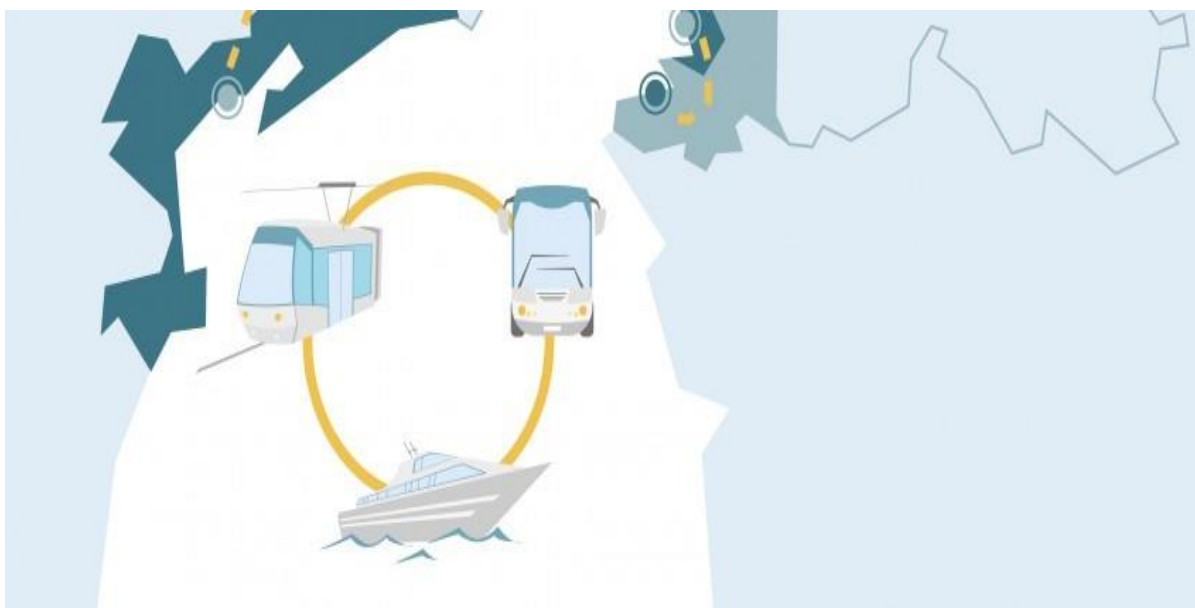


# FORTIS

## Strengthening Institutional Cooperation in Cross-Border Areas through Innovative Solutions in Public Transport and Civil Motorization Procedures



Deliverable D.3.1.2.6 - Action plan to Promote the Institutional Dialogue.

## Summary

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## Executive summary

The deliverable 3.1.2.6 aims to define an Action plan for promoting institutional dialogue, by providing a programmed path for reaching this goal, including the steps for the establishment of a permanent joint board among institutions.

The 3.1.2.6 deliverable includes the following key contents:

1. **Stakeholder (SH) analysis;**
  2. **Action plan as a continuous and inclusive process;**
  3. **A focus on transnational heavy goods traffic.**
- The **stakeholder analysis** includes mapping, understanding and prioritization phases, at the end of which, steps to a concrete engagement plan are provided. FORTIS partners should work towards stakeholders' involvement, in order to reach the project's aims and monitor the effectiveness of its outputs. The SH analysis is a prerequisite for the elaboration of the Action Plan and essential for the results of the board and has been performed asking input to project partners, through a questionnaire enclosed in this report.
  - the **Action plan** was defined based on the previous analysis conducted within deliverable 3.1.2.5 - Report on national and regional procedures and legal background - that includes the SWOT analysis; the same report includes criticalities, needs and objectives. In report 3.1.2.6, the specific steps of the Action plan have been outlined;
  - a focus on the relationship between Italy and Slovenia regarding the cross-border passage of heavy goods. An important objective of the FORTIS project is to better understand and improve the relations between the two countries, by implementing and improving the controls carried out at the border, as far as heavy goods vehicles are concerned.

By following the guidelines provided for the implementation of the Action plan, partners can reach project aims. Key objectives of the plan include establishment of the joint board, implementation of a management platform for prompt responses to emergencies, monitoring actions and improvement/implementation of a collaboration for what concern heavy goods traffic control.

This deliverable contains ANNEX I that summarizes all the SHs gathered in the development of the SHs analysis.

## 1. Deliverable D.3.1.2.6 - Action plan to Promote the Institutional Dialogue

The Action plan, defined based on the analysis carried out in the framework of deliverable 3.1.2.5, outlines a common and planned path, which partners should implement, in order to formulate an institutional dialogue between Italy and Slovenia, in order to discuss issues related to civil motorization, vehicle registration and emergency management. The creation of a permanent joint board among institutions is crucial for the improvement of relations between Italy and Slovenia, and indeed an objective of this deliverable. In particular, through the sharing of information and strategies, also by taking advantage of online tools platforms, the institutions will be able to manage various transnational issues such as traffic, regulatory differences, epidemics, other emergencies. The utilization of an online platform will allow rapidity of action and immediate responses. Moreover, avoiding travels will have a positive impact on the environment.

### 1.1 Definition of the Problem

In this crucial part of the document, it is fundamental to understand the reasons that have pushed partners to follow this path, and to understand why it is so important to build and consolidate a cross-border (Italy-Slovenia) institutional dialogue. Considering the SWOT analysis and the main criticalities defined in document 3.1.2.5, it is possible to understand the main issues at stake. The summary of the SWOT analysis reported below, shows the main strengths, weaknesses, opportunities and recognized threats, concerning project's themes (civil motorization issues, vehicle registration, emergency management). Thanks to the analysis carried out in report 3.1.2.5, it is possible to better understand why it is necessary to implement an institutional dialogue. Moreover, through the results of the SWOT analysis it is possible to figure out the elements that may be relevant in carrying out the project activities, and they were identified as follows:

