



**Interreg - IPA CBC**  
Italy - Albania - Montenegro



**PORTS**

# PORTS

## Deliverable

### **WPT1.3.3 – State of the art analysis and needs analysis for cross-border accessibility**



**INSTITUTI  
TRANSPORTIT**

**Albanian Institute of Transport**



**Interreg - IPA CBC**  
Italy - Albania - Montenegro



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## INTRODUCTION

The policies, programmers and services of Ports of area of Ionian Adriatic (Taranto, Kotor, and Durrës), (PORTS Project) require the involvement of stakeholders (see Figure 1). Albanian Institute of Transport (AIT) believes that an inclusive approach, involving stakeholders beyond the core constituency of transport industry, operators, business and academia, government, customer, will improve policy making in, corresponding transportation field, including infrastructure, logistics etc.

The need for stakeholder engagement is also articulated in Article 11 of the TEU and the White Paper on European governance (2001). Both call for transparency, consultation and dialogue with citizens. Today's political and economic situation more than ever increases public demand for accountability of the EU and requires that it delivers benefits at minimum costs and added-value.

To this end AIT launched an external survey to collect Evidence in preparation of a Stakeholder Engagement Strategy (SES).

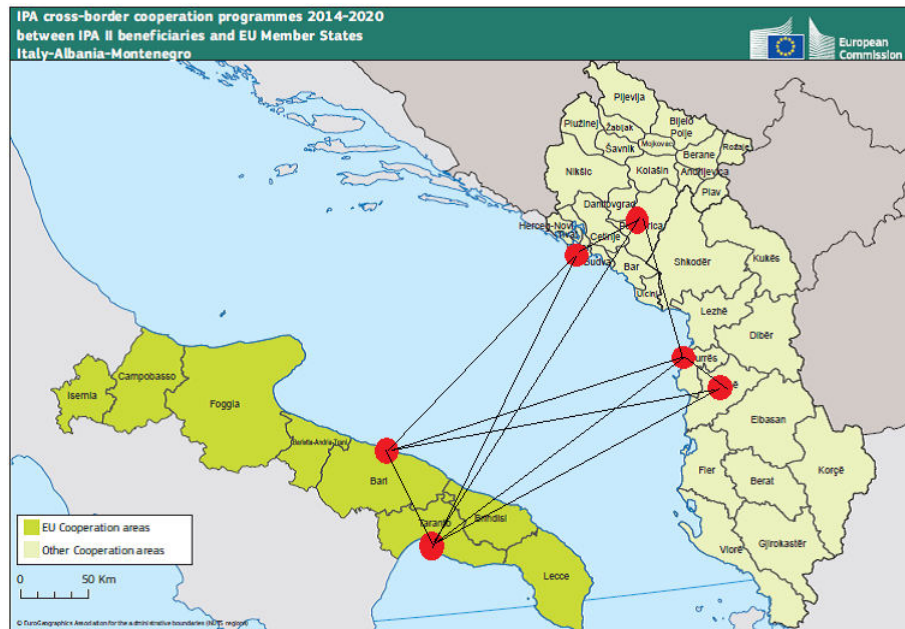


Figure 1 IPA cross-border region (Italy-Albania-Montenegro)

The external survey provides empirical results and feedback about existing practices and signal gaps and challenges for action in the area of stakeholder engagement.

The list of Partners of the Project PORTS is given in Table 1.

Table 1 - PORTS Project Partners

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PARTNERS	Abbreviation	Role:
GE.IN.LOGISTIC	ITS Logistica Puglia.	Lead Partner LP1
Programma Sviluppo	PROGRAMMA SVILUPPO	PP2
Polytechnic of Bari	POLIBA	PP3
Albanian Institute of Transport	AIT	PP4
University of Montenegro	UoM	PP5
Port System Authority of Ionian Sea	Autorità di Sistema Portuale del Mar Ionio	PP6
Associated Partners		
Port of Kotor		AP 1
Durres Port Authority		AP 2

---

## The aim of WPT1

**The Work Package 1 "PORTS International Network"** aims to build a large transnational network including public and private stakeholders in the field of maritime transportation within the project area and, with a particular focus on operators of the Taranto, Durres and Kotor Ports.

The Work Package includes the following activities (Figure 2):

7

### The aim of WPT1.1

#### **WPT 1.1**

Startup of the PORTS INTERNATIONAL NETWORK: Kick off meeting among Project Partners and open invitation to targeted relevant stakeholders.

The project team will make a selection of associations, private companies, institution and all relevant stakeholder that might be interested in joining the PORTS international network and explore opportunities of new Ionian-Adriatic routes.

Memorandum of Understanding and startup of the international network: a memorandum of understanding will be prepared and signed by each relevant stakeholder who decided to join the international network.

### The aim of WPT1.2

#### **WPT 1.2 Round Tables**

There will be 1 round table for each country to present PORTS expected results and goals and to give stakeholder the opportunity to meet, also internationally.

## The aim of WPT1.3

### ***WPT 1.3. State of the art analysis and needs analysis (Figure 3)***

A research will be conducted to describe the existing routes between the Ionian Sea and the Adriatic.

The analysis will also take into account stakeholders' needs in order to improve cross boarder accessibility and their needs in terms of public investments and new skills required by the market.

The analysis will finally investigate the possibility to switch the transport modality of existing traffic flows into more sustainable and efficient ones, taking into account the place of origin and destination of goods and passengers.

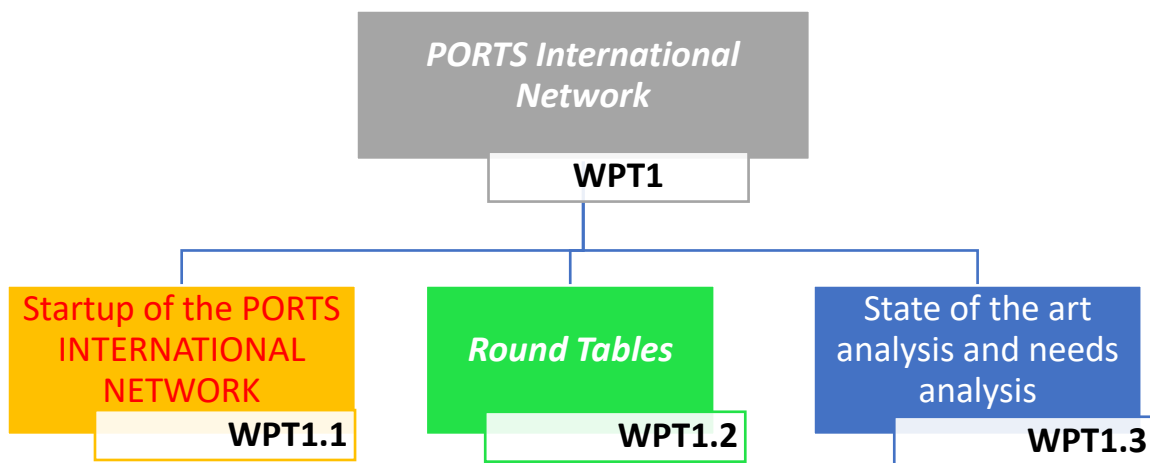


Figure 2 - WPT1 Activities

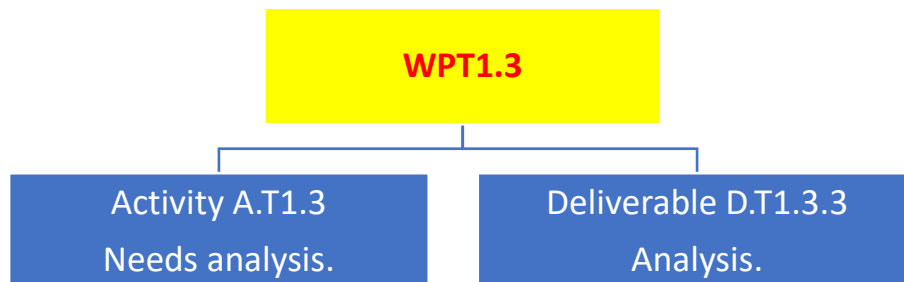


Figure 3 - WPT1.3 Activities and Deliverables



## Activity A.T1.3 Needs Analysis.

For each of the existing Ionian-Adriatic routes:

- The different categories of stakeholders will be identified and classified.
- Stakeholder engagement techniques will be adopted to identify strengths and weaknesses as well as needs so far not addressed.
- Based on an in-depth analysis of the traffic that moves along the route and the socioeconomic forecast for the areas next to the route as well as for the Ionian-Adriatic area, opportunities and threats associated to the route will be assessed.
- A SWOT analysis will be carried out. The analysis carried out will advantage from information and knowledge also collected in Activity.

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## Deliverable D.1.3.3. Analysis.

Collected data will be analyzed defining stakeholders' tasks and goals, their experience levels, what policy and investments they need from the transport system authorities, what information should be shared between the public and private sector.

## Objectives.

The analysis will also take into account stakeholders' needs in order to improve cross border accessibility and their needs in terms of public investments and new skills required by the market.

The analysis will finally investigate the possibility to switch the transport modality of existing traffic flows into more sustainable and efficient ones, taking into account the place of origin and destination of goods and passengers.

PARTNERS	abbreviation	Role:
GE.IN.LOGISTIC	ITS Logistica Puglia.	Lead Partner LP1
Programma Sviluppo	PROGRAMMA SVILUPO	PP2
Polytechnic of Bari	(POLIBA)	PP3

<b>Albanian Institute of Transport</b>	<b>(AIT)</b>	<b>PP4</b>
<b>University of Montenegro</b>	<b>UoM</b>	<b>PP5</b>
<b>Port System Authority of Ionian Sea</b>	<b>Autorità di Sistema Portuale del Mar Ionio</b>	<b>PP6</b>
<b>Associated Partners</b>		
<b>Port of Kotor</b>		<b>AP 1</b>
<b>Durres Port Authority</b>		<b>AP 2</b>

## The template.

This template, based on **Activity A.T1.3 Need Analysis, and Deliverable D.T 1.3.3.**

**Analysis.(INTERREG IPA CBC ITALY–ALBANIA–MONTENEGRO PROGRAMME PUGLIA REGION –**  
Managing Authority/Interreg IPA CBC Italy-Albania-MontenegroCorso Sonnino 177, 70121 Bari  
(IT) +39 0805406545/[js@italy-albania-montenegro.eu](mailto:js@italy-albania-montenegro.eu): [www.italy-albania-](http://www.italy-albania-montenegro.eu)  
[www.europuglia.it/cte-2014-2020/it-al-mefinalversiondated 14/03/2017](http://www.europuglia.it/cte-2014-2020/it-al-mefinalversiondated 14/03/2017))  
which serves as reference, is to be used to produce a synthetic report in English providing all  
essential information on the finalized PORTS.

The template consists of 7 sections (or steps), namely;

- *Introduction.The aim and Objectives*
- *Working Plan and Team per WPT1*
- *ANALYSIS OF THE CURRENT SITUATION OF THE PORTS OF TARANTO, DURES AND KOTOR*
- *OVERVIEW OF THE SURVEY QUESTIONNAIRE AND ANALYSIS.Methodology. IMPORTANT FINDINGS*
- *ANALYSIS OF TRAFFIC FLOWS (RO/PAX)*
- *SWOT ANALYSIS*
- *MONITORING AND FUNDING*

The report has to be completed in all its sections in English, respecting the format and the number of characters. Please use diagrams and bullet point lists whenever possible to facilitate evaluation. A working plan of the realized activities is given in Table 2.

Table 2 - Working Plan

Tasks	Deadline	Responsibilities
<b>ANALYSIS OF THE CURRENT SITUATION OF THE PORTS OF TARANTO, DURES AND KOTOR.</b> <i>(General Ports description)</i>	15.07.2019	Information on geographic position, territorial space, internal infrastructure, connection with road or rail transport, port activities and services, the port importance in relation to other ports operating in the country.

<b>OVERVIEW OF THE SURVEY QUESTIONNAIRE AND ANALYSIS. METHODOLOGY.IMPORTANT FINDINGS.</b>	11.07.2019	Organization way of the survey questionnaire with the stakeholders, focusing on the four main steps as; <b>Survey design. Distribution. Response. Analysis.</b> The findings according to the Sections of the Questionnaire.
<b>ANALYSIS OF TRAFFIC FLOWS (RO/PAX).</b>	20.08.2019	Analysis of freight and passenger O / D flows between the three Ports, Taranto, Kotor and Durres.
<b>SWOT ANALYSIS.</b>	20.08.2019	Produce a SWOT analysis.
<b>MONITORING AND FUNDING.</b>	20.08.2019	Methodology to monitor PORTS implementation. Development of monitoring plan. Estimation of needed resources and possibilities of funding.

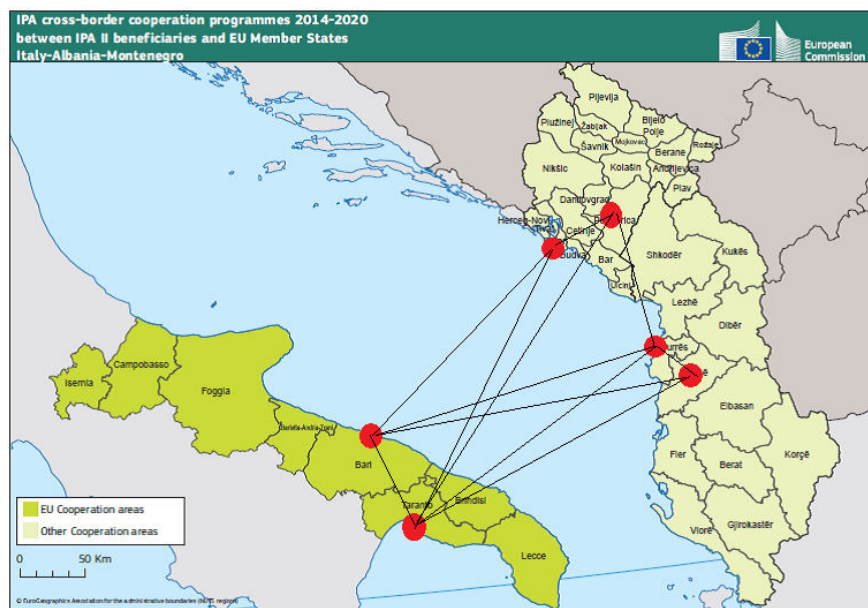
## 2. ANALYSIS OF THE CURRENT SITUATION OF THE PORTS OF TARANTO, DURES AND KOTOR.

### 2.1. General Ports description

The purpose of this issue is to gather information from all partners of the PORTS Project. The information will be general in relation to the information on the geographical position, the territorial space, the internal infrastructure, the connection with the road or rail transport, port activities and services, the port's importance in relation to other ports operating in your country.

In this description will also be given some figures on the role of the port in the transport of passengers and goods. Territorial spaces for commodity processing, movement flows between project ports, and space for embarking of passengers, regular lines between the ports of the PORTS project.

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Also information will be provided on the road and rail infrastructure extended within the port area, if available, the possibility and the link for operation and development of intermodal transport. Some key features of main infrastructure such as squares etc. as well as main services in the port will be also provided.

---

### 2.1.1. Port of Durres

Durres Port is managed by Durres Port Authority (DPA). The Law nr.9130 dt.08.09.2003 “For the Port Authority” creates conditions to operate as an independent self-founding authority. The development of the Durres Port has gone through many stages. It is restructuring itself to become a landlord port with most of port operating services been provided by private sector.

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DPA is a legal entity, responsible for all port related activities, i.e., cargo handling, maintenance of nautical and port infrastructure and superstructure, equipment and buildings and to carry out loading and discharging operations together with the associated storage and receiving of goods to and from road and rail.

Durres Port Authority is the main national port of Albania. It is centrally located and is roughly 35 kilometers from Tirana. Durres Port is located in the geographical position 41°19' N and 19°26' E.

