).



Framework with flow of activities developed in cooperation between WP3 and WP4



Work flow with timeline

2. The common methodology: the fundamentals

The common methodology, whose delivery is responsibility of the Lead Partner, will be based on the principles described hereby.

2.1. Understanding: state of the art and challenges at stake. What was done and why?

During the project implementation, a huge amount of data and information have been gathered through the data collection process, the various pilot initiatives and the stakeholders' consultation and engagement. All these will be capitalized in the strategy proposition. This is the momentum when the micro vision of pilot projects will go beyond becoming part of an overall strategic scenario that looks at the territory from the sea perspective, as well as at a sustainable coexistence of multi-uses and functions.

The idea is to build a common vision based on the similarities and differences among territories and small ports. Partners and stakeholders will set the basis for a framework of the specific local conditions with regards to small ports. The Lead Partner has the duty of gathering all the information produced in the project's documents to be used for the discussion during the dedicated meeting to be organized within the strategy consultation.

This aspect is further developed at the end of the document in the form of a proposed index.

2.2. Facing the current challenges to overcome barriers (in space and governance): stakeholders' involvement

In this phase, WP5 leader with the support of LP will start individual colloquia with single partners that developed a pilot project in order to describe the issues that sprang out from the interpretation of the territory's needs. In this purpose, guideline questions may be the followings: What was the problem? How do you think the proposed initiatives/solutions are going to face the problems in terms of environmental, economic and social sustainability?

At this stage it is requested that partners and stakeholders will assess the local conditions to identify the barriers to changes and what were the opportunities to co-create new scenarios/strategies. This phase will address the questions of how different stakeholders perceive the change, who benefits from it and who does not and how a common strategy can help in overcoming the spatial, cultural and institutional barriers. A semi-structured questionnaire will be developed that will be described in the following D.4.4.3 Stakeholders' meetings highlighting priority actions.

2.3. Producing a taxonomy of principles/themes

To facilitate the exchange and discussion of key concepts and terms, partners will establish a common language (taxonomy/glossary/definitions) for small ports in research and practice. This will be done through the assessment of existing information (database and ICT platform), compiled by experts, scholars, and stakeholders. An important role will be held by the research done by the University of Rijeka in the FRAMESPORT project. In this phase, each partner will build a catalogue of ideas to support future operational strategies in the different contexts.

3. D.4.4.3 Stakeholders' meetings highlighting priority actions

The Strategy consultation is the most sensitive phase in the strategy development. Responsible of the delivery are all Project Partners with the supervision of WP4 leader with the support of the Lead Partner.

This deliverable should be produced through an intensive coordination between PPs and stakeholders to collect comparable results.

The strategy consultation will be developed according to the following phases:

- the methodology of the consultation, that will be always the same in the different contexts, and
- the semi-structured questionnaire. This will be prepared along with WP4 leader after the further elaboration of the material produced in WP 4 and WP 5, with the added perceptions gathered from the WP leaders.

The Strategy consultation will be based upon the principles described hereby.

3.1. Co-creation process

The knowledge building phase is based on co-creation processes (living labs or other investigation methodologies) through the organization of **at least one meeting for each region** (in a form of workshops/events) in which different partners and stakeholders discuss the main challenges related to small ports such as the demand level or climate adaptation, energy, environment, governance and labour market pressures.

WP4 leader with the support of the Lead Partner will develop a precise methodology that should be followed in the meetings run in WP4 activities. Partners will report the activities carried out through a report produced in cooperation with all PPs, describing the co-creation and co-design processes.

3.2. Lesson learned

In this phase each partner will share the lessons learned during the pilot actions focusing on the process to implement it and the knowledge produced. Each PP will report and analyse the activities developed and results, describe the drivers behind and also elaborate on the (spatial and institutional) barrier encountered by answering to questions such as:

What are the challenges that the ports face? What are the problems perceived by different actors? What solutions are needed to move beyond? Are there any actions in place to deal with current spatial, social and environmental challenges? Are all the stakeholders represented in the discussion/planning? What are the next steps to be made? What the priority actions to be taken?

3.3. WHAT'S NEXT? Interviewing

This is another moment a confrontation with stakeholders will take place, the first dedicated to the strategy preparation, activity done in coordination with WP4 activities. This phase looks at what are the steps to be accomplished to achieve the strategy and what obstacles (spatial and governance) to overcome. To do this, WP4 leader with the support of LP will organize sessions / interviews with key subjects and interested people to check with them how to improve the competitiveness of small ports by co-identifying the possible priority areas on which to intervene in a strategic way.