- **strengths** are endogenous (internal) factors relate to advantages, potential synergies and consistency with local/regional needs and objectives, existing cross-border cooperation. Elements that guarantee advantage to the project, present inside the partnership, partners or involved SHs. Contextualizing the analysis, some examples are: **national and transnational existing cooperation between PPs and/or SHs, Good practices exchanged, important SHs already involved (Public LPT providers), funds and/or resources dedicated;**
- **weaknesses** are endogenous (internal) elements that include disadvantages or shortcomings such as: **infrastructural deficiencies (in the partnership such as missing funds), existing opposite legislations/procedures/management models between PPs, PAs and SHs involved. Lack of cooperation during emergencies, lack of technological solutions, missing EU regulations, asymmetries between objectives and resources chosen;**
- **opportunities** can be defined as exogenous (external) elements that if exploited can have positive impacts on project activities, on mobility and environment, on transport, on the

quality of life, on mobility policies, on communication with stakeholders. In this case: new **macro-regional strategies** (EUSALP AG7) that could be exploited, **implementation of pilot experiments** to test possible improvements (safe parking area, traffic management tools), **technological innovations, changes in national or regional policies, financial changes or innovations** (**Recovery fund<sup>1</sup>**) (economic and market), **social transformation** (how people think, buy, work) **collaboration with similar project (positive exchanges)**;

- **threats** are exogenous (external) factors that create a negative impact on the political, economic and social environment (project developments). For example: **new health emergencies** (Covid-19) causing national blockages, **disinvestments or reductions of private sector freight transport** due to persistent difficulties (theft, traffic congestion), **new economic crisis, infrastructural deficiencies** (in highway system, in public transport system).

The current Covid-19 pandemic, with its related problems (obstacles related to information sharing, transnational emergency management, regulatory divergences, inadequate infrastructure) has shown how difficult it can be to find common solutions for common problems (cross-border traffic management, delivery of essential goods). Considering the criticalities in reaching the FORTIS project goals, and the difficulties described in the SWOT, this deliverable requires a mapping of stakeholders, in order to identify target groups, related best practices, possibly ICTs tools and policies, that could be essential to the success of the project aims. Therefore, it will be important to identify main contributors to the joint board (among SHs), depending on their interest, relevance and influence in the project. Involving all these actors, with their sectorial experience and know-how, could be the way in which partners (through the joint board) face and solve some of the most important issues here considered. For this reason, in order to involve SHs, a detailed study of how to manage this SHs task is provided below.

## 1.2 Stakeholder analysis

This chapter presents the main actions (steps) that have been carried out in order to define a Stakeholders (SHs) analysis, following the work previously carried out in deliverable 3.1.2.5. The analysis has been conducted bearing in mind the FORTIS workshops<sup>23</sup> held on June 17<sup>th</sup> and 18<sup>th</sup> 2020, as part of deliverable 3.1.2.4 - Stakeholder's workshop for improving harmonization of procedures. If needed, partners could follow the same steps to further enlarge the analysis, in order to collect and build a larger SHs network.

In particular, steps of the analysis conducted are summarized as follows:

**1. Stakeholders identification (mapping):** brainstorm activities (research, and consideration of various stakeholders) on key SHs, trying to identify which actors could better meet the project necessities.

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<sup>1</sup> <https://www.consilium.europa.eu/it/policies/eu-recovery-plan/>

<sup>2</sup> <https://www.ita-slo.eu/it/tutte-le-notizie/news/fortis-workshop-line-con-i-portatori-di-interesse-l-armonizzazione-delle>

<sup>3</sup> <https://www.ita-slo.eu/sites/default/files/allegati/Fortis%20Agenda%20final%20version.pdf>

The SHs mapping list in ANNEX I (included in this document) shows the results obtained with the mapping activities. In order to define the map, an assessment has been made to better understand which SHs are the most valuable and why these stakeholders should be considered important for the project (considering actors involved in similar projects). In conclusion, the outcome is a unique map of SHs, more precisely ANNEX I.

**2. Stakeholders prioritization:** A prioritization scheme was defined (**Figure 1** Errore. L'origine riferimento non è stata trovata.), according to the interests and influence of the SHs on the project. Using these criteria, SHs categories are put in the different boxes of the **Figure 1**. By inserting such categories in the prioritization scheme, the partners can have an easy-to-use graph, with specifications for each type of SHs, based on their level of influence and interest.

**3. Stakeholders understanding:** As a final step, the list of SHs collected in ANNEX I has been analysed, in order to better understand which role SHs can play in the project, the information they want to collect, who influences the opinion of the SHs, and other details that can improve the collaboration between the parties. Some examples of questions that have been used to understand SHs in this phase are:

- What motivates your stakeholders?
- What resources do you need from them?
- How will you deal with opposition from critical stakeholders?
- What is the best method of communication for each stakeholders group?
- How will you keep them involved throughout the project?

These questions are crucial to formulate an adequate engagement plan.

- **Engagement plan:** After completing the SHs analysis, partners should intervene in concrete terms, defining a SH engagement plan and act concretely, in order to involve the specific actors. In this report, steps towards a successful engagement plan are described.
- The Stakeholder Analysis matrix is reported in ANNEX I at the end of this document. This matrix should be used to keep stakeholders engaged and informed during the project lifetime and beyond, according to the identified interests and engagement strategy that partners will define.

Here below the phases of **mapping, prioritization and understanding** are further explained. Then, an engagement plan with concrete steps is illustrated.

### 1.2.1 Stakeholders Mapping

The stakeholder matrix in ANNEX I presents specific information for each stakeholder, in particular what is important for the stakeholders, how they could contribute to the project, how they could negatively influence the project and the strategy that FORTIS partners should use to engage them.

The stakeholders map has been defined also thanks to the data collected during the workshops<sup>45</sup> (held on June 17-18th 2020). These workshops have dealt mainly with the emergency management, carried out by Italy and Slovenia (and related agencies or companies) during the Covid-19 pandemic. The second topic of the workshop has been the civil motorization issues (and involved actors), in particular regarding heavy vehicles. The information included in the ANNEX I will be useful for partners in order to have an idea of what will be necessary in order to start, proceed and conclude a fruitful stakeholder's engagement. The SHs map is designed to provide partners the essential elements in the evaluation of SHs. The first four columns of the mapping table are designed to give readers the main information about that specific SH: **name, type of SHs (public or private), level of interest and influence, type of interest (possible impact) in the project (considering their core business)**. The last 3 columns aim to provide partners with some advice for the evaluation of the specific SH. An analysis has been made related to the possible **contributions** coming from the SHs, possible **barriers** to commitment and what should be the best **strategy** to involve them. The questionnaire enclosed in ANNEX II, was also used to ask input from project partners on the SH mapping.