#### **Some of the most important distances are:**

1. The center is located 300 m from the port,
2. The train station is 500 m.

#### **Structural Characteristics.**

Land Surface: 79 ha

Water surface: 67 ha

Berth length: 2275 ml

Depth: 5, 6 - 11, 2 m

#### **Entry Chanel:**

Length: 6755m

Depth: 8m

Width: 12m

Port of Durres (Figure 4) handles all types of cargo including dry bulk, break bulk, liquid bulk, general cargo, chemicals, dangerous cargo, containers, Ro-Ro, heavy lift cargo etc. It consists of imports of various kinds of goods such as wheat, cement, fuels, construction material, foodstuff, containers etc., and exports of minerals like chrome ore, Ferro-chrome, scrap, containers and general cargo. The operating system is active 24 hours to all operators.



*Figure 4 - Port of Durres*

With 2,2 kilometers of operational quay land 11 berths the Port of Durres is capable to handle about 78% of Albania's total international maritime traffic or 40% of Albania's total international freight traffic. The port of Durres currently has a commercial capacity over 5 million tons of bulk and general cargo.

The port of Durres is connected with highway network as well as with main railway network. Port of Durres is also a key location for transit networks and passenger ferry, giving Durres a strategic position with respect to Corridor VIII.

Durres Port serves to 7 million people (Albania, Kosovo, and North Macedonia), as shown in Figure 5. It is a SAFE and SECURE Port, certified Security Level 1. Our main trading partners are Italy, Greece, Croatia, Turkey, Ukraine, Spain, Libya, Russia, China, Brazil, USA, and Ecuador.



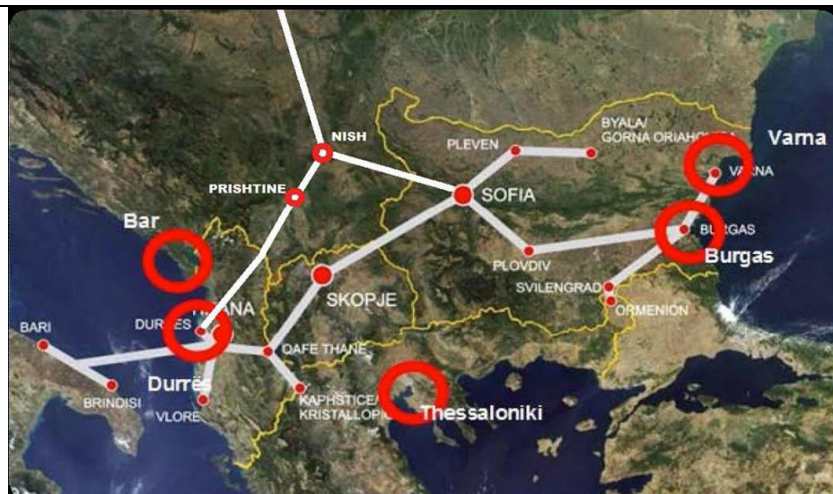


Figure 5 - Corridor VIII

*Legend: Arrival at Durres Port destination from the highway; Durres-Kukes-Kosovo; Montenegro-Albania; Albania-North Macedonia, Albania-Greece, and Durres-Montenegro international rail transport.*

This creates facility of transit for passengers and goods on the European continent. The development of the Durres Port has gone through many stages to reach where we are today, a stable, safe and attractive port with values for society. Low operating cost motivates management team to realize quality services and some other value that characterize the port of Durrës.

After privatization of several services the Port is undertaking structural and organizational changes to make it more responsive to demands of a rapidly changing market place.

#### Port services:

- Cargo service
- Ship service
- The service for the protection of environment
- Terminal operators

#### **There are 4 terminals (Figure 6):**

- Ferry Terminal.
- Container Terminal.
- Eastern Terminal (Bulk cargo).
- Western Terminal (General cargo).



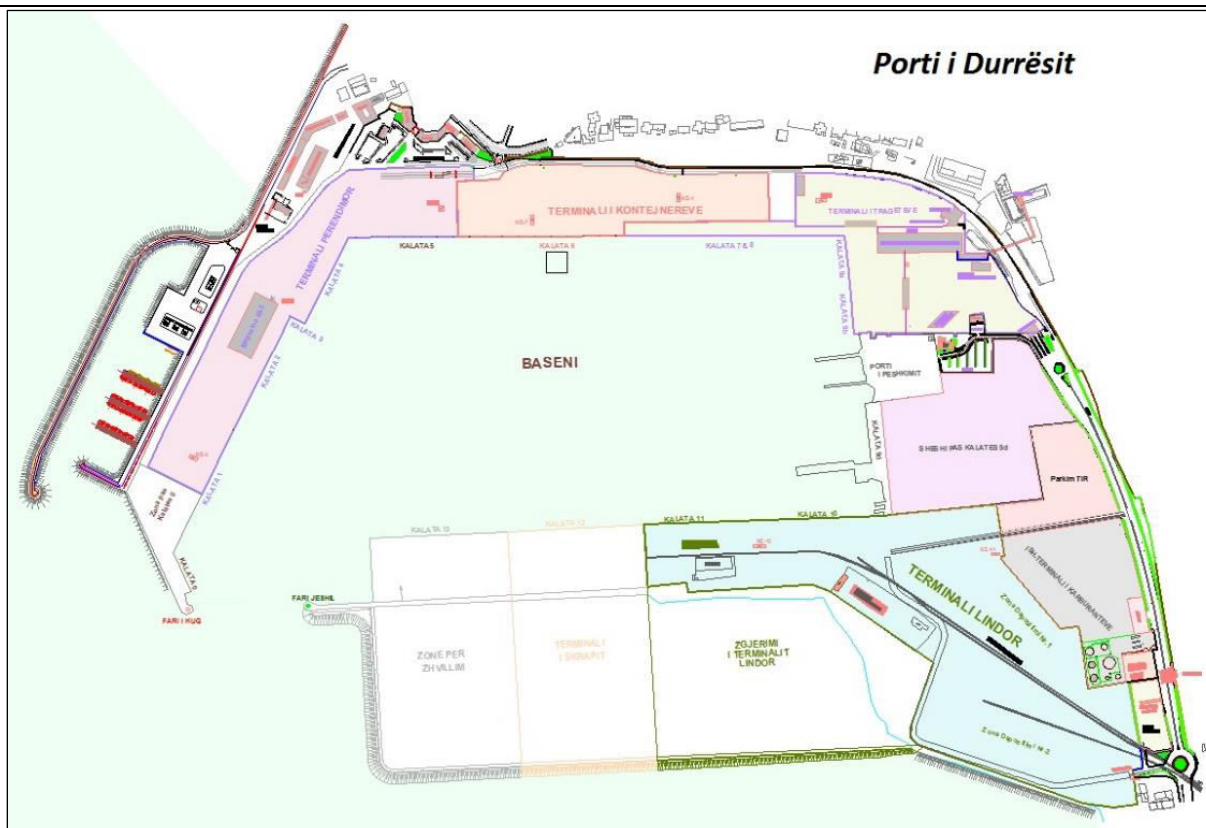


Figure 6 - Port of Durrës Layout.

## **FERRY TERMINAL.**

The Ferry Terminal (Figure 7) is an investment at the amount of Euro 21.8 million, constructed in compliance with the highest standards, which provides a modern, quick and qualified service. Due to that, the terminal can be called as a new Gate towards the Europe. From September 2013 the terminal is managed AFTO (Albanian Ferry Terminal Operator).

To handle passengers and cars the terminal has all necessary infrastructure facilities such as check in post, border and custom control, scanners, scales, benches and luggage trolleys.

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Figure 7 - Ferry Terminal.

### **Terminal characteristics:**

Terminal surface 86.432 m<sup>2</sup>

Terminal Building 5,482 m<sup>2</sup>

Quay length 580 ml

Quay depth 8.6 m - 10.00 m

46 Border Control offices installed in this terminal, 10 are for passenger control, 24 are for auto control and 12 are for trucks, buses and trailers.

### **Handling Capacity**

2,000 passengers at once.

5 to 6 ferries at once.

1.5 million Passengers per year.

250.000 vehicles per year.

100.000 trucks per year.

**Regular ferry lines are with:** Bari, Brindisi, Ancona, Trieste, Koper.

## CONTAINERS TERMINAL

The container terminal (Figure 8) is managed from February 2013 from DCT - Durres Container Terminal. The terminal implements the 24-hour working system and has available a considerable number of modern equipment.



Figure 8 - Containers Terminal.

### Terminal characteristics

Terminal surface	60.062 m <sup>2</sup>
Quay length	265 m
Quay depth	8.6m - 10.00 m

### Terminal Equipment

Reach stacker	5 units
Terminal chassis	5 units
2 mobile cranes	63 ton up to 100 ton capacity
Forklift	1 unit

### Terminal capacity

Handling capacity	180.000 TEU year
-------------------	------------------

Storage capacity	3000 TEU
200 Reefer plugs	

### Main lines operating in the Durres Port are:

ZIM - Haifa Israel
MSC - Gioia Tauro Italy
CMA CGM - Malta
MEDAZOV - Castellon Spain
MAERSK Malta Marsaxlokk
COSCO

## EASTERN TERMINAL



Figure 9 - Eastern Terminal

The Eastern Terminal (Figure 9) is managed since July 2013 from EMS-Albanian Port Operator. The main activity of East Terminal is loading/discharging of bulk cargoes as such as minerals, mineral ores, coal, clinker, scrap, cement, edible oil and general cargo such machinery, steel bars, steel constructions. The terminal provides the storing of the related cargoes as well.

### **Terminal characteristics:**

Terminal surface	185.140 m <sup>2</sup>
Quay depth	5.6 m – 11.1 m
Quay length	422m
Railway length	1.000 ml
5 electric quay cranes	15ton – 27.5 ton capacity

### **Terminal equipment.**

Reach-Stacker, Forklift, Trailers, Mechanical shovels etc.



## WESTERN TERMINAL



Figure 10 - Western Terminal

The Western Terminal (Figure 10) or general cargo terminal is located in west part of the port and is managed by Durres Port Authority. The terminal can handle all types of general cargo as palletized, semi-palletized, slings, bags, rotary, chemicals, cereals etc.

### ***Terminal characteristics.***

Terminal surface	92.680 m <sup>2</sup>
Covered warehouse	5.152 m <sup>2</sup>
Quay length	735 ml
Quay number	5
Quay depth	7.0 m - 8.2 m

### ***Terminal equipment.***

12 electric quay cranes	5–45 ton capacity.
Mobile crane MHC 200	120 ton capacity.
Mobile crane MHC 115	65 ton capacity.
5 Cereals silos 1.500 ton storage capacity and other terminal facilities	

## 2.1.2. Port of Taranto.

**Port of Taranto coordinates: LAT. 40° 27' N LON. 17° 12' E.**

The Port of Taranto (Figure 11) located on the north coast of the Gulf of Taranto, is a natural harbor embracing a wide sheltered bay, the Mar Grande, and a smaller inlet, the Mar Piccolo.

The commercial and industrial port infrastructures stretch along the northwest shore of Mar Grande, with the most recent facilities – the container terminal and Pier 5 – located just outside the western breakwater.

The port estate covers a total area of 3,250,000 square meters:

- 1,600,000 square meters are operational
- 1,150,000 square meters on concession

The quay has a combined length of 9,995 meters, of which:

- 3,410 linear meters are for common use
- 6,585 linear meters on concession

Year-round operations are possible at all berths thanks to the port's natural protection and sea defense works, together with a negligible tidal range.

Traffic structure by main cargo categories can be summarized as follows:

- Containerized general cargo at Multipurpose Pier.
- Dry bulk and steel products related to the steelmaking activities of ArcelorMittal
- Liquid bulks (crude oil and refined products) related to ENI refinery activities.
- Cement throughput related to the production activities of Cementer.
- Break bulk handled at common user commercial berths.

The Mar Grande is a wide bay allowing easy approach and maneuver. It is bounded by two breakwaters which reinforce the natural protection offered by promontories and islets. The main harbor entrance is 1,400 meters wide. An access channel with 25 meters depth leads from the middle of Mar Grande to the berths of Pier 4. Ships are piloted along specific routes to their moorings. Three offshore breakwaters protect the complex of piers. The Pier 5 and the Multipurpose Pier, which lie outside Mar Grande, are protected by a large offshore breakwater.

A detailed description of the berths is reported as follows (Table 3):

*Table 3 – Berths characteristics at the Port of Taranto*

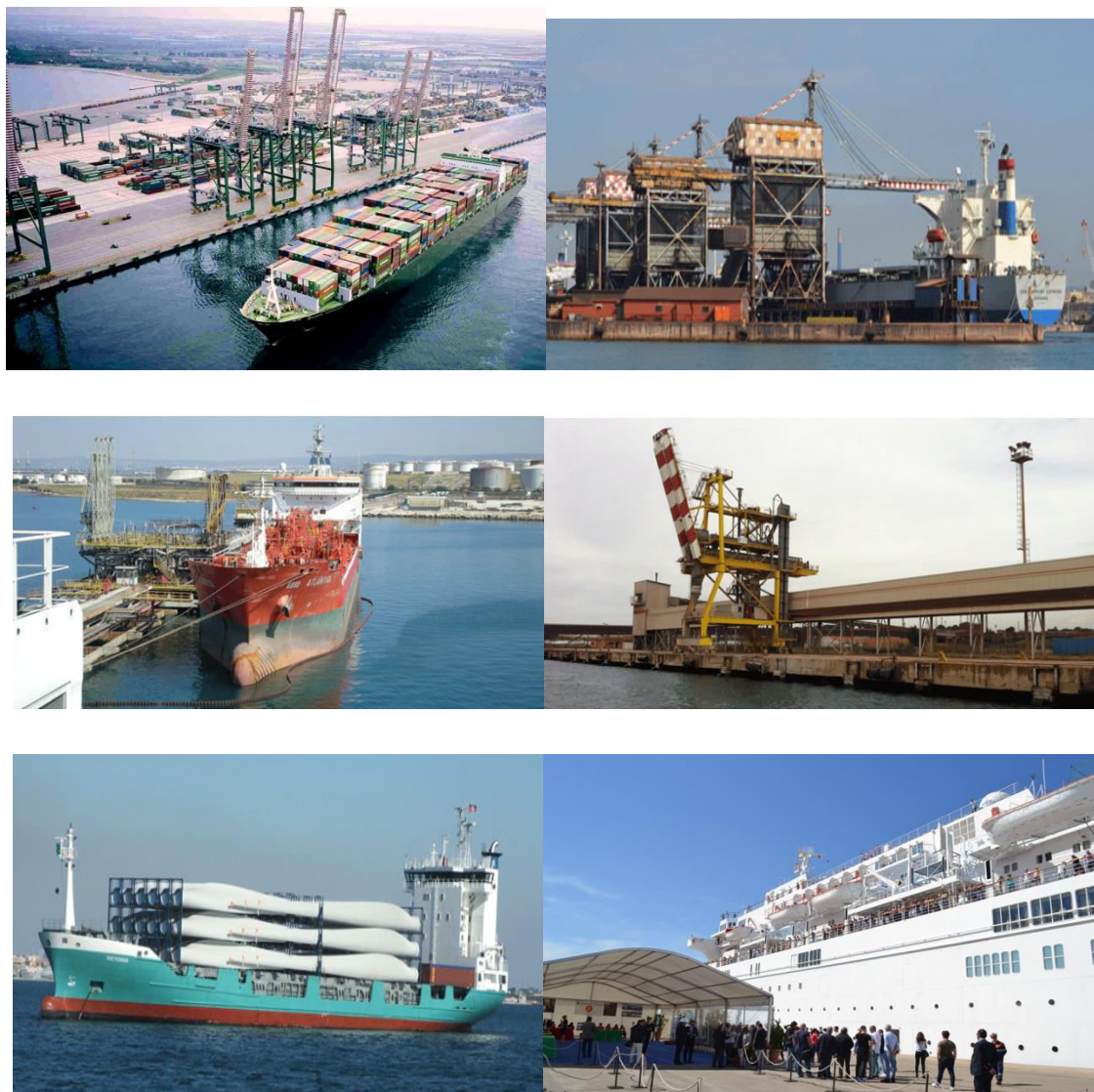
Name of the Quay	Concession holder	Quay length (m)	Draught (m)	Max tonnage (dwt)	Operating areas (sm)	Handled goods
Quay 1		240	8.5	20,000	1,800	Miscellaneous goods
Pier 1 East Side		320	9.5	25,000	1,600	Miscellaneous goods
Pier 1 West Side		330	12.5	25,000	13,000	Miscellaneous goods
Pier 1 Head		130	8.0	2,000		Miscellaneous goods

Quay 2		290	12.5	22,000	30,000	Miscellaneous goods
Pier 2 East Side	ArcelorMittal	515	16.0	130,000	9,000	Iron ore discharging
Pier 2 Head	ArcelorMittal	143	10,5-16	40,000		Ships technical stay
Pier 2 West Side	ArcelorMittal	550	10.0	40,000	10,600	Iron & steel products
Quay 3	ArcelorMittal	230	10.5	12,000	4,000	Ferroalloys - slag
Pier 3 East Side	ArcelorMittal	615	11.0	45,000	10,800	Iron & steel products
Pier 3 Head	ArcelorMittal	200	11.0	30,000	13,400	Fuel - tar
Pier 3 West Side	ArcelorMittal	630	11.0	45,000	12,200	Iron & steel products
Quay 4		300	11.0	12,000		Miscellaneous goods
Pier 4 East side landward	Cementir	167	12.5	6,000		Cement loading
Pier 4 East Side	ArcelorMittal	434	25.0	350,000		Iron ore & coal discharging
Pier 4 Head	ArcelorMittal	72	25.0	2,000		Bitumen loading
Oil Jetty	ENI SpA	560+560	11.0	20,000		Refined oil products
Buoy moorings	ENI SpA		22.0	300,000		Crude oil discharging
Pier 5 West Pier	ArcelorMittal	1,00	11.5	45,000	631,300	Iron & steel products
Multipurpose Pier & Quay 5		2,000	14.0 – 16.5		1,000,000	Container throuput/varied goods/ro-ro traffic



Figure 11 - Port of Taranto Layout.