A series of semi-structured interviews with key actors and citizens will provide the foundation for understanding their perspectives on the small ports' development (D.4.4.3). Interviewees will be asked about their perception of the spatial, cultural, and institutional dimensions of small ports (land/sea interaction) in the past and present, and about their idea for the future development of such realities in terms of spatial use, logistics, transportation or sustainability during the time of transition. The interview results from the different territories will be compared, identifying specific paths from the past and options for the future from a cross-disciplinary and transnational perspective. This will lead to the development of scenarios. Those scenarios will then be presented at different stages of development to stakeholders in the following phases: Strategy consultation (D.3.3.2) and FRAMESPORT strategy presentation (D.3.4.1).

4. D.3.3.2 Strategy consultation

The strategy consultation will be a moment when to structure the content of the strategy. After having already gathered many information through the meetings with stakeholders, during the strategy consultation the Lead Partner will meet high-level stakeholders in order to focus the messages that the document will highlight.

5. D.3.4.1 – FRAMESPORT strategy presentations

Responsible of the delivery is LP with contribution of all PPs.

5.1. Sharing and communicating

This phase aims at sharing the results of the previous WP3 activity (D.3.3.2) within stakeholder meetings, international events such as conferences, symposia, exhibitions, etc.

These should be used also to analyse how they can contribute to the progress of the project. In these events, which each partner may organize / participate, feedback will be received following an iterative process that will help to target some issues as well.

This activity will be done along WP4 and in coordination with WP4 leader that is responsible of D.4.4.3, where information will be gathered for the strategy elaboration.

An outcome in this phase could also be to publish articles in collaboration between the different partners on the research results, then exploiting different academic channels and organizations website such as AIVP or RETE for dissemination.

6. D.3.4.2 – FRAMESPORT Strategy Paper

6.1. Guidelines and policy recommendations

This phase looks at two main outputs: on the one hand it consists of guidelines and policy recommendations for planning actors and different other stakeholders to improve the competitiveness of small ports from a multiscale and intersectoral perspective. The different partners will be asked to identify specific themes (which come from the experimental phases of the pilot cases) such as: training and competences; communication and promotion; innovative ICT tools and services; economic and financial strategies; sustainability and environment; heritage and landscape; culture and education. These topics will work as transversal and strategic principles.

At the same time, the guidelines are made up of specific, timely and operational actions. Therefore, with respect to a set of typological frameworks of previously identified problems, the actions will provide specific answers, giving shape to a catalogue of possible solutions. This is a concise and analytical document that responds in a concrete way to a series of issues identified within the cases.

In addition to the guidelines, the strategy will be the funding base of a position paper. This will work as a more academic document with a broader narrative on the challenges that small ports are facing in light of multiple transitions (e.g. white paper).

6.2. Proposed index

All the efforts done during the strategy development phases are going to be collected in the document that should follow a structure that allows to describe the state of the art in the sector of small ports and then focus on the issues to be tackled in order to foster a homogenous growth in the Programme area, reaching common standards and possible interconnected services with an improved information flow. This will allow, from high to low level, to:

- improve the quality of policy decision making;
- to homogenize the quality of the services offered by the different small ports;
- to increase the possible cooperation among small ports located in different territories or nations;
- to increase the level of services offered to final users.

The document produced aims to be a dynamic tool that could be used by different stakeholders in different levels of decision-making process.

Below a proposed index for the final strategic document to be developed:

- Introduction: state of the art and main challenges to be tackled
- Small ports in the Adriatic region: build upon the state of the art
- Lesson learned: achieved results and the gaps emerged from the pilot projects
- Filling the gaps: a strategic approach for the small ports' sector growth
- Conclusions

6.3. Proposed methodology (to be further completed) for stakeholder engagement

- Setting up a questionnaire to stakeholders / PPs like: "How should the competitiveness of small ports in the Adriatic be improved?"
- Setting up of a list of possible priority areas of intervention (e.g. Spatial Planning, governance and regulation; Training and competences; Communication and promotion; Culture, Innovative ICT tools; Economic and financial measures; Sustainability and environment, energy, etc..);
- Discussion with stakeholders/PPs on the pilot cases with a report containing the main contents that emerged from the discussion;
- Final ranking of priority areas (and comments).