### 1.2.2 Prioritization of Stakeholders

Prioritizing stakeholders based on interest and influence helps identifying key actors and actions needed to manage them. The prioritization has been made considering the different levels of importance of SHs, according to previous evaluations done in the mapping phase. As part of this step, identifying which stakeholders might support the project and which might block it could be a fundamental factor towards the success of the project itself. Powerful stakeholders can influence a project positively or negatively, so it is important to involve them in advance and maintain the right level of communication during FORTIS project's phases. Based on the categories of SHs (public company, private company for example), indicated in the map, stakeholders could be reconducted the four boxes below (**Figure 1**). In this way, it has been possible to consider the right SHs for the institutional dialogue, keep the right connections with them, consider their role and interests; in this way project aims could be reached in a better way. The criteria used in order to define SHs importance are **interest and influence**. The study carried out in the ANNEX I is at the basis of the following scheme. In the next paragraph of the document **1.2.3 Understanding the stakeholders**, it is explained how the possible combination of these two criteria, interest and influence, can define a SHs like a "key player" or a SHs in a lower grid position.

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4 <https://www.ita-slo.eu/it/tutte-le-notizie/news/fortis-workshop-line-con-i-portatori-di-interesse-l-armonizzazione-delle>  
5 <https://www.ita-slo.eu/sites/default/files/allegati/Fortis%20Agenda%20final%20version.pdf>



Figure 1: Stakeholder analysis and prioritisation for FORTIS project

INTEREST



### 1.2.3 Understanding the Stakeholders

Understanding the SHs means to understand at what level they are positioned within a scale of relevance. As the figure (**Figure 1: Stakeholder analysis and prioritisation for FORTIS project** **Figure 1**Errore. L'origine riferimento non è stata trovata.) shows, the **key players** identified for the FORTIS partners are the ones included in the orange box. These subjects must be managed closely, and in order to engage them successfully, it is fundamental to understand their priorities, if they are **economically** or **politically** driven, and to find the most effective way to communicate the multi-dimensional benefits that this involvement can deliver in terms of economic, social and environmental sustainability for the area and the surrounding territory. Key players have been identified considering the topics, aims and interest of the institutional dialogue, and they are:

- Italian regional PAs that deal with transport and infrastructure;
- local PAs that deal with infrastructure, transport;
- municipalities;
- public/private agencies that manage traffic;
- Italian regional public body (Civil motorization);
- Slovenian national public body (Ministry of infrastructure and transport, traffic management);
- Italian/Slovenian public/private bodies (LPT providers);
- police authorities;

These players will facilitate internal discussion. Taking into account their influence and interest in the project, is helpful for understanding their role. **Regional authorities/national authorities, local authorities** are key players, because of their position in defining the cross-border exchanges and policies (public transport, commercial exchanges). Their influence on policy, legislation, incentives and local development of strategies is fundamental for the project. Therefore, key subjects could be players that may give the right contextualization in the definition of the joint board dialogue. Considering the themes which the institutional dialogue focuses on (local public transport, facilitation of connections between Italy and Slovenia, promotion of green and smart mobility, provision to citizens of better solutions regarding public transport and transnational mobility) and the type of SH, it is clear that the interests of SHs correspond to those of PPs. Collaborations with these SHs could be profitable for the FORTIS project. These stakeholders must receive high attention since the beginning, and where they are not involved as partners or observers, they must be the target of continuous dialogue and cooperation. The establishment of a joint board, for addressing transnational problems that improve Italian-Slovenian cooperation as a whole, is certainly in line with the interest of these PAs. At the same time, LPT providers (public or private) will certainly be interested in a project aimed at improving the cross-border transport system. Interests of these SHs should be put in the first place, also because their priorities match those of the partnership.

Subjects identified through the SHs prioritization with a **lower interest** in the project but **high influence**, are included in the yellow box. They are national bodies, private companies or public

owned body that play a relevant role in the project's matters. Private or public companies and development centres could be actors that give an important contribution to the definition of the institutional dialogue's topics. National authorities through national strategies, regulations and tax measures have of course a high influence on transport management (passengers and freights), low carbon transition, climate development. Considering the apical position or weight in transport topics of these actors, the influence that these players can have is real and high, even if lower than the one of key players. Keeping them satisfied, by understanding their rapidly evolving needs is crucial, as well as communicating effectively to them the benefits of the project, increasing attractiveness of the areas and thus ensuring the return of investment and economic sustainability in the long term. On the other hand, due to their hierarchical role and their high-profile position with respect to the issues touched by the project with a limited extent, these actors have less interest in the project. These actors are:

- Italian National PAs that deal with infrastructures and transport;
- private companies of transport;
- public bodies for development, research institutions;
- chambers of commerce;
- railways administrator (public or private bodies);
- private development centres.

Then there is a full range of subjects identified with a **medium to high interest** in the project and **medium to low influence**, with various degree of intensity depending on location, working sector, role in the public/private scale. These SHs are in the blue box. These subjects (public owned administrators, ports-airports-motorways administrators) must be carefully mapped and considered, as they can be important allies to the project, thanks to the networking capacities that due to their position they could bring into the institutional dialogue. Therefore, they could be potential crucial actors for supporting and endorsing initiatives and influence public opinion on the project and disseminate project results. These must be kept informed during the whole project and include networks and associations at various levels (associations of categories, consultancy agencies, development agencies).

Players with **medium to high interest** but **low influence**, should be informed of the project achievements and main information. These players are:

- public/private port administrator;
- Italian national public body (national association of transport/drivers);
- public/private highway administrator;
- Italian national public body (interport administrator);
- European legal instrument/bodies.

Players with **low interest** and **low influence** should keep monitored by partners, in order to consider possible opportunities. These players are:

- Public/private airport administrators (public or private bodies);

- National/regional/local associations of hauliers, enterprises (Italian and Slovenian);
- consulting agencies (automotive, transport, LPT);
- driving schools;
- Italian national public body (Port authorities);
- private companies (infrastructure, parking).