Pictures referred to the port of Taranto activities are given in Figure 12.



*Figure 12 - Port of Taranto Activities*



### 2.1.3. Port of Kotor.

**Port of Kotor coordinates:** LAT 45° 25, 5' N, LON 18° 46,1' E.

Nautical chart of Boka Kotorska Bay is given in Figure 13 (Port of Kotor, Report 2019). Port of Kotor is oriented to servicing passenger ships and therefore is recognized as a passenger (cruise) port. Adriatic Sea region is recognized by the increased cruise traffic with 5 million cruise passenger movements (Risposte Turismo, 2017). Port of Kotor represents a third most frequent cruise port of Adriatic, after Venice and Dubrovnik.

It is worth to mention, due to suitable weather and nautical conditions inside the Kotor bay appropriate for cruise ships, this area is very attractive for cruise ships visits and safe ships moving is provided during the whole year.

Inside the Port of Kotor, there is a main berth with customs and border control with a total length of more than 180 m and the available draft is 8 m, while there is also its extension of 200 m with the available draft of 6.5 m. This port has a river berth capable of servicing cruise ships up to 125 m length and 4.5 m draft. Because some ships have draft limitations, they have an option to anchor and use the tendering services.

The first and second anchorages are located approx. 0.3 and 1 nautical miles from the main berth, respectively. When passengers need to disembark from the ship, lifeboat tenders are used to provide a link from cruise ships to the shore.

The total length of the apron area in the Port of Kotor is 665 m (see Figure 14). Generally, the apron area is divided into five berths (<http://portofkotor.com/O-luci/polozaj.html>):

- Berth I: total length of 150 m. Total number of bollards is 11.
- Berth II: total length of 100 m.
- Berth III: total length of 250 m.
- River berth I: total length of 80 m. Total number of bollards is 5.
- River berth II: total length of 70 m. Total number of bollards is 5.

The apron area is disposing with 61 rubber fenders used for berthing/unberthing of cruise ships. Along the quay, there are water and electricity connection for the ships. The pilotage service is mandatory for ships over 1000 GT (<http://portofkotor.com/O-luci/polozaj.html>).

From the geographical point of view, the port is located in the inner Kotor Bay and represents one of the four bays in the Boka Kotorska Bay. Waterway distance between Port of Kotor and other important ports in the neighborhood is given in Table 5(<http://portofkotor.com/O-luci/polozaj.html>).

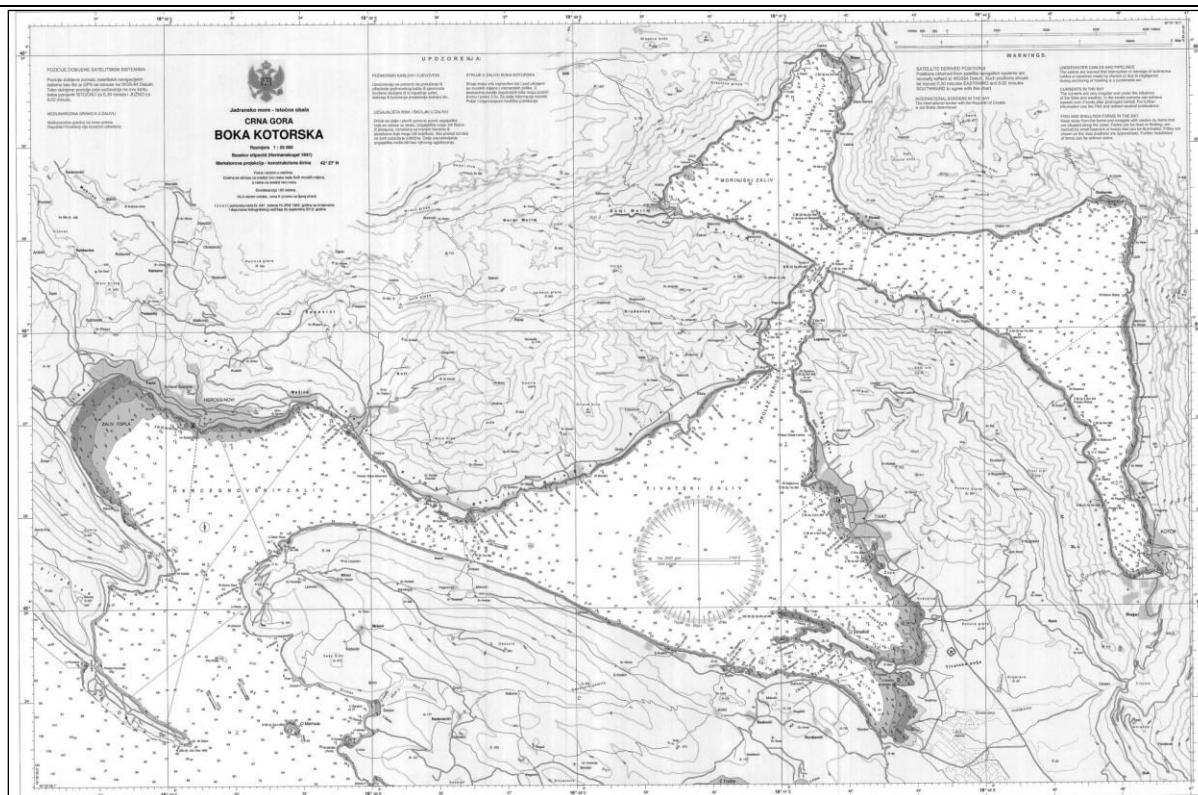


Figure 13 - Nautical chart of Boka Kotorska Bay (Source: Port of Kotor, Report 2019)

Table 4 - Waterway distance between Port of Kotor and other important ports in the neighborhood

Ports' waterway distance	NM
Kotor – Bar (ME)	42
Kotor – Bari (IT)	125
Kotor – Otranto (IT)	151
Kotor – Trieste (IT)	334
Kotor – Ancona (IT)	254
Kotor – Piraeus (GR)	715
Kotor – Dubrovnik (HR)	40

Source: <http://portofkotor.com/O-luci/polozej.html>

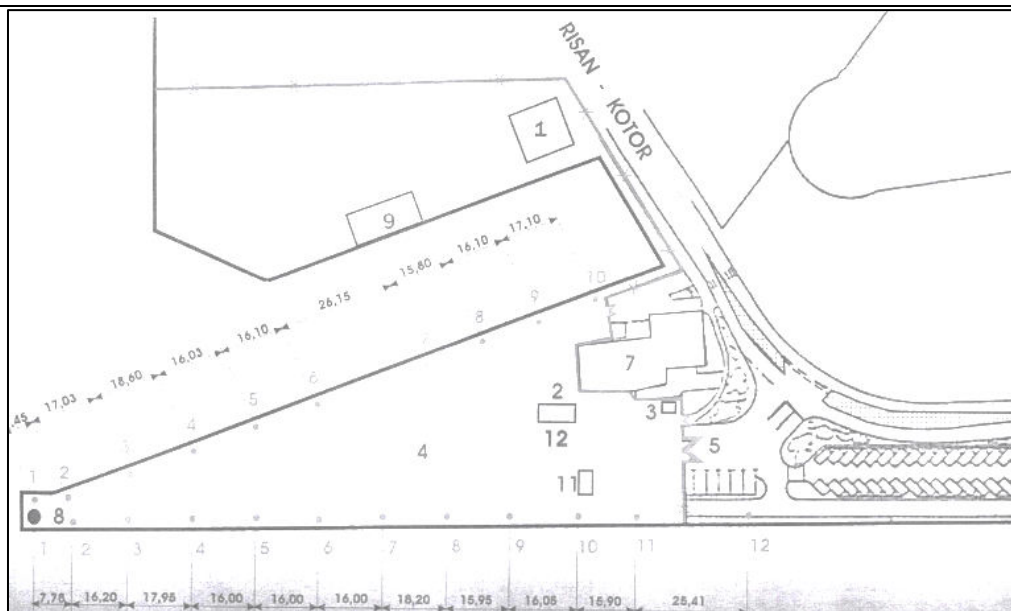


Figure 14 - Layout of the Port of Kotor (Source: Port of Kotor, Report 2019)

Illustration of the cruising activities at the Port of Kotor are shown in Figure 15.





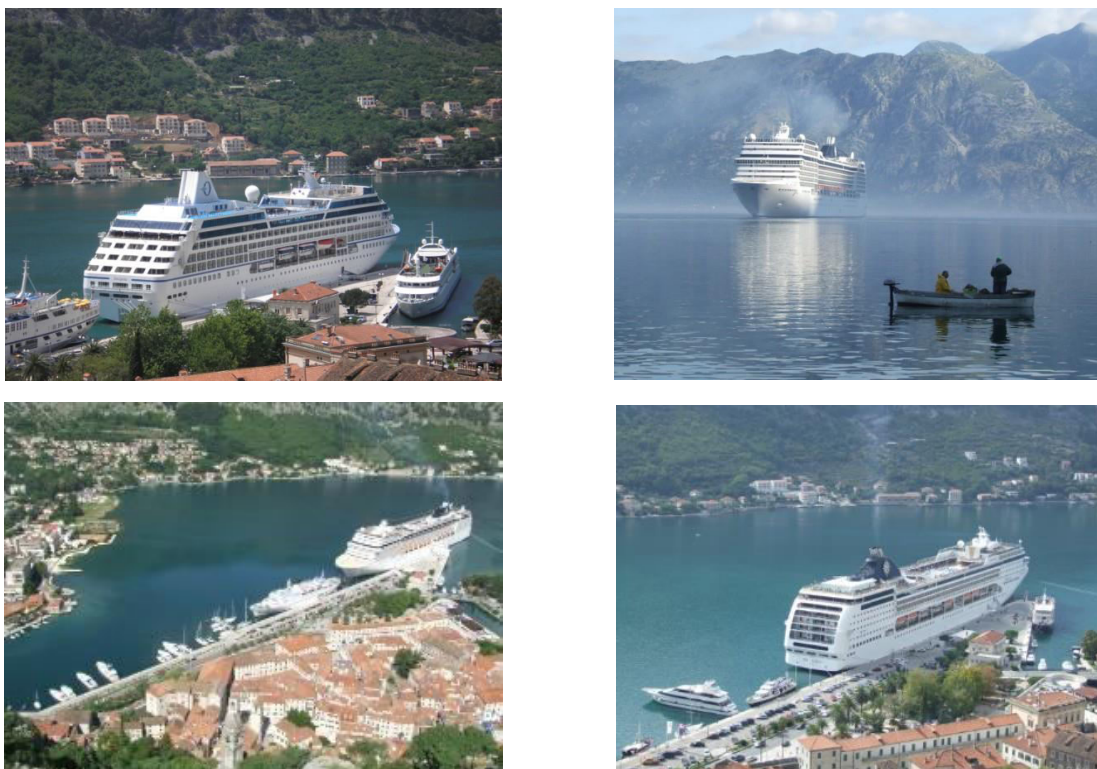


Figure 15 - Figure 15 - Port of Kotor Activities

Source: <http://portofkotor.com/Galerija/kruzing.html>

### 3. OVERVIEW OF THE SURVEY QUESTIONNAIRE AND ANALYSIS

#### 3.1. Methodology.

##### 3.1.1. Survey design.

For WPT1 needs, building collection distribution and analysis of stakeholder responses for distributed questionnaires is required. This is done according to Activity AT1.3 Deliverable DT1.3.1 “Preparation of a Questionnaire” (Table 5).

The Coordinator of this action will prepare a questionnaire whose aim will be to comprehend stakeholder needs in terms of public investments and policy.

Table 5 - WPT1.3 Deliverables

<i>Deliverable number</i>	<i>Deliverable Title.</i>	<i>Deliverable Description.</i>	<i>Deliverable date</i>
<i>Deliverable DT1.3.1</i>	Preparation of questionnaire	The Coordinator of this action will prepare a questionnaire whose aim will be to comprehend stakeholder need in terms of public investments and policies.	<b>18/09/2018</b> <b>1<sup>st</sup> Steering Committee meeting in Kotor 9-10 October 2018.</b>
<i>Deliverable DT1.3.2</i>	Contacting stakeholders	Members of the National network will be given the Questionnaire.	29/01/2019 10/04/2019
<i>Deliverable DT1.3.3</i>	Analysis	Collected data will be analyzed defining stakeholders' tasks and goals, their experience levels, what policy and investments they need from the transport system authorities, what information should be shared between the public and private sector.	<b>May 2019</b> <b>...continuation</b>

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Building and sharing the form of the questionnaire according to the sections and questions to be asked for were based on an analysis of AIT working group and in cooperation with some of the key stakeholders.

## Participatory Process design and Implementation.

### *Phase I: Identification and First Contact (Completed)*

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The first step from the technical staff of AIT was the identification of stakeholders.

An informal meeting was organized for this purpose. From the long list of stakeholders received from the Durres Port Authority, the Ministry of Infrastructure and Energy, ANALTIR and the Chamber of Commerce and Industry made selection in three groups according to the impact and weight they have on the market and according to the fields operating at the Durres Port. Also in the analysis are taken the potentials of their influence in the development of the transfer and capitalization of the activities.

### *Phase II. Stakeholder grouping.*

The grouping was done on three levels.

#### *First Level, Local and Regionals Stakeholders. (Very High Important)*

This group is directly involved, affected and interested in the development of freight and passenger transport.

It is identified as follows (Table 6):

- ✓ Port Authorities.
- ✓ Ferries-Passengers Terminal Operator.
- ✓ Cargo Freight Operators.