### 1.3 Stakeholders engagement plan

After mapping, prioritization and understanding of stakeholders, now it is necessary to explain how it is possible to involve concretely the actors that the partners have chosen with their defined criteria. By carrying out such engagement activities, partners improve their general ability to achieve significant results in transnational cooperation. The following are some illustrative steps that partners could follow, in order to define their engagement plan:

1. **planning:** the SHs analysis provided here above has identified, skimmed and mapped (mapping-prioritization phase), understanding the urgency SHs feel for their problems, the legitimacy of their interest and the power they have to impact on project related issues. Then it has tried to understand their motivations, goals, and which SHs could really give a valuable contribution to solve the issues of the project (understanding phase). For successful engagement, the first step consists in the identification of the basic objectives of the engagement plan, consider the main problems for the involvement and liaise with SHs. Here it is crucial to consider SHs' priorities in relation to the partnership aims. This is an initial phase that must take into account the SHs analysis.
2. **building trust:** different stakeholders will have different levels of trust and willingness to trust. Recognising this and how to interact with them will therefore be essential;
3. **consultation:** in order to achieve an overall success in the engagement, during this phase it is important to:
  1. reach a fair representation of all interested actors and of their interests;
  2. provide information and proposals that directly respond to the expectations and interests of previously identified stakeholders, and not only to information that meets internal (project) objectives and activities;
  3. provide comprehensive background information to stakeholders;
  4. be realistic in negotiations regarding expectations, needs and objectives. This will help to reach agreements and build trust. The consultation process includes personal interviews, workshops, focus groups, public meetings, surveys and other participatory tools. It is important to choose the relevant process for each stakeholder group because a model does not fit everyone.
4. **respond and implement:** decide on a course of action for each agreed upon issue. Understand the possible reactions of stakeholders to a proposal;
5. **monitor evaluate and document:** Knowledge management is fundamental to acquire information and share what has been learned. The transparency of the process is greatly aided by accurate documentation. Partners should, with regular frequency, check the progress of the relationship between the parties, and possible positive and negative results coming from it. Then, they should share this data with their SHs.

The above steps should be used by partners as guidelines to build their own engagement plan.

- the internal alignment of the partnership in terms of expectations, roles and results is fundamental, in order to have a common starting point, and expect the same results from engagement. Partners should be flexible, taking into account different views, pressures and business objectives. It is very important to build a relationship of trust with stakeholders, helping them understand different views and motivations. Project managers and/or the joint board coordinators should therefore assess the level of trust in the relationship with the specific SH. Understanding the motivations of stakeholders (and the organisation) and being transparent can help to overcome differences. The organisation must recognise the importance and problematic of several views, and commitment of each stakeholder.

The organization's culture (PPs/SHs) will have an impact on how stakeholder engagement occurs. Therefore, evaluating the corporate culture (of partners and SHs) is important to identify the enabling factors and barriers to stakeholder engagement. Assessing shortcomings and problems, coming from other projects, will help the organization to avoid criticalities.

For effective engagement, communication activities are crucial, in order to let sectorial SHs know the project. This goal will be primarily achieved through communication and information dissemination to the groups of interest and policy makers. The communication part of the engagement will be crucial to reach the aims of the project.

## **2 Action Plan**

### **2.1 Introduction to the action plan**

The Action plan has been defined on the basis of the previous analysis of deliverable 3.1.2.5 (SWOT) and on the Stakeholder analysis here presented. It provides partners with a common and programmed path, in order to formulate an institutional dialogue between Italy and Slovenia, concerning the civil motorization field and other issues.

The members of the future joint board, involved in these activities, should cooperate in order to ensure information and strategies exchanges (also through an online platform which would be useful to deal with potential challenges), as well as to manage critical situations such as traffic emergencies (closure of the border accesses) coordination and harmonization of administrative-bureaucratic issues, healthy emergency management.

Partners must take into account the phases to be followed in achieving the creation of the joint board. Before the implementation of the Action plan's steps, partners should define their own engagement plan and involve SHs, and in particular, understand which actors they wish to include in the joint board. After completing engagement, partners can proceed with implementation of the Action plan steps here below described.

### **2.2 Identification of the basis for shaping activities (Why, who, what, how)**

In deliverable 3.1.2.5 - Report on national and regional procedures and legal background -the legal regulatory framework of the FORTIS project has been defined. The SWOT analysis, together with main criticalities and policy recommendations pointed out, are fundamental

elements that will support to define the structure of the board. At the same time, even the SHs analysis is essential to understand how to define the Action plan, and who should be present in the joint board. Based on this, the following starting points have been identified:

- **problems:** lack of institutional dialogue between Italy and Slovenia, emergencies management, collaboration between Public administration and private actors;
  - **needs:** to define and improve an institutional dialogue, improve the transnational collaboration through some instruments (joint board and platform);
  - **reasons** for the creation of the joint board: fix the lack of dialogue, increase the collaboration, handle emergencies, remove legislative differences;
5. **barriers** that could obstacle the implementation of an institutional dialogue. Coming from 3.1.2.5 regulatory analysis (gaps) and the SWOT analysis (lack of funding, missing agreements, opposite legislation, impossibility to engage fundamental SHs, infrastructural barriers, legislative obstacles);
  6. **referents** to be part of the Board (already part of the project): referents of the project for each partner, actors from the departments of the partners (transport, commerce, policies). European Union observers, LPT SHs, traffic agencies, Civil motorization representatives;
  7. **topics:** emergency dealing, civil motorization (heavy trucks), vehicles registration, driver training and license, regulatory differences, public transport cooperation;
  8. **structure of the Board and of the dialogue** (typology, meeting schedule, shared protocols, agreements): **joint board as a permanent group** that meets periodically.

## 2.3 Activities

The main objectives of the Action plan can be summarized as follows:

- **implementation of the joint board:** official decision for the creation of the joint board based on typology, structure, topics, actors previously identified;
- **ICTs tools implementation:** Structuring of the online platform for exchange of information and strategies, for managing several issues such as traffic at the cross-border area, emergencies, improve the transnational collaboration;
- **coordination and rapid response to emergencies:** define who, how and when it will be possible to give a concrete answer to a specific emergency;
- **results and outputs monitoring:** set frequency of targets revision, organize the monitoring and evaluation activities and procedures (KPIs, targets, responsibilities and frequency of target revisions). Controllers of the monitoring activities (outputs of the board and platform). Define who will monitor the overall results of the board and platform. Monitoring activities for continuous improvement.

Below the specific objectives and activities of the action plans are listed.

## STEPS of the ACTION PLAN

OBJECTIVES	ACTIVITIES
<b>Implementation of the Joint Board</b>	<ol style="list-style-type: none"> <li>1. Official decision about the topics that the board will deal with;</li> <li>2. define officially the typology of board (permanent group);</li> <li>3. decide officially which referents of the Public Administration (also coming from specific departments) to be included in the board;</li> <li>4. definition of funds/resources for the board and the platform;</li> <li>5. consider the SHs of the ANNEX I tab and decide officially which of them will be part board members, and who will play the part of observers/advisors of the board;</li> <li>6. concrete institutionalization of the board through an agreement between Italy (or FVG) and Slovenia;</li> <li>7. decision of meetings scheduled on regional and local level;</li> <li>8. decision of locations for the meetings;</li> <li>9. decision about possible online platform for the meetings (considering distances and possible obstacles);</li> <li>10. actions to involve citizens associations, in order to meet with the overall objective of the FORTIS project;</li> <li>11. involvement of police authorities in order to implement the border controls;</li> <li>12. shared/common protocols for cross-border controls.</li> </ol>
<b>ICTs tools implementation</b>	<ol style="list-style-type: none"> <li>1. Agreements for the implementation of the online platform (owner of the platform, who will take care of the maintenance, who will pay for the tool);</li> <li>2. choice on the structure of the platform (features, layout, graphic, tools);</li> <li>3. define access to the platform (members of the board, SHs or actors involved in specific topics, citizens);</li> <li>4. choice of an external developer that implement the online platform with the decided features;</li> <li>5. decision of platform administrator/s (specific resources permanently dedicated to the platform);</li> <li>6. choice of a permanent online platform that will guarantee interaction and communication;</li> <li>7. communicate to key players and citizens the presence of the platform, and key features of their interest.</li> </ol>
<b>Coordination and rapid response to emergencies</b>	<ol style="list-style-type: none"> <li>1. Set up an emergency task force linked to the board (or independent), that could be reunited rapidly once a great emergency occurs (traffic, control necessities);</li> <li>2. define procedures for emergencies, protocol, meeting, referents, members;</li> <li>3. coordinate the platform functions and alerts with task force procedures.</li> </ol>
<b>Results and outputs monitoring</b>	<ol style="list-style-type: none"> <li>1. Define the monitoring and evaluation plan and procedures (including KPIs, targets, responsibilities and frequency of target revisions);</li> <li>2. official decision on who will monitor the results, outputs and performance, both of the board and the platform;</li> </ol>

	3. monitoring of the overall results coming from the board and the platform; 4. evaluation for continuous improvement.
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Here below the main steps of the Action plan are more widely described.

**1. Implementation of the Cross-border joint board.**

As for the FORTIS project methodology, this joint board should assure frequent exchange of information and strategies, immediate response on various emergency situations as, for example, traffic and vehicle congestion, epidemics, extreme natural events. The joint board will also provide for the coordinated and harmonised management of vehicle registration processes and driver licensing/training in the two countries involved, through the sharing of protocols, agreements, memoranda of understanding. It is necessary that during this phase of finalization of the joint board, partners take official decisions on: type, structure and resources of the joint board, main topics, referents and organization of the dialogue.

**2. ICTs tools of the project**

The current Covid-19 pandemic has taught European States that there are situations in which effective technologies and the ability to use them can really make the difference. One of the greatest problems occurred during the health emergency has been the difficulty to communicate in the right way, to avoid distances and a crisis that prevented physical interactions between Italy and Slovenia. Indeed, an essential aim of the FORTIS project is to define and finalize the implementation of a stable and continued institutional dialogue between the PAs of these two countries. In order to avoid other situations, like the one just occurred, a cross-border joint board will be implemented. Nonetheless, it will always be possible that emergencies impede communication and in person meetings between members of the joint board.

For these reasons, it will be fundamental to implement ICTs tools and in general technological means, in order to avoid these complications and also ensure more frequent interaction and information exchange. Therefore, one of the most important reason that explains the necessity to use ICT tools, is that the institutional dialogue should not be minimized to periodic meeting between the members of the group, and to the issues that they could face in those sessions. Actually, in order to define a constant and valuable interconnection between the countries, it is essential that, through the help of a technological communications instrument, PAs and actors that manage the transport-emergency-civil motorization issue, will be able to be in constant touch. This will be useful, if there will be the necessity to face and solve different problems. In fact, the creation of a **management platform** is propaedeutic to the improvement of the institutional dialogue between Italy and Slovenia. The platform will be also useful in order to handle and solve some of the problems that occur in the transnational area and relations. Here some of the main features recommended in relation to the platform are reported:

- 1. menu for specific topics (civil motorization, emergencies, driver license and trainings);

2. specific public section dedicated to drivers and citizens (law, agreements, contacts);
3. news section;
4. section dedicated to resources and activities implemented to reach common aims;
5. specific interactive section (private) dedicated to joint board topics/members and key SHs interaction;
6. emergency desk;
7. dedicated staff & contact details;
8. an integrated platform for meetings (both for the platform administrator that for the board members).

### **3. Results and outputs evaluation**

The activities of the joint board and the platform must continue to function effectively in the long term, even under particular circumstances (epidemics or global pandemics) and should inevitably be monitored. The activities carried out (with stakeholders' support), the effectiveness of the joint board and of the platform (and respective structures), operational modes, results obtained and outputs coming from the board and the platform, quality and contributes of the stakeholders involved, all these factors should be monitored and evaluated periodically.

Indeed, it will be fundamental that partners identify the relevant subjects to perform these monitoring and evaluation activities and related contacts, to be included in the monitoring and evaluation activities and procedures (KPIs identified in deliverable 3.1.2.5), considering the final achievements and stakeholders' satisfaction with the results obtained from the activities of the joint board. Through this dynamic approach, partners should be able to understand if their goals are being met, evaluate them, and take concrete actions in order to improve or correct the joint board actions. Indeed, it would be possible that structures, members, topics, means and stakeholders, used to implement the joint board, could be changed or revised. This could be the best approach, in order to minimize risks and reach FORTIS goals.

### **3. Focus on transnational heavy goods traffic**

The Fortis project aims to improve transnational public transport services between Italy and Slovenia. Generally speaking, this project wants to advance the cooperation between these two Countries, for what concern the transport sector, giving citizens better, sustainable and innovative solutions. Nonetheless, one of the greatest issues emerged during the Covid-19 pandemic has been related to freight transports and the enormous difficulty to ensure the smooth flow of heavy goods traffic on the roads. This is the reason why previous analysis conducted within deliverable 3.1.2.5 - Report on national and regional procedures and legal background - has touched points not entirely linked to local public transport sector. In the development of the 3.1.2.6 deliverable, the aim is to provide PPs with the main elements to implement an institutional dialogue between the Italian and Slovenian authorities (Action plan → Joint board). However, considering the focus on border control that the project intends to follow, this report also wants to describe a potential cooperation mechanism between Italy and Slovenia for this specific topic. In order to achieve this objective, several research and



consultations have been carried out. In particular, a consultation was conducted with the Slovenian Inspectorate of Infrastructure<sup>6</sup>, who plays a central role in the topic of road/freight controls in the country (heavy traffic).