Table 6 - Stakeholders Involvement Strategy

Stakeholders	Impact	Interest	Involvement	Comments
Port Authorities	-High impact since the PORTS will be developed in own territory. -Political Support	- Sustainable Development Policy Implementation -Economic Growth Expected	- Continuous collaboration with the PORTS working group -Providing specific required data.	- Integration of PORTS with other projects that are being currently developed.
Passengers Terminal Operator	- High impact since the PORTS directly affects	- Improving the Cruise Passengers	- Providing the required data. -	- Improvement of the Mobility within the Port

	the services of the Passengers Terminal.	related services. -Raising attractiveness.	Collaboration in identifying major mobility issues.	Areas.
Cargo Freight Operators	High impact since the PORTS directly affects the services of the Cargo Freight Operators	- Improving the Cargo Freight related services. -Raising attractiveness for new line.	- Providing the required data. -Collaboration in identifying major mobility issues.	- Improvement of the Service within the Port Areas.

### ***Second Level, National Authority. (High Important)***

The group (Table 7) consists of national policies and the development of local authorities, which are important at the stages of the PORTS project and also during the implementation of the recommendations of this project. It is identified as follows;

- ✓ Ministry of Transport. (Ministry of Infrastructure and Energy).
- ✓ Ministry of Economy and Finance (General Directorate of Customs).
- ✓ Port Inspection authorities.
- ✓ Railways Authorities and/or Operators.

Table 7 - National Stakeholders

<b>Stakeholders</b>	<b>Impact</b>	<b>Interest</b>	<b>Involvement</b>	<b>Comments</b>
National Authorities	- Political support. - Enhancing Transferring and Capitalizing activities efforts.	- Sustainable transport and Policies Development. - Economy Policy Development. -Economic growth expected.	- Providing continuous feedback on policies. -Providing required information on future investments.	-Improve of service for passengers and freight transport aiming to raise attractiveness.
Railways	Political support.	Improvement of Multimodal/ Intermodal	-Providing information regarding the frequency of	-Improve of service passengers and freight



Operators		Transport.	use of the railways by cruise passengers and freight transport.	transport aiming to raise attractiveness and multi – modality.
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### ***Third level; Agencies and Touristic Operators: (Medium Important)***

This group consists of SMEs such as Travel Agents, Tourist Operators, etc. who are very interested in improving the services to offer cruising services and freight transport. This group is identified as follows (Table 8):

- ✓ Travel Agencies&TouristicOperators.
- ✓ Association of TouristicOperators.
- ✓ Association of freightOperators.

For each group and stakeholders, the analysis was first conducted.

Impact, Interest and Inclusion.

*Table 8 - Private Operators.*

<b><i>Stakeholders</i></b>	<b><i>Impact</i></b>	<b><i>Interest</i></b>	<b><i>Involvement</i></b>	<b><i>Comments</i></b>
Travel Agencies and Touristic Operators	- Raising awareness. -Presenting the results to the operators.	- Increasing income. -Improving tourist related services.	-Providing inputs on major issues to tackle related to tourists' services.	- Focus on information of tourists. - Improvement of tourist services.
Freight and Passengers Operators	-Enhance cooperation and collaboration with freight and passenger lines	- Improving port services. - Increase in income.	Providing inputs into the services provided by the operator	Focus on connecting operators to carriers

### 3.1.2. Building the Questionnaire.

The construction of the questionnaire focused to be simple and short to allow and provide specific and not general answers. The construction of the questionnaire contains quantitative and qualitative questions. Also emphasize that the construction and formulation of the questions were based on the mission and objectives of WPT1.3. The content of the questionnaire includes the following issues.

The questionnaire was prepared in 2 sections:

#### SECTION 1

*Private Stakeholders.*

Field Activity.

For Passenger and Freight Transport

- a) PassengersTransport.
- b) FreightTransport
- c) Infrastructure
- d) Logistic - Intermodality
- e) Digitalization (IST, Single Window, Port Community.)
- f) Cooperation with Stakeholders.

#### SECTION 2

*Government Bodies.*

- a) Legal and Strategic Support
- b) Strategic Developments in Infrastructure
- c) Terminals, Roads, Railways, Logistics
- d) Legislation

## 3.2 IMPORTANT FINDINGS

### 3.2.1 Analyzing and finding the needs and requirements of stakeholders through questionnaires (provided by all project partners)

*This section will provide an analysis of general information on survey questionnaires. The final phase of all these steps will be "State of the Arts Analysis and Need Analysis".*

The following analysis is based on the baseline data sample of 41 respondents who completed the survey. The evaluation and findings in this report are based on a descriptive analysis of the survey data (questionnaire).

### 3.2.2 General.

General data on the survey questionnaires, type of stakeholders, number of operators, geographical distribution, area of activity, etc. are covered in this analysis.

All stakeholders carry out national and international activities according to their field, of which;

- 12 are related to passenger transport and
- 29 are related to freight transport

The offices of the companies are mostly concentrated in the cities of Kotor, Durrës and Taranto although with their activity they cover all the territorial space of the countries where they operate.

#### *Type of Activities.*

The type of activities of the 41 stakeholders conducted is (Figure 16);

- 33 economic operators
- 8 political stakeholders

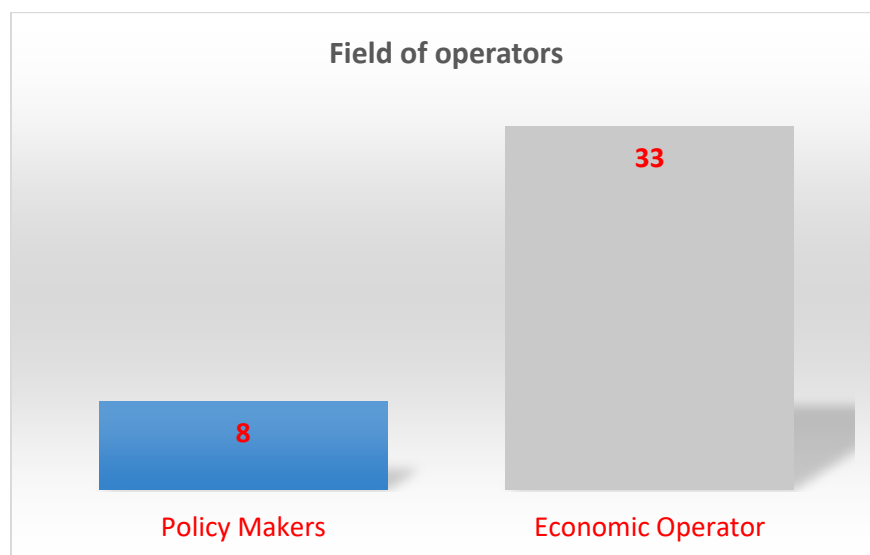


Figure 16 - Stakeholders Type of Activities

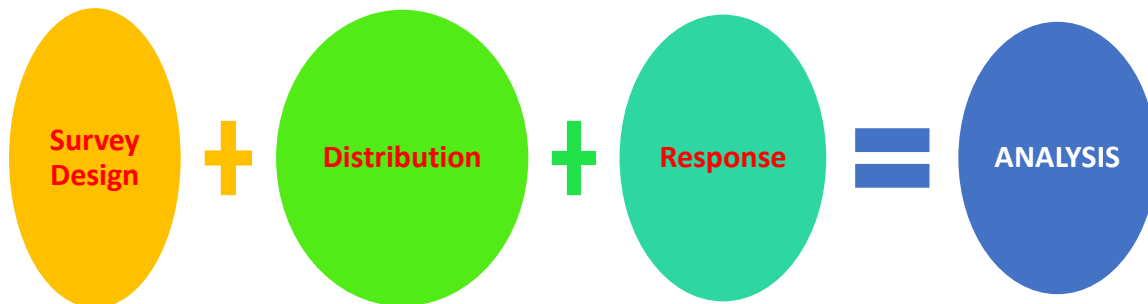
This analysis aims to provide the opinion, feedback and suggestions of the surveyed stakeholders through the “Questionnaires Responses” of a broad and specific target group informed about the current situation, obstacles, priorities, strategic planning and future programming.

This is a descriptive analysis, including responses from questionnaires distributed in hard copy, by e-mail and project web-platform (online: <https://www.projectports.eu/survey-wp1/>).

The analysis is based on the feedback of a survey conducted for 13 weeks from **December 2018** until **May 2019**. The 41 respondents form the sample of quantitative and qualitative data are carried out in this analysis.

### 3.3 Methodology.

The methodology applied as mentioned at the beginning of this analysis will follow these steps.



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#### *Survey design.*

The analysis for this report includes a broad base of stakeholders directly or indirectly related to the purpose of the PORTS project (Table 9 and Figure 17).

The survey included a total of 10 domains, and 61 questions, organized into two sections (see Appendix 1 Survey: PORTS STAKEHOLDERS NEEDS).

#### Stakeholder's type

The questionnaire contained some general questions for both categories of respondents, (State and Private) while the rest were adjusted based on the scope of their activities.

FIELD		
state stakeholders	private stakeholders	TOTAL
2	8	10

### **SECTION 1**

#### *Private Stakeholders (Figure 18)*

- Passenger Transport.
- Freight Transport
- Infrastructure
- Logistic - Intermodality
- Digitalization (IST, Single Window, Port Community.)
- Cooperation with Stakeholders.

## SECTION 2

### Government Bodies (Figure 18)

- a) Legal and Strategic Support
- b) Strategic Developments in Infrastructure
- c) Terminals, Roads, Railways, Logistics
- d) Legislation.

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Table 9 - Questionnaires Responses by Country

	Private Operator	Government Authority	Total
<b>Albania</b>	<b>23</b>	<b>8</b>	<b>31</b>
<b>Italy</b>	<b>4</b>	<b>-</b>	<b>4</b>
<b>Montenegro</b>	<b>4</b>	<b>2</b>	<b>6</b>

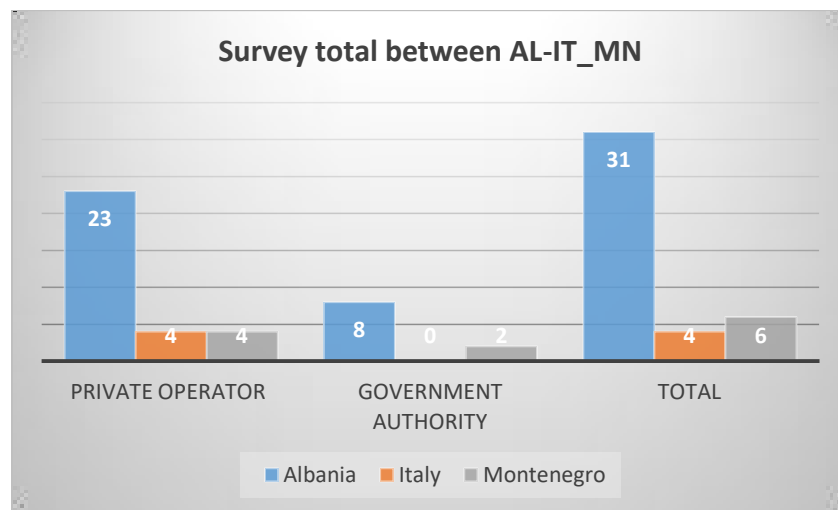
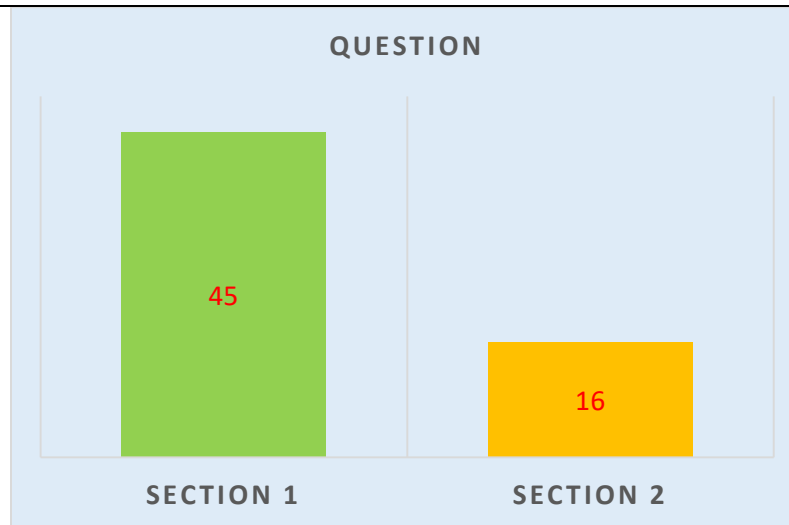


Figure 17 - Graphic of Questionnaires Responses by Country

The first section contains 8 areas and 45 questions designed to obtain information on physical and non-physical barriers to freight and passenger operator services, infrastructure, intermodality, MIS, information system, port organization, and cooperation with interested parties.



*Figure 18 - Questionnaire format*

The second section contains 2 areas and 16 questions designed to obtain information on the contribution of policy makers and decision-makers in the development of maritime transport, and the priorities, types of medium- and long-term programs where the strategy will focus and the steps to be taken to address them.

The purpose of this form of questionnaire design is to evaluate and orient the cooperation and stakeholder input in improving priorities on where to focus and what types of services, and where to take legal and operational steps to address them. The analysis will also take into account the stakeholders' needs in order to improve cross-board access and their needs in terms of public investment and new skills required by the market.

The analysis will finally investigate the possibility to switch the transport modality of existing traffic flows into more sustainable and efficient ones, taking into account the place of origin and destination of goods and passengers.

## Distribution.

The survey to get feedback from the stakeholders was conducted in three ways;

1. Using a project link-based Web-platform  
<https://www.projectports.eu/survey-wp1/>
2. The survey was also promoted through direct e-mail invitations.
3. Send a hard copy of the questionnaires directly to the office (face to face).

The external stakeholder survey was online from 23<sup>rd</sup> December 2018 to 31<sup>st</sup> May 2019, targeting existing and potential stakeholders in their field of activity.

The survey is also designed to allow the participation of known and unknown actors.

*Whereas Excel and SPSS1 programs were used to collect, process, and analyze data. These software applications were also used to capture details and nuances as well as to merge quantitative and qualitative analyzes for a comprehensive interpretation to facilitate decision making.*

### 3.3.1 Survey in Albania.

According to the list of stakeholders, the working group selected 53 Stakeholders as the most important but also the most concerned. (See Annex B list). All selected stakeholders were sent questionnaires by email and face-to-face meeting at their company offices giving them a hard copy<sup>1</sup>.

Of the total number of questionnaires sent by email and hard copy, 31 of them were completed which represents about 60%, of total numbers, of the operators who received the questionnaire returned replies. Of these 31 stakeholders, 23 or 74% are private operators and 8 or 26% are state institutions (Table 10, Figure 19).

Table 10 - Type of Stakeholders from Albania.

1.State Stakeholders	2.Private stakeholders	Total Stakeholders
8	23	31



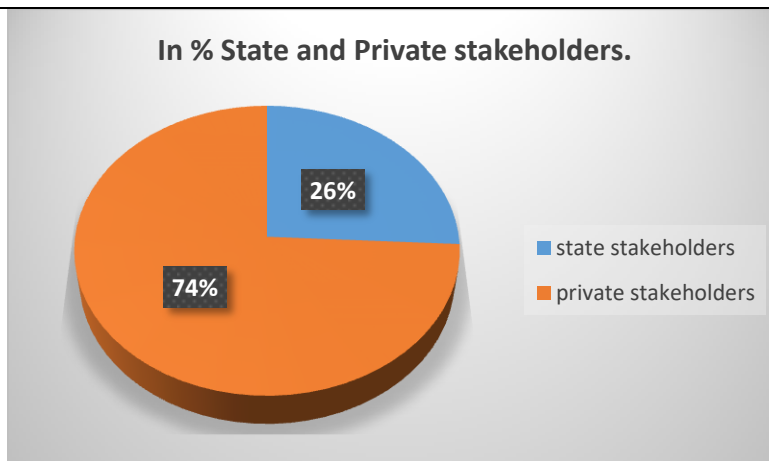


Figure 19 - Stakeholders type in %

<sup>1</sup>Note: We emphasize that all questionnaires are completed in hard copy rather than online.