The Inspectorate is the government body part of the Ministry of Infrastructure, that deals with implementation of controls of regulations compliance in the fields of rail transport, road transport, railway and road infrastructure, cableway installations and safety on ski slopes, electrical and thermal energy, and mining. Inspections are carried out in order to ensure compliance with legislative provisions (EU regulations). This Inspectorate covers instances in which non-compliance with regulations is detected in practice, and instances in which non-compliance could indirectly endanger life or health or cause substantial material damage. Thanks to this consultation, it has been possible to understand the role played by the ECR (Euro Control Route).

#### ➤ **ECR: Euro Control Route. How the transnational control system is structured**

The ECR is a working group that reunites several States, which are part of the European continent, and through which Nations collaborate to implement road controls, even the ones at borders. The ECR is an agency born inside the Benelux collaboration and has had some changes in his structure and activities. Today the ECR is a group of European Transport Inspection Services working together to improve road safety, sustainability, fair competition and labour conditions in road transport by activities related to compliance with existing regulations.

**ECR's activities centre around four pillars:**

1. Coordinated cross border checks;
2. enforcement information exchange;
3. education and training;
4. harmonisation;
5. consolidated points of view/common interest and influence decision making process.

Any European State (continental) can participate in the ECR, but there are no mandatory bilateral agreements needed between participants. Member States sign a gentlemen's agreement to become members of the ECR. National inspectorates, part of the ECR, are the entities that carry out the activities foreseen by the ECR. It is also necessary to consider national legislation and the division of powers in countries made up of regions, in order to understand who has the right to apply for membership.

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<sup>6</sup> <https://www.gov.si/en/state-authorities/bodies-within-ministries/inspectorate-of-infrastructure/o-inspektoratu-za-infrastrukturo/inspekcijska-za-cestne/>

Today, there are no regulatory agreements between Slovenia and other countries but participating to the ECR represents the key element that enables cooperation between Slovenia and other nations (Italy does not participate in the ECR). Therefore, the participation of Italy in this working group (ECR) could also potentially improve the cooperation between the two countries and allow a homogeneous control of heavy trucks (freight transport) at the borders. Euro Control Route is an informal/formal association; governments (the ministry) pay a participation fee. The control room defined by the ECR allows contacts between the different national inspectorates and collaboration regarding border controls. There are no documents defined by the joint work carried out by the inspectorates, but the relations between these national agencies are managed by simple e-mail exchanges or similar. The workflow for transnational control is very practical and simple:

1. when an inspectorate wants to implement a control, the idea is shared with referents (inspectorates) of the other countries they want to perform a cross-bordering control with (by phone calls or email exchanges);
2. a concrete definition of border checks date and locations follows on the two sides of the border between inspectorates and police authorities;
3. inspectorate staff do not make physical controls, but 2 officers of the Inspectorate, without the uniform, take part to the other country's control as observers (verifying the activities enforced by authorities);
4. physical control is done at border sites (predefined spot). The check is simultaneous. Once the controls are completed, the officers share the knowledge gained.

Possible differences in national legislations are serious threats in the success of border road checks (it is important to check what is allowed in a country but not in the other, for example, a driver that drives too much without pause). Checks are done in order to verify that the trucks respect technical and social regulations (national or EU legislations). Controls are done by normal and financial police authorities (Guardia di Finanza in Italy) for what concern fiscal/technical issues with the technical support of external suppliers in case of specific equipment is required (for example to weight the truck or to control the emissions).

### **3.1 Possible directions for the FORTIS project**

The explanation concerning the ECR, the inspectorate, and the way transnational controls are carried out, was necessary to make PPs understand how the system of road controls in Slovenia and ECR member countries works today. The PPs of the FORTIS project could implement the action plan and follow the SWOT analysis, laying the foundations for a wider collaboration, considering also the opportunity to involve Italian national actors where appropriate. It is essential to keep in consideration the primary aim of the FORTIS project with this 3.1.2.6 deliverable: define an Action plan for promoting institutional dialogue, by providing a programmed path for reaching this goal, including the steps for the establishment of a permanent Joint board among institutions. Find a way to implement a collaboration/cooperation for heavy trucks control should be complementary to the project's first aim.

Hence, considering what has been previously explained regarding the ECR and controls, PPs should carefully analyze the opportunities at stake. Italy, by participating to the ECR or independently, **may have the possibility to organize bilateral periodic controls with foreign inspectorates**, implementing by this way a new system of controls at the borders with Slovenia, checking trucks coming from EU and non-EU countries. By this way, Italy can improve the control on technical and social conformity, or also other (products origins, fiscal expects, etc.), and comply with all the EU regulations widely explained in the 3.1.2.5 report. On the other hand, the FORTIS project itself aims to define a working group (the Joint board) that allows cooperation between national authorities. Thereby, it should be considered if the board could become a spot of collaboration even for heavy traffic transport, recruiting SHs that play a relevant role in that context (freights, controls) with a different level of involvement (Figure 1), such as port and interport administrators, private companies of transport. This deliverable can take different directions depending on which path PPs decide to take. According to partners decision, this deliverable could follow these paths:

1. **reformulate the Action plan**, and then the Joint board, including a freight-controls connotation, creating a unique instrument of cooperation. In this case, for example, number and types of involved SHs must be extended, referents of the board must be updated, allocated funds increased, emergencies responses should take into consideration larger issues, ICTs must be defined even for companies' usage, to allow SHs (mostly private) to access and use the tools.
2. **define two separate models of cooperation** (the Joint board and a Control room for heavy freights and controls). If PPs do not believe that the FORTIS project should define a single instrument of collaboration, the two cooperation models must remain separate. The Joint board will be the place in which state's authorities cooperate. On the other side cooperation on heavy traffic controls will remain external from the board, by implementing a "control room" to enable the two Countries to cooperate on road control; possibly using the ECR (if Italy joined it) as an instrument for collaboration.

#### 4. Last updates for the cross-border cooperation

The cooperation between Italy and Slovenia has seen important steps forward in recent months at the institutional level. It is necessary to mention the latest developments in this regard, in order to clarify the current situation. On the 26th of January 2021 a round table between Friuli-Venezia Giulia region and representative from the Slovenian Inspectorate of Infrastructure took place. This meeting had important outcomes for the FORTIS project.

The meeting was a technical round table on "Transport, energy, environment and spatial planning", in the framework of the work between FVG Region and Slovenia.

On this occasion, in addition to analysing and agreeing on new common strategies for cross-border cooperation, a focus was also put on the FORTIS project, and in particular on the control of heavy vehicles to be implemented in a synergic way between the Italian and Slovenian authorities.