### 3.3.2 Survey in Italy.

The **Port of Taranto** distributed the questionnaires online (see Annex A). This open link has the right to participate by anyone who sees himself as contributing and representing his or her interest.

According to link data <https://www.projectports.eu/survey-wp1/>, only 4 private subjects completed the questionnaire by returning an answer (Table 11-12, Figure 20).

Table 11- Stakeholders from Italy

STAKEHOLDERS ITALY
<b>Peyrani Sud S.p.A.</b>
<b>Mantua &amp; De Iacovo Shipping Srl</b>
<b>Marco Caffio S.r.l.</b>
<b>Spedinkap Srl.</b>

Table 12 - Type of stakeholders from Italy.

State Stakeholders	Private Stakeholders	Total Stakeholders
0	4	4

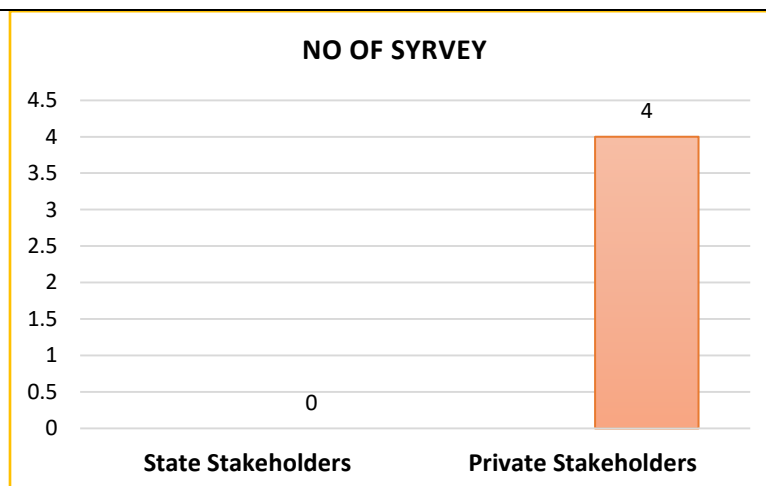


Figure 20 - Stakeholders from Italy

### 3.3.3 Survey in Montenegro.

The total number of fulfilled questionnaire (online survey at: <https://www.projectports.eu/survey-wp1/>) from the stakeholders in Montenegro is 6.

First two of the stakeholders are private companies and the rest four are public bodies (Table 13-14, Figure 21).

Table 13 - Stakeholders from Montenegro

STAKEHOLDERS MONTENEGRO
Paris Kotor DOO from Tivat
Port of Adria JSC from Bar
Port of Kotor AD from Kotor
Port of Bar AD from Bar
Crnogorskaplovidba AD from Kotor
Chamber of Economy Montenegro from Podgorica

Table 14 – Type of Stakeholders from Montenegro.

State Stakeholders	Private Stakeholders	Total Stakeholders
2	4	6

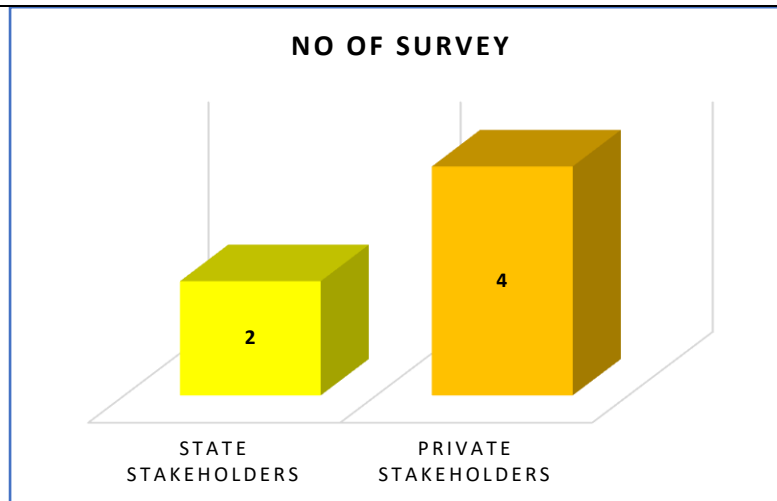


Figure 21 - Type of Stakeholders from Montenegro

### 3.3.4. Distribution by three partners (Port of Taranto, Durres and Kotor)

Based on the information received for the three ports, a total of 41 questionnaires with completed answers were received. Of which 75% from Albania, 10% from Italy and 15% from Montenegro (Table 15, Figure 22-23).

Table 15- Type of Stakeholders from Each Country.

State	State Stakeholders	Private Stakeholders	Total Stakeholders
AL	8	23	31
IT	0	4	4
MN	2	4	6
Total	10	31	41

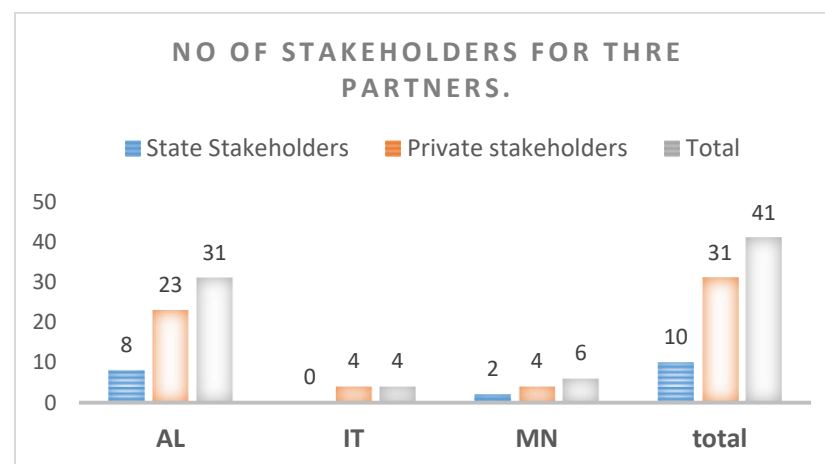


Figure 22- Type of Stakeholders from Each Country

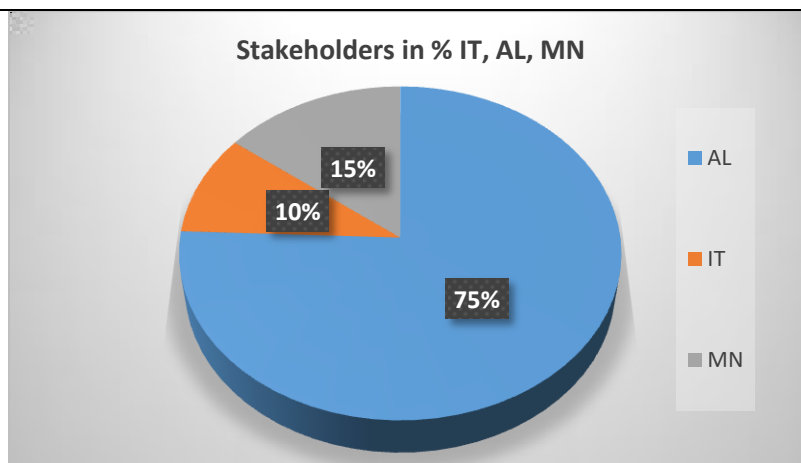


Figure 23 - Share of Stakeholders from Each Country

According to the ways of obtaining the answers to the questionnaires, it results as follows;

- 31 questionnaire completions or 76% were obtained by hard copy (Figures 24-25);
- 10 questionnaires or 24% were downloaded from the platform (Figures 24-25).

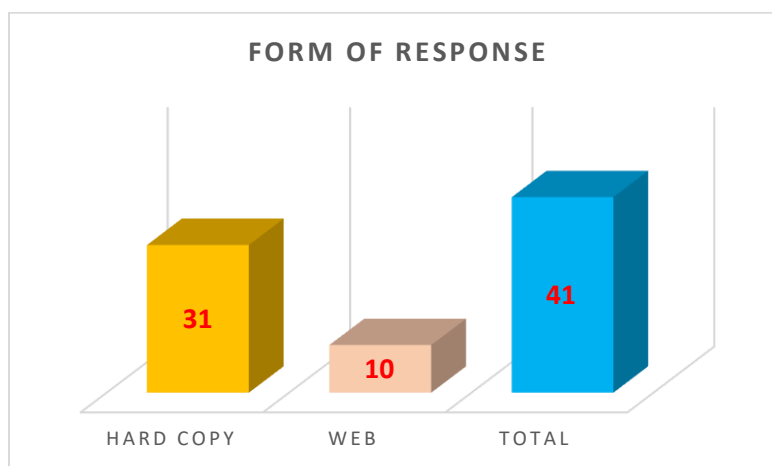


Figure 24 - Form of Response

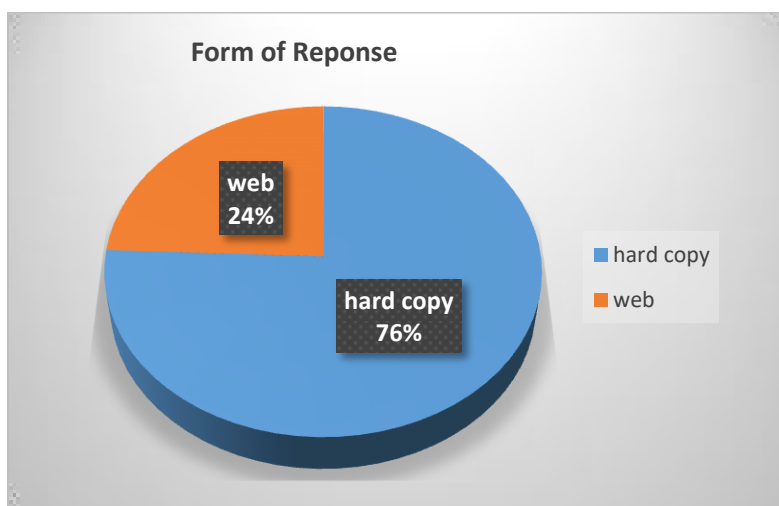


Figure 25 - Form of Response in %

### 3.4 Survey response profile.

The analysis will be based on the basic responses of the 41 stakeholders, who have completed the survey. We will talk about the findings according to the Sections of the Questionnaire (Table 16).

Focusing on gathering of stakeholder feedback, to assist in the information's of further development strategy, improvement priorities, and future types of programming that can solve better the line's activation between three ports.

Quantitative estimates.

Qualitative highlights.

45

Table 16 - Survey Response Profile

PARTNERS	DELIVERY OF QUESTIONNAIRE (No)			ANSWER OF QUESTIONNAIRE (No)		
	state	private	total	state	private	total
IST Logistica Puglia. GE.IN.LOGISTIC. Role: LP1Port of Taranto.				-	4	4
Albanian Institute of Transport (AIT) Port of Durres. Role: PP4	12	31	43	8	23	31
University of Montenegro. (MoU) Port of Kotor. Role: PP5.				2	4	6



### 3.4 Responses.

Based on the data base of the questionnaires and according to the analysis of the answers given by the stakeholders it results that all the stakeholders answered over 99% of the questions. The survey data collected from all 41 stakeholders constitute the baseline sample for the analysis in this Report.

This extensive campaign resulted in 1159 responses (with alternatives yes or no) to online and hard copy way (Figure 26) of which 85% are from private operators, and 15% from public institutions (Figure 27).

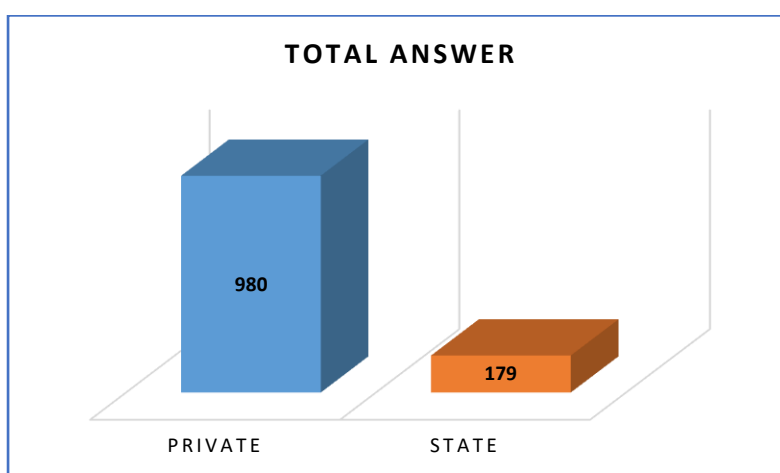


Figure 26 - Number of answers

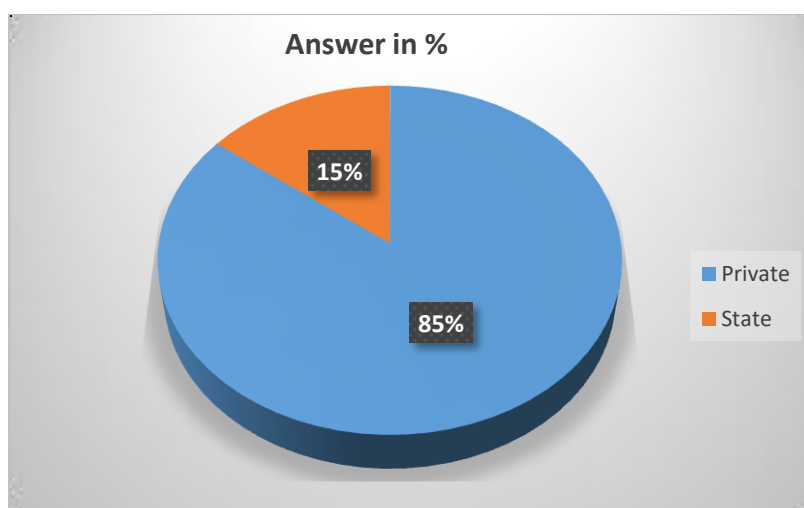


Figure 27 - Share of answers in %

From the total number of responses to the questionnaires collected, it results that 670 responses or 68% are from Albania, 183 or 19% are from Italy and 127 or 13% are from Montenegro (Figures 28-29).

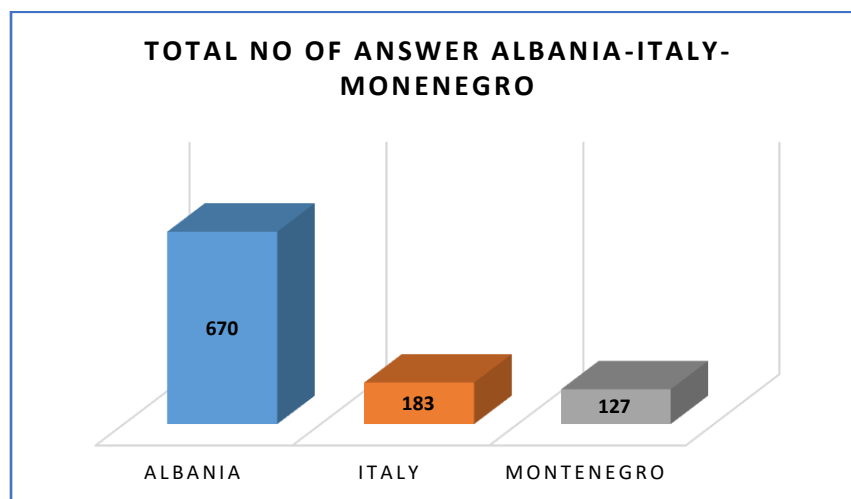


Figure 28 - Number of Answers by Country

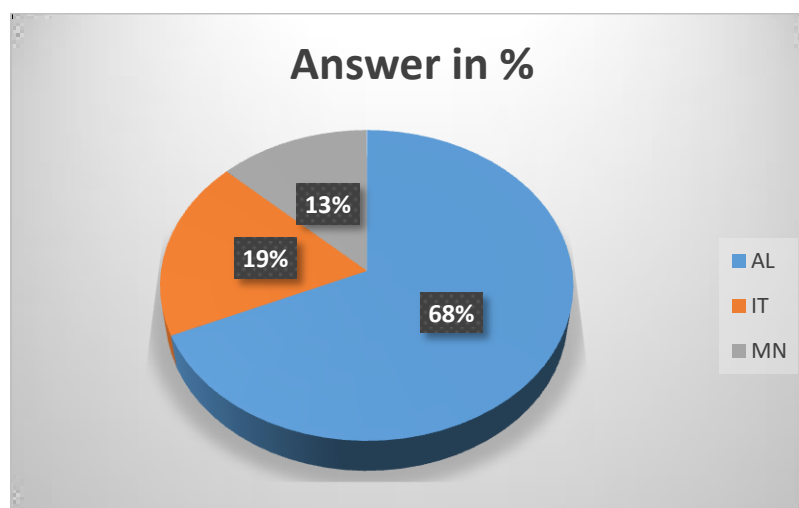


Figure 29 - Share of answers by country

The level of interest of the different stakeholders is given through figures and data obtained from the responses of the three partners (to what extent they are interested in policy issues, infrastructure investment, development of transport areas in general and intermodal in particular, etc.).