The Director of the Regional Civil Motorisation Service of Friuli Venezia Giulia, Engineer Mr. Galasso, representing, highlighted the need to start cooperating with the Slovenian authorities

on the control of heavy goods vehicles. As already explained, the cross-border area is characterised by a high level of traffic, including heavy goods vehicles, often from other non-EU countries

The dialogue with the Slovenian authorities had already been initiated in the last month of 2020. In the development of this cooperation, it emerged that the Slovenian authorities have for some time been carrying out joint checks with similar authorities in Croatia and Hungary, and the idea to transfer these operational methods to the border between Italy and Slovenia has been proposed.

Dr. Herman Zakrajšek, Director of the Inspectorate of Road Controls from the Slovenian Ministry of Infrastructure, participated to the meeting. Mr. Zakrajšek confirmed what Dr. Galasso said, nonetheless, he underlined that in 2020 no joint controls were carried out with the Croatian and Hungarian Authorities due to the health epidemic that is still going on.

At present, given the continuation of the emergency situation, it is difficult to foresee when this type of control can be resumed.

The Director of the Regional Civil Motor Vehicle Service believes it is necessary to wait until the health situation improves. He also stressed the need to develop operational methods for the joint implementation of roadside checks. He also called for the creation of a joint working table to plan the activities to be carried out together.

Therefore, it is possible to state that the first contact between Regional (Italian) and national (Slovenian) institutions have already taken place, and the basis for this cooperation has been laid. The aims of FORTIS project are totally in line with the concepts expressed during this institutional meeting. It is thus possible to underline a conjuncture of interests between the FORTIS's project and the needs expressed by the above-mentioned authorities of Italy and Slovenia. The present deliverable 3.1.2.6 proposing an Action plan to promote institutional dialogue could be the perfect instrument to allow this cooperation to grow and be enhanced in the future.

## 5. Conclusion

The work carried out in this document, as previously mentioned, is to define an Action plan for promoting institutional dialogue, by providing a programmed path for reaching this goal. In the definition of this plan, the 3.1.2.6 report describes the steps for the realization of a permanent joint board among institutions. Project partners should take concrete actions in order to implement the Action plan. Moreover, considering the analysis made in report 3.1.2.5, it is possible to draw some important conclusions regarding deliverable 3.1.2.6:

1. public Administrations play a central role in achieving the project objectives;
2. the lack of institutional dialogue between Italy and Slovenia could be a real threat for citizens and companies;
3. FORTIS PPs should carefully think how they want to implement the cooperation regarding heavy traffic controls (through the board or with a new instrument - Control room). Coming

from this decision there will be cascading consequences in the definition of the Action plan and the Joint board;

4. the lack of cooperation between PAs (public) and/or SHs (public or private) could undermine the achievement of FORTIS objectives;
5. there are some crucial stakeholders (LPT) which can direct the institutional dialogue and allow the project to reach his objectives and important goals;
6. involve police authorities is essential to implement cross-border controls;
7. the work carried out in this report could allow project partners, through the implementation of the Action plan, to define an institutional dialogue; without a strong partnership the project cannot reach the aims foreseen;
8. the Joint board will be the instrument that allows the dialogue to achieve positive results, but only if it will be created with the right features (funds, referents, objectives, tool, resources).
9. ICTs tools play an essential role in the success of the FORTIS project. Indeed, the mentioned platform will allow to handle issues of the transnational relationship (emergencies, traffic etc);
10. the role of ECR is essential to reach a good cooperation on roadside controls;
11. cooperation between institutions of the two countries should be taken forward in order to set up a strong collaboration with regard to cross-border control.

## ANNEX I: Stakeholders analysis

Further details on how the SHs analysis has been conducted and defined could be found in the 1.2.3 section of this report.

Stakeholder name/group	Type of Stakeholder	Level of Influence - interest (High, Medium, Low)	Type of Interest/Impact / Business core	Ways of possible contribution of the stakeholder to the project	Barriers to the stakeholder involvement	Strategies to further engage the stakeholder in the project
SDAG (Gorizia Airport Customs Stations)	Italian Private company	High interest, low influence	The SH plays an important role, being located in the cross-border area and in particular in the transnational connection point between the Italian A1 motorway and the Slovenian motorway towards Lubiana. SDAG is one of the greatest players in that field, with almost 600sq thousands of space. The society manages the heavy trucks transit between the cross-border area. Logistic and management of traffic goods are the main interests for the SH.	In the middle of several goods directives coming from all EU countries and being at the highest levels in Italy in terms of drivers' safety, the SH could help PAs to improve the managing of the TPL, putting at disposal their know-how of the traffic and of the commercial exchanges.	Lack of a specific emergency management plan, specifically for a pandemic such as COVID-19. Lack of knowledge about policies and relations between national PAs.	In order to engage the SH, it could be a good point to include him in the institutional dialogue, taking account of the commercial interests of the SH. Possible deal sign in order to keep close the SH and underline the consideration (on a long-term horizon) of their interests.
DARS - Motorway Society of the Republic of Slovenia	Slovenian national public body	High influence - high interest	By building, managing and maintaining the motorways and expressways of Slovenia, DARS connects the country and provides users with a safe and comfortable mobility. It takes various measures to guarantee road safety and ensure an uninterrupted traffic flow on the motorway network. Special emphasis is given to raising awareness about a safe and tolerant driving style among users and the general public, as well as regular and timely reports on traffic conditions	With regard to intermodal traffic, if the collaboration worked better, the criticality detected during the epidemic (waiting times, long columns, etc.) would not occur. Incentives for intermodal traffic in Slovenia would be needed	Covid-19 slashing DARS revenue and profit LJUBLJANA - National motorway company DARS posted EUR 187.9 million in operating revenue in the first half of 2020, a 25% drop compared to the same period in 2019 due to the corona crisis. Net profit plunged by almost two thirds year-on-year, totaling EUR 28.4 million, shows the company's unaudited report. Net sales revenue was at EUR 179.7 million, with DARS recording the biggest fallout in revenue from tolling (-20%), which accounts for 97% of total net sales revenue. <sup>1</sup>	Involve DARS in the institutional dialogue with a focus on taking advantage of general interest in improving the inter-modal traffic; financial investments in the sector.
Autopark Brescia East	Italian private company	High interest, low influence	The SH, due to his Geographic collocation and working sector (mobility and security) plays an important role related to the project goals. the necessity to have secure pitches spaces has been a crucial point for the development of traffic between the two countries.	At the highest levels in Italy in terms of drivers' safety, the SH could put at disposable his BM, BP and ICTs tools with which they've created and manage the "Autoparco". This could be the beginning for replicate the successful project of Brescia.	Lack of knowledge or interest in the TPL sector could be an obstacle to the commitment of the SH to the project. Therefore, the focus of the FORTIS project is pretty much based on the local public transport, and this could be a problem	Including the SH in the institutional dialogue (as for all the other actors) could be a proof of the SH importance to the project's ends. Defining a replica of their "Autoparco" in the cross-border area could be the right move to involve them. Possible deal sign in order to keep close