The first section of the survey focused on gathering stakeholder feedback to help inform the strategy, priorities for improvement, and future types of programming that could best solve the generation of operation between the three ports.

### 3.5.1. Passengers Transport.

From the database of stakeholder responses, the results are as follows;

Regarding the question *"How would you consider passenger safety"?*, the result is that 100% of the answers rate it very important (Table 17, Figure 30).

48

Table 17 - Safety Responses.

<b><i>How would you consider passenger safety?</i></b>	<b>1. Not important</b>	0
	<b>2. Little important</b>	0
	<b>3. Important enough</b>	0
	<b>4. Important</b>	0
	<b>5. Very important</b>	14



Figure 30- Safety Responses.

Regarding the question *"What are the reasons you have chosen to be a customer or port operator? (Passenger transport company, travel agency)"*, it turns out that 21% of port users support good infrastructure, 29% for good logistics, 50% for other options and 0% for tariffs (Table 18, Figures 31-32)..

Table 18 - Modal Choice Responses

<b><i>What are the reasons you have chosen to be a customer or port operator?</i></b>	<b>1. Low tariffs</b>	0
	<b>2. Good infrastructure</b>	3
	<b>3. Good logistics</b>	4
	<b>4. No other option</b>	7

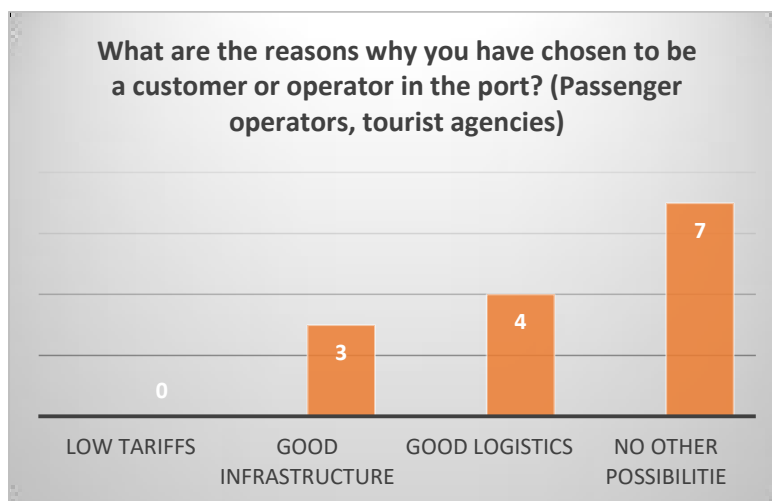


Figure 31 - Reasons for choosing this mode of transport.

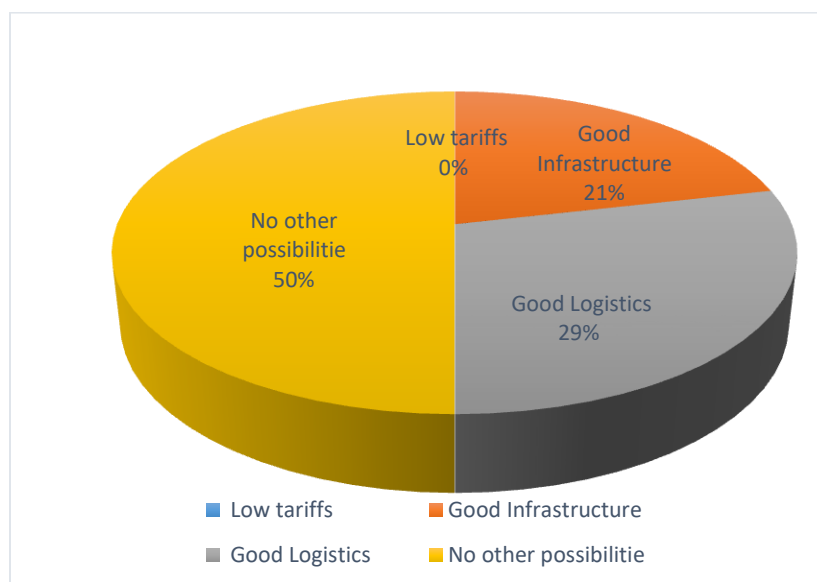


Figure 32 - Answers in %

### 3.5.2 Freight Transport.

Regarding the question

“Does the port meet the safety requirements for the processing of dangerous goods?”, it turns out that 92% of port users support safety for processing dangerous goods, and 8% do not support safety for processing dangerous goods (Figures 33-34).

50



Figure 33 - Port Safety Requirement Answers

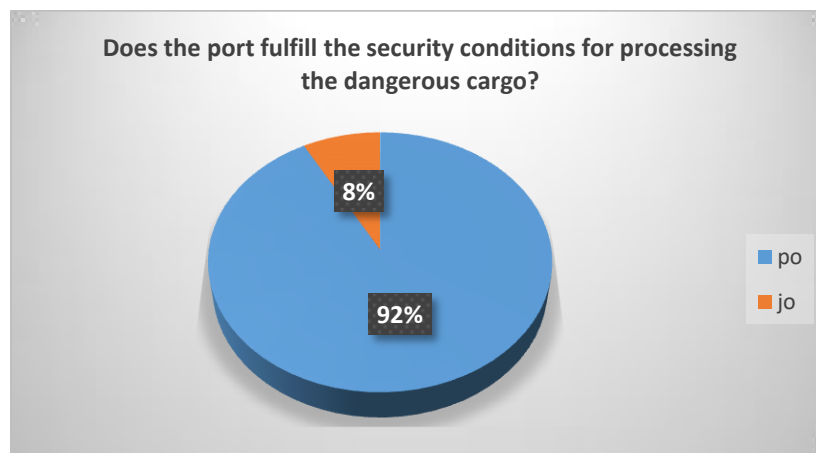


Figure 34 - Port Safety Requirement Answers %

Regarding the question

“Does the port have links to road and rail infrastructure?”, the answers are 96 % that there is a connection to the road and rail infrastructure in all three ports, and 4 % NO. In the Port of Durres although the railway exists the services are actually nonfunctional due to bad infrastructure conditions (Table 19, Figure 34).

Table 19 - Rail Infrastructure links responses.

<i>Does the port have links to road and rail infrastructure?</i>	YES	23
	NO	1

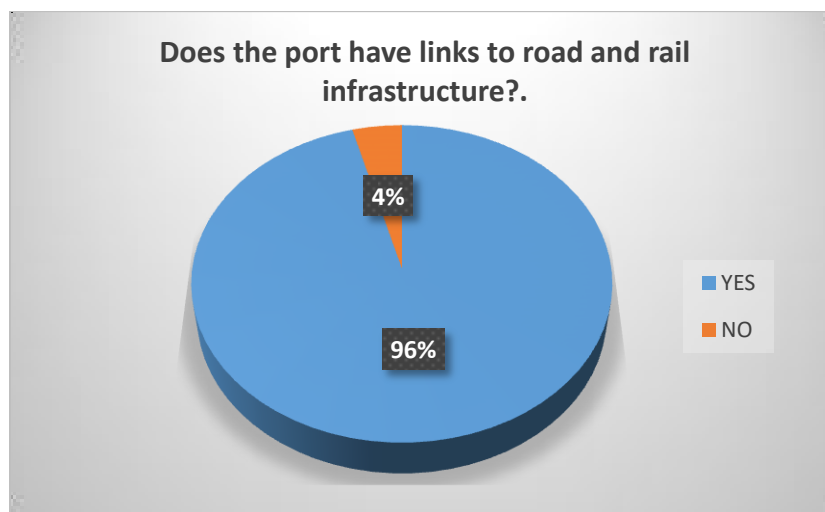


Figure 35 – Answers in %



### 3.5.3 Intermodality Logistics.

Regarding the question “Are intermodal transport activities present in the port?”, according to the survey results, the answers are that 89% say that intermodal transport activities are present in the port and 11% say these activities are not present in the port (Figures 36-37).

52

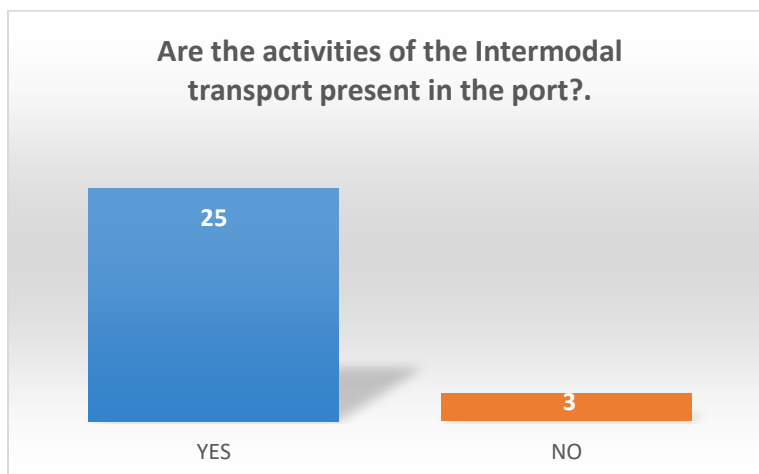


Figure 36 - Intermodal Services offered in the Port

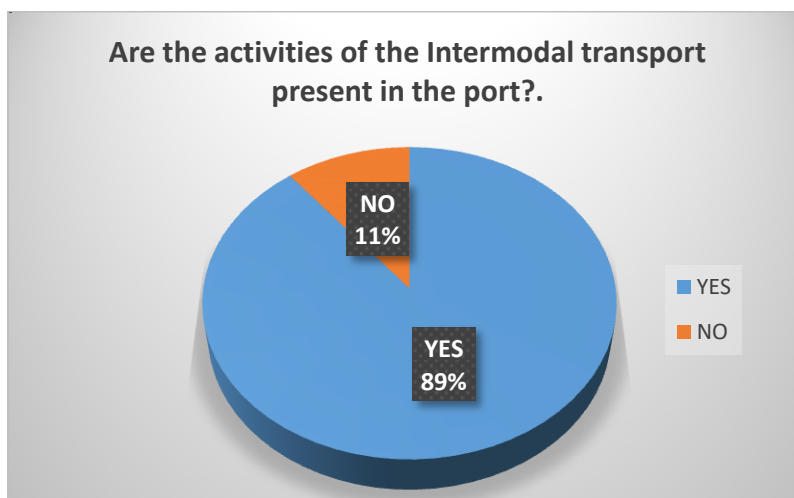


Figure 37 - Intermodal Services offered in the Port

### 3.5.4 Digitalization for freight transport.

Regarding the question “Are there any delays (non-physical barriers) to the cargo due to border and customs procedures?” and according to the survey, 89 % said there were customs barriers to goods, 11% said that there were for delay of border, according to the responses, there were mismatches of estimates for non-physical barriers (Figures 38-39, Table 20).

53

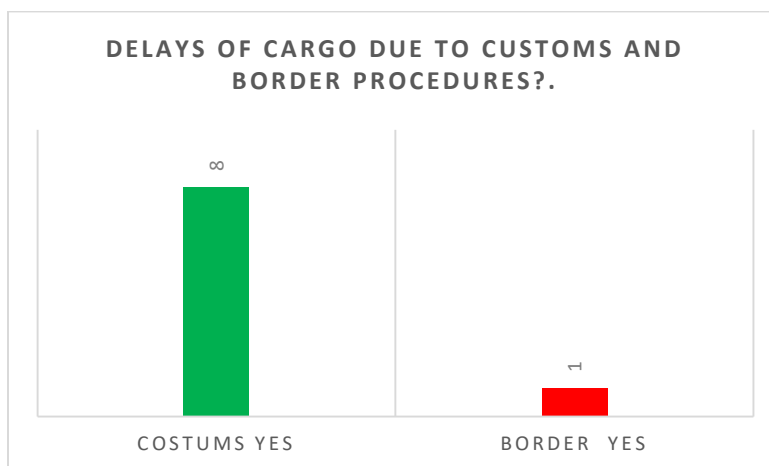


Figure 38–Delay of cargo due to customs and border procedures

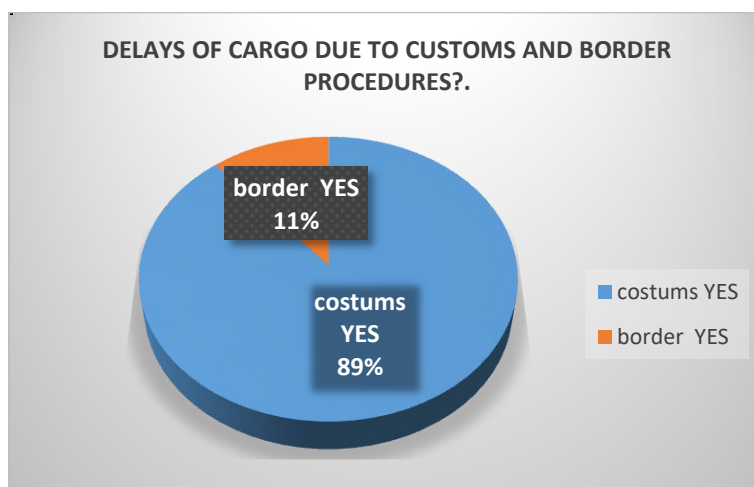


Figure 39 – Share in % of delay of cargo due to customs and border procedures

Table 20 – Number of responses

Are there obstacles (delays) of cargo due to customs and border procedures?	NO	YES
	15	9

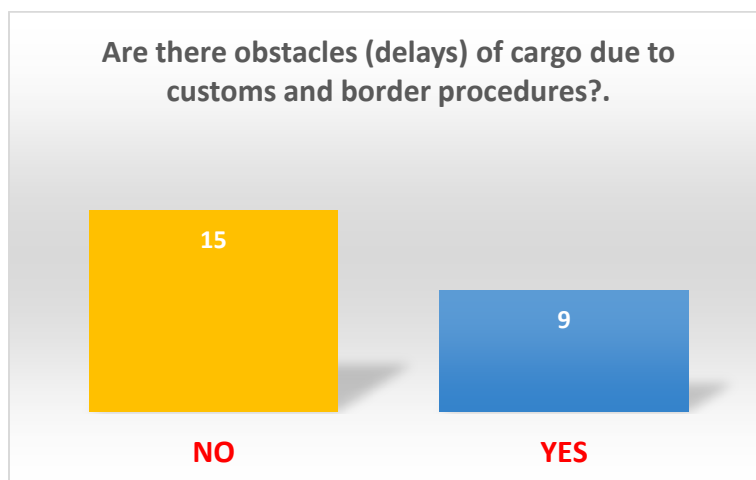


Figure 40 - Non-Physical Barriers Answers. (nr)



Figure 41 - Non-Physical Barriers for Freights Answers (%)

### 3.5.5 Digitalization for Passenger Transport.

Regarding the question “Are there non-physical barriers for ferries passengers?”, from the survey we can see 77 % responses that there were delays and 23 % were not.

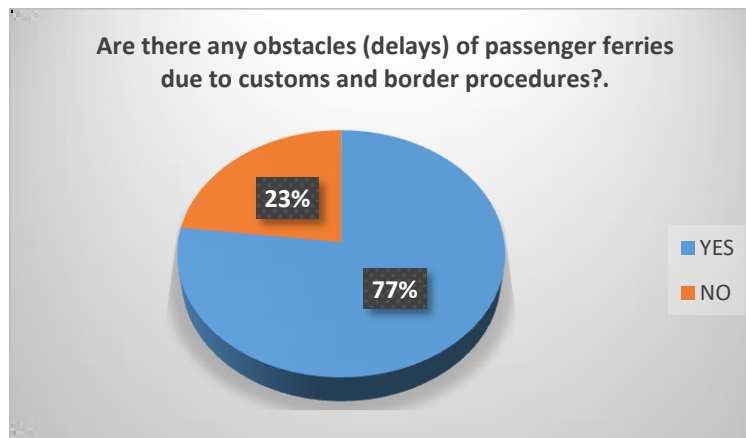


Figure. 38/1

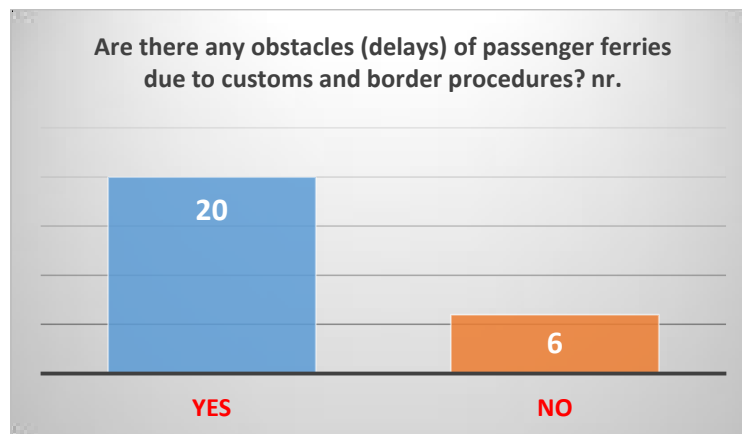


Figure 39 – Non-Physical Barriers for Ferries Passengers Answers (nr)

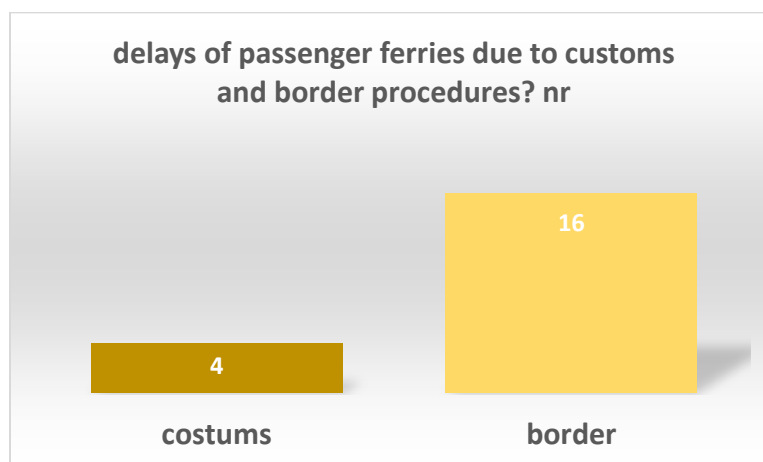
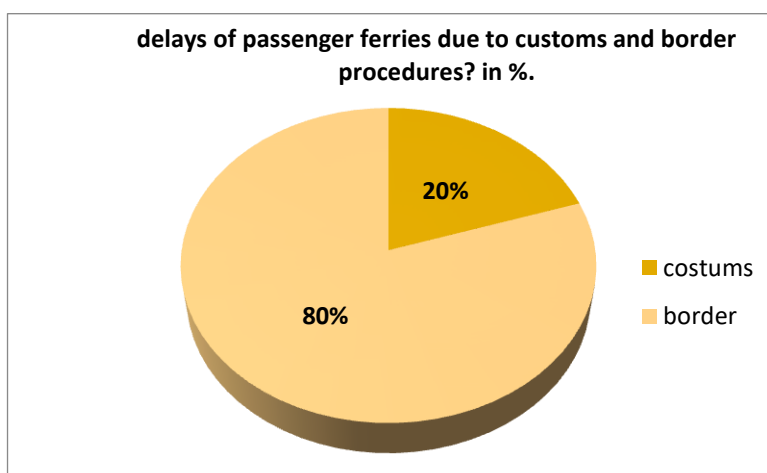


Figure 40 - Non-Physical Barriers for Ferries Passengers Answers (number)

According to the survey, 80 % said there were border barriers to passenger ferries, 20 % said there were customs barriers.



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Regarding the question “What is the level of communication and cooperation with private operators? Data show that 62 % responded there is good communication, 15 % average, 8 % bad (Table xx, Figures 41-42).

Table xx - No of reponses from the survey.

<b>What is the level of communication and cooperation with private operators??</b>	<b>very poor</b>	<b>0</b>
	poor	1
	fair	2
	good	8
	very good	2

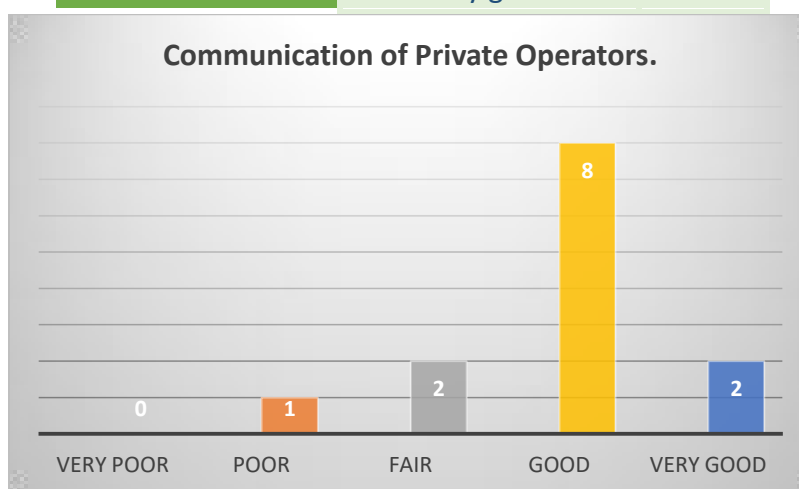


Figure 41 – Level of Communication of Private Operators.

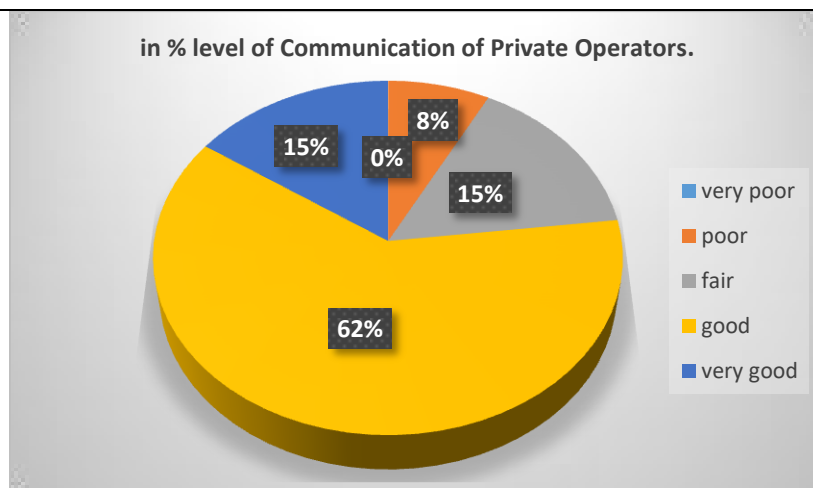


Figure 42 - Level of Communication of Private Operators (%)

Regarding the question "Is there a connection and alignment of information system with ports of origin/destination of the goods?", the answers are 90% - yes and 10% - no. There is a complete and accurate information link. There is a complete and accurate information link (Table 20, Figures 44-44/1).

Table 20 – Port Connections through Information Systems Answers.

<b>"Is there a connection and alignment of information system with ports of origin/destination of the goods?"</b>	<b>Yes</b>	<b>18</b>
	<b>No</b>	<b>2</b>

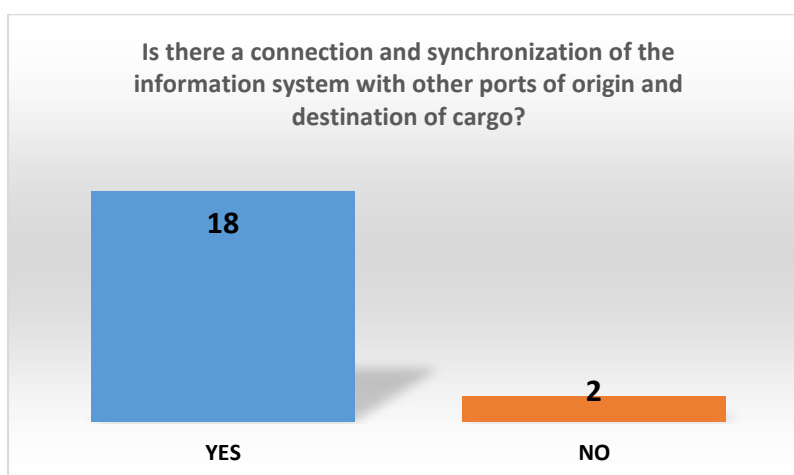
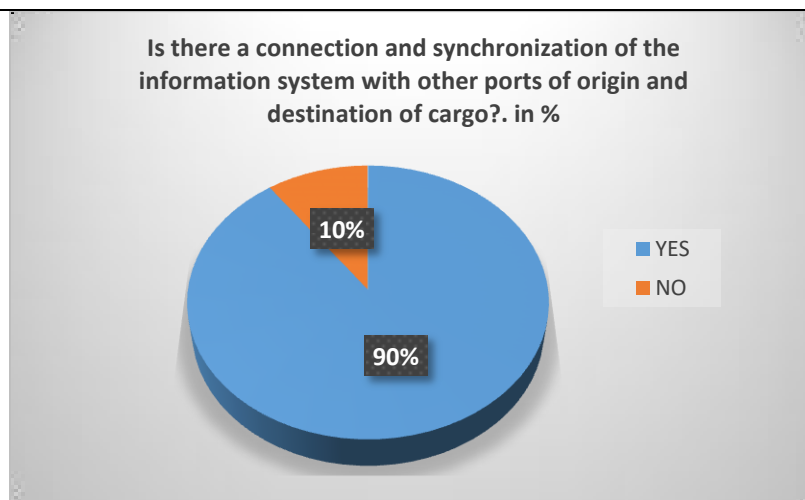


Figure 44. Connection and synchronization of the information system (number)





*Figure 44/1. Connection and synchronization of the information system in %.*

### 3.5.6 Organization of the Port.

Regarding the question “Does port security certification affect your progress?” and according to the data, 88% said that port security certification affects their activity and 12% said that port security certification did not affect their activity (Figures 45-46).

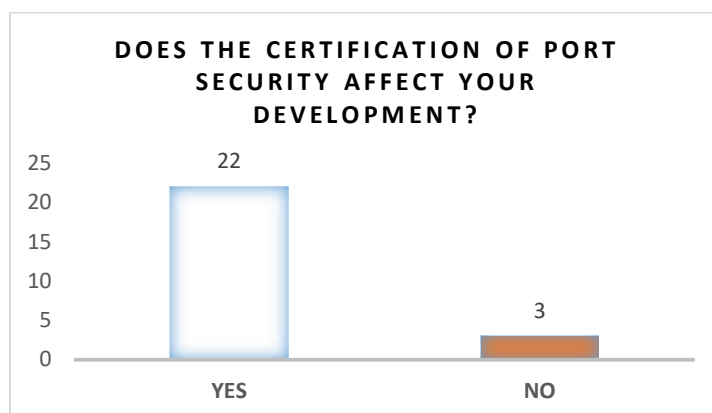


Figure 45. Does the certification of port security affect your development? (Number)

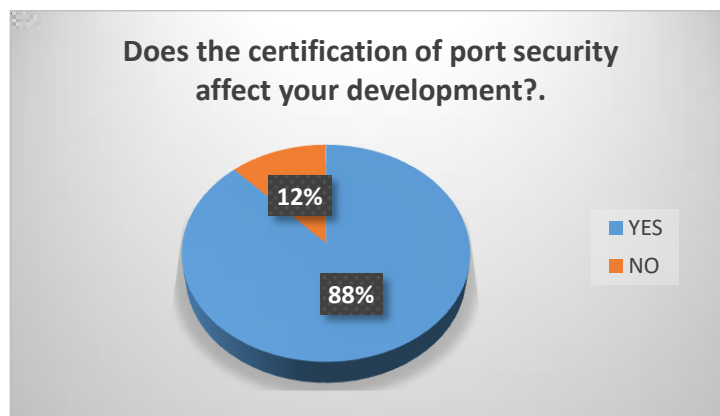


Figure 46. Does the certification of port security affect your development? In %

### 3.5.7 Legal and strategic support.

Regarding the question “Is there a long-term strategy for the development of intermodal transport?” and according to the data it turns out that 100% has development strategies for intermodal transport in ports. This shows the role and vision that policymakers have in developing intermodal transport.

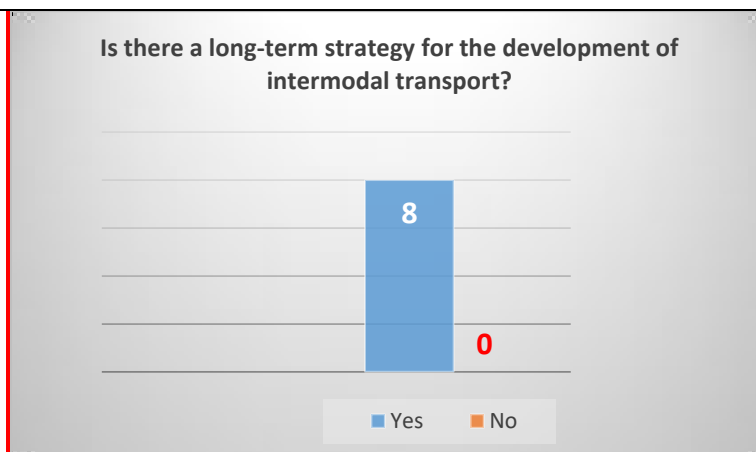


Figure 43 - Port Security Certification Answers (%)

Regarding the question “Is the Local Development Strategy supported by the National Development Strategy?” And according to the data, it results that 100% integrates the local development strategy with the national development strategy. This demonstrates the role and vision of policy makers in integrated and sustainable transport development (Figure 45).

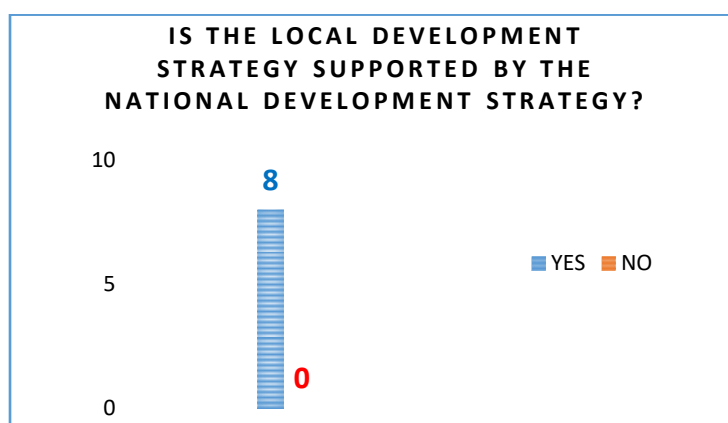


Figure 44 – Local Strategy Supported by National Strategy

Regarding the question “Has there been any long term studies on port development so far?”, data analysis shows that 35% of long-term studies were in logistics, 30% in infrastructure, 29% in intermodality, and 6% in the field of operation (Figures 46-47).

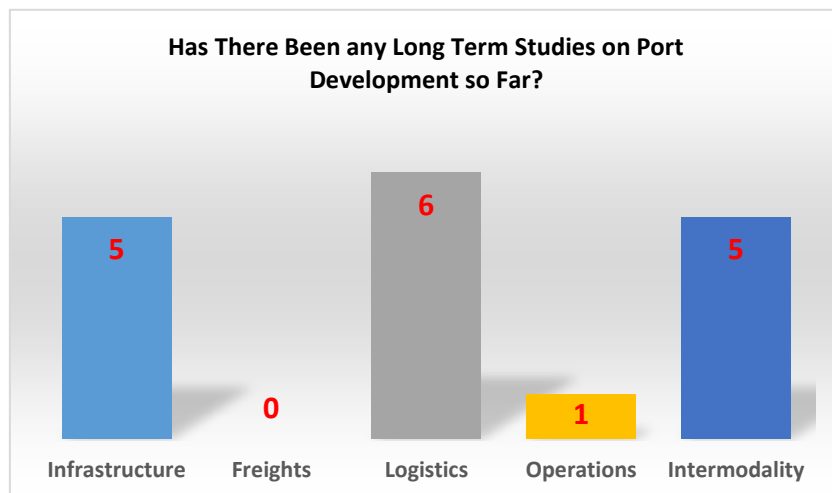


Figure 46 – Long-Term Studies by Area

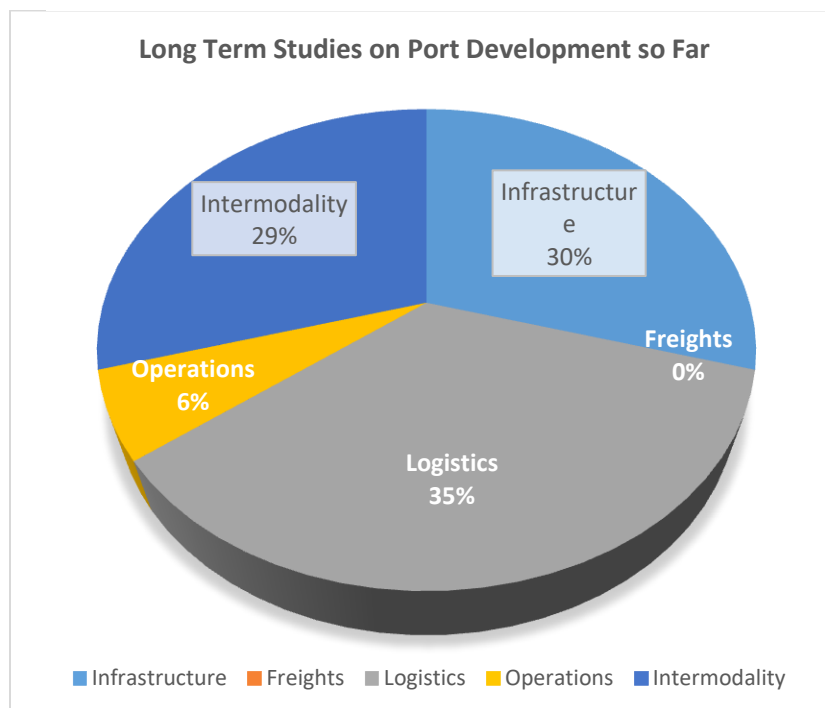


Figure 47 - Long-Term Studies by Area (%)

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## 3.6 Need and demand of stakeholder.

Based on the analysis of all collected questionnaires, the classification of stakeholder requirements will be made according to the needs and interest areas expressed in the filling of questionnaires.

Analysis of the needs to improve cross-border access, increase of the movement of goods and passengers, increase of modal transport efficiency and their needs with regard to the investments required for the development of infrastructure, operation, organization, growth and generation of new flows O/D of goods and passengers as well as logistic for increasing transport capacities but also increasing multimodal transport in the respective ports.

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### 3.6.1 Quantitative Ratings & Quality Assessments

#### **Quantitative highlights**

- A total of 1,160 responses were obtained from the survey.
- The largest group of responses was from operators (about 85%) and from public bodies (about 15%).
- The survey included three PORTS project partner states, with 72% from Albania, 15% from Italy, and 13% from Montenegro.
- In relation to the area of interest of the activities, funding programmers and research and innovation received the highest level of interest.
- Of the three forms of communication, the website, email and personal contacts, email and personal contacts were the most dominant. So 76% were answer with hard copy, and 24% were from online platform.

#### **Qualitative highlights.**

- Of the 1,160 responses, none of them had any comments or suggestions.
- Port security certification is regarded as one of the key points for the development of term activities.
- Considered very important Passenger Safety.
- The absence of unnatural obstacles at customs and border crossings is positively assessed.

- 
- Stakeholder collaboration and requests for involvement in decision making are supported.
  - Support local, regional and national development and integration policies.
  - Support for long-term strategies in intermodal development
  - They need coordination support for their activities.



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## 4. ANALYSIS OF TRAFFIC FLOWS (RO/PAX)

### 4.1. The Traffic Flow Analysis of Origin/Destination (Passenger and Freight) of the Taranto, Durres and Kotor ports in the Adriatic-Ionian area.

The analysis of O/D flows of passengers and goods will be made for existing routes between the Ionian and Adriatic Sea. It will be done and evaluated by each partner in the flows of goods and passengers in the Adriatic-Ionian area between the three ports.

The analysis will take into account the needs to improve the accessibility of border crossings and their needs in terms of public investment and new skills requirements.

The analysis will investigate the possibility of transferring the mode of transport of existing traffic flows for more sustainable and efficient considering the country of origin and destination of goods and passengers.

### 4.2 Benefit of the results of the O/D itineraries of goods and passengers in the Adriatic-Ionian area, analyses and evaluations. (Traffic flow chart of goods and passengers)

Based on the data and findings of point 5.1 analysis will be described in detail the outputs of the Project proposals that will be new routes of goods and passenger flows.

A map of the traffic flows of goods and passengers between the three ports, Taranto, Durres and Kotor will be built.

### 4.3. Estimates on the possibilities of new maritime roads in the Adriatic-Ionian area for the most sustainable and efficient ones

Based on the results of points 5.1 and 5.2 will be seen and proposed for the possibility of new routes for the cargo and passenger transport in the Adriatic Ionian area between the three ports.

The new O/D roads will serve as an increase in sustainable and more efficient transport.

## 5. SWOTALALYSIS

### 5.1. SWOT analysis as a useful tool for defining strategies and actions from the SWOT matrix results

Based on the information and data gathered in stakeholder analysis and consultations, a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) will be performed by following the model below.

After the data collection and based on stakeholders input, SWOT will be built as follows (Figure 48).

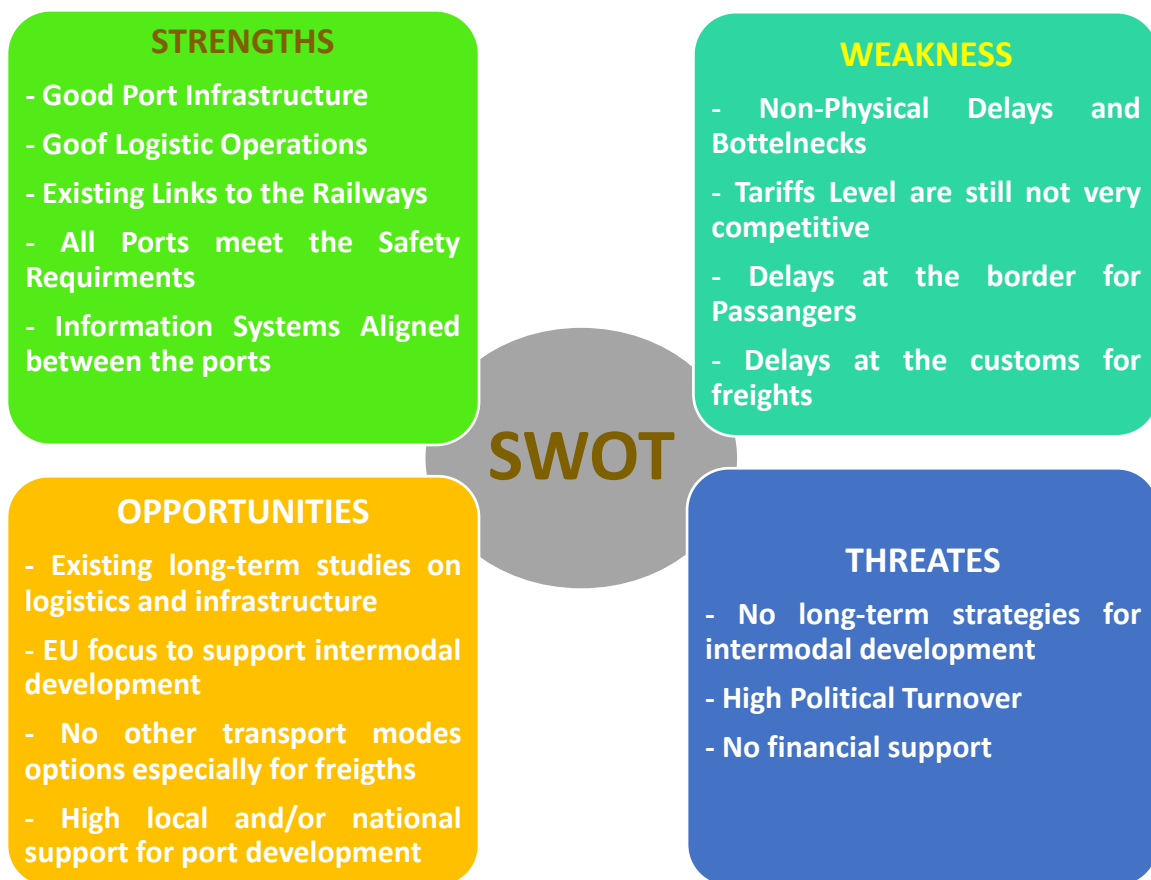


Figure 48 - SWOT Analysis

The SWOT analysis was followed by the CAME matrix below (Figure 49).



Figure 49 - CAME Analysis

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## 5.2. Survey results looked in the context of internal reflections

Based on the analysed results and findings from the above issues, positive and negative impacts on the development of multimodal transport, impact on the socio-economic development of the area, and tourism development will be given due to the proposed new itineraries in the respective countries, both in the area of Taranto Port, Durres Port and Kotor Port.

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## 5.3. Evaluation of key indicators in the project

They will state what activities will be accomplished to achieve output (outcomes). Results of the activities are performed in this work page. Each output will be linked to a program with the main indicators. (note to have the same metering measure). Also, it will show how will the target groups be included in the development of output on this work page or the implementation of investments.

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## CONCLUSIONS

The purpose of this study with all the steps taken will enable the working team to present and main conclusions to be drawn from concrete analysis and forecast implementation of the analyzed tasks.

### ***Evaluation of Key Indicators in the PORTS Project.***

Based on the current scenario, analyzed in the above section, a number of objectives are needed to guide the development of the PORTS Project.

The main objectives are:

- Promote partners' ports in this project using real-time efficient information.
- To increase the attention of operators to promote the ideal use of freight and passenger transport modes.
- Promote the potential for economic growth of the partner port areas as a result of the increased exchange of goods and passengers between them.
- Promoting a comprehensive and comprehensive plan that meets the needs of passenger and freight movement over the long term.

### ***“Strategies (Specific Goals)”:***

- *Promotion of tourist attractions of the regions of the three ports through efficient and reliable information.*
- *Promoting port space as an opportunity for developing intermodal and multimodal transport.*
- *Promote the use of low cost transportation and low environmental pollution.*

### ***Definition of Actions and Indicators.***

Following the strategic objectives outlined above, the modular packages have been selected from the document produced by the PORTS project for implementation at the three ports of Taranto, Durres and Kotor.

- Promote new lines between port
- Improving the conditions of non-physical barriers to the movement of goods and passengers.
- Improvement of port operations management.
- Promote the use of multimodality.

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As detailed above, detailed actions and indicators are selected to measure performance in their implementation towards the objectives (Table 21).



Table 21 – Actions and Indicators

General Objective	Problem	Specific Goals	Action	Key Indicators
To promote ports and spatial areas for the possibility of freight and passenger shipping between them.	<ul style="list-style-type: none"> <li>- Lack of freight and passenger transport lines</li> <li>- Lack of services of transport and tourist agencies.</li> <li>- Insufficient information for passenger and tourist passengers to visit the city and surrounding areas with other modes of transport (on foot, by bicycle, etc.)</li> </ul>	- To promote the tourist attractions of the regions of the ports of Taranto, Durres and Kotor with information on the possibility of developing trade between the three ports	<ul style="list-style-type: none"> <li>- Establish tourist information points in the ports of Taranto, Durres, Kotor - creating a cooperative "association" between them</li> <li>- Creation of a joint association between freight transport operators between the ports of Taranto, Durres and Kotor</li> <li>- Cooperation between the Chambers of Commerce of the three cities of Taranto, Durres and Kotor</li> </ul>	<ul style="list-style-type: none"> <li>1. Number of information points</li> <li>2. Number of tourists</li> <li>3. Number of promoted passenger transport routes</li> <li>4. Number of boats affecting ports</li> <li>5. Number of cargo ships</li> <li>6. Creating associations</li> </ul>

Need in order to improve cross border accessibility.	<ul style="list-style-type: none"> <li>- Lack of freight and passenger transport lines</li> <li>- Lack of transport and tourist agency services between the three ports of Taranto, Durres and Kotor</li> </ul>	<ul style="list-style-type: none"> <li>- Promote border and customs facilities of the region with information on passenger and freight transport</li> <li>- Promotion of intelligent transport systems to facilitate and reduce customs and border crossing procedures</li> </ul>	<ul style="list-style-type: none"> <li>- Cooperation between the Chambers of Commerce of the three cities of Taranto, Durres and Kotor.</li> <li>- Cooperation between passengers operators and freight forwarders to exchange information on opportunities and ways to improve border and customs crossings</li> </ul>	<ul style="list-style-type: none"> <li>- Signing of a MoU between the chambers of commerce of the cities of Taranto, Durres and Kotor</li> <li>- Creating a board with representatives of the three Ports</li> <li>- Development of a Guide on Border Crossing Procedures</li> </ul>
To switch the transport mobility into more sustainable and efficient.	<ul style="list-style-type: none"> <li>- Lack of freight and passenger transport lines</li> <li>- Lack of transport and tourist agency services between the three ports of Taranto, Durres and Kotor</li> </ul>	<ul style="list-style-type: none"> <li>- To promote tourist attractions of the regions of the ports of Taranto, Durres and Kotor</li> <li>- To promote the sustainable and efficient development of multimodal and intermodal transport</li> </ul>	<ul style="list-style-type: none"> <li>- Weekly Meetings under the MoU</li> <li>- Promoting objectives through different ways of information (site, workshop ect)</li> </ul>	<ul style="list-style-type: none"> <li>- Workshop with stakeholders to inform objectives according to MoU</li> <li>- Meetings at the Taranto, Durres and Kotor ports on opportunities and institutional support</li> </ul>

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## References:

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- ✓ **2017 STAKEHOLDER ENGAGEMENT: SURVEY SUMMARY REPORT** [Bill.Callery@cfhi-fcass.ca](mailto:Bill.Callery@cfhi-fcass.ca)