					for the SH involvement.	the SH and underline the consideration (on a long-term horizon) of their interests.
Autovie Venete (Company Autostrade Alto Adriatico)	Italian national public body	High interest - high influence	By managing a border highway, Autovie Venete become a point of contact for the exchange of information for visitors. There are protocols with neighboring nations to manage traffic in the summer and in the event of severe bad weather, where in this case the vehicles are diverted to other routes and compulsory exits created. Continuous tests are also carried out in order to always have personnel and vehicles available for emergencies.	Autovie Venete for the management of road safety applies various protocols that could be shared and extended. Autovie Venete is open to any form of cross-border collaboration. Considering the role played by the SH in managing and joining the two countries, their involvement in the project could be very useful. Their data, BPs, ICTs tools and policies used in order to regulate the transnational traffic could help the PAs to better understand where they need to intervene in order to improve the cross-border TLP.	This is a crucial SH for the project, the PP should be able to involve it in the institutional dialogue.	Being controlled by Friuli Venezia Giulia Region (majority shareholder) and Veneto Region, it should be easy to involve the SH in the institutional dialogue. Their interest will be in line of the PP FVG interest.
Chamber of Commerce and Industry of Slovenia - Transport Association	Slovenian national public body	High influence - low interest	The chamber brings together 600 realities from different sectors such as trucking, logistics, the port of Koper, Slovenian railways, Ljubljana airport. In the Covid-19 emergency phase, as an association, information was shared with the associates. The institutional bodies of the Republic of Slovenia have had a prompt reaction in the management of the emergency by creating an operational worktable with chambers of commerce.	Due to his nature, the Chamber of commerce might play a fundamental role in the project aims. Collecting enterprises interests, this SH could give an important point of view to the project, considering the vision from a commercial point of view.	Collecting the reality and vision of enterprises, it could be difficult to involve the Chamber of commerce in a dialogue pretty much centered on the local public transport question.	Consideration of the amount of exchanges between the two countries and a possible improvement/increase in the commercial level could be a good strategy in order to involve this SH.
RCM d.o.o. society - Slovenia	Slovenian Private company	High influence - low interest	RCM d.o.o. organizes road and rail freight transport and also offers loading or transshipment services. Transports are carried out by experienced drivers with modern cargo vehicles. The trucks for the transport of dangerous goods meet all the requirements of compliance with European ecological standards. The Slovenian Railways guarantee the direct connection of the Port of Koper with different destinations both in Slovenia and in the countries of Central and Eastern Europe. The society organizes all types of transport: classic, intermodal and combined, also providing information regarding Slovenian and EU border transport procedures.	Extensive experience in the national and international transport sector allows the provision of complex and complete logistics services. It also collaborates with Slovenian railways and foreign railway operators, which guarantees the integrity of logistics services.	The experience and work of the company is focused on the private - commercial sector. For this reason, it could be difficult to involve a SH in an institutional dialogue centered on the TPL field.	A good strategy in order to involve the SH could be related to the topics of the institutional dialogue. If that discussion will be focused also on elements related to the company concerns, so it could be possible to involve them in the dialogue. Possible deal sign in order to keep close the SH and underline the consideration (on a long-term horizon) of their interests.
Public Agency of the Republic of Slovenia for traffic safety - vehicles sector	Slovenian national public body	High influence - high interest	Responsible for vehicles matriculation, drivers' tests, analysis of traffic safety data in Slovenia. The Agency carries out regulatory, development, professional and other tasks in the field of drivers and vehicles, analytical and research tasks in the field of road safety,	Deep knowledge in the topic of civil motorization regulatory framework in Slovenia. Awareness spread in the website concerning driver's safety and traffic. Advanced in International	One of the most important actors for what concern the reaching of the project goals. No barriers in the involvement of the SH.	The topics on which the SH work are definitely the ones on which the institutional dialogue will be centered on, so it will be interest also for the SH to be involved in this

			<p>prevention, education, training in road traffic, independent investigations of fatal road accidents and professional tasks for the preparation and implementation of a national road safety program. As part of its competences, it carries out road infrastructure safety assessment and provides education and public awareness on the introduction of new technical standards, solutions and other measures that contribute to greater safety for all road users. In these areas the Agency participates in bilateral relations and various international organizations.</p>	<p>Cooperation with other agencies. The Public Agency of the Republic of Slovenia for Road Safety is the central institution for road safety. Its mission is to work to reduce the worst consequences of road accidents (deaths and injuries). The mission and objectives of the Agency will be achieved through the effective implementation of the measures provided for by legislation, the national program and other acts and by encouraging road users to behave more responsibly, comply with regulations and raise awareness of the importance of road safety and to provide safer vehicles and road infrastructure.</p>		<p>dialogue, because the decision taken here will influence also their work.</p>
<p>Ministry of Infrastructure and Transport (MIT)</p>	<p>Italian national public body</p>	<p>High influence - low interest</p>	<p>Responsible for the release of unique document for circulation; erogation of DQC training. The Ministry of Infrastructure and Transport is the executive structure of the Italian State responsible for: planning, financing, construction and management of infrastructural networks of national interest and public works under the responsibility of the State urban and housing policies also concerning the system of cities and metropolitan areas activities related to transport, traffic and logistics in the area and which include navigation, safety and maritime transport and inland waterways; civil aviation and air transport; and circulation, safety and land transport. The Ministry, in carrying out its duties, is responsible for: collaborate with the Port Authority Corps - Coast Guard and with the Higher Council of Public Works interact and coordinate with regional and local institutions, also providing guideline to take care of international relations and agreements regarding the infrastructure and transport sectors to exercise guidance, monitoring and control functions towards supervised and investee entities and transport managers.</p>	<p>This fundamental political institution would be interested in the achievement of projects' objectives such as the improvement of cross-border transport. The publication of information in the MIT website - newsletter section could already be a great achievement for the projects' aims</p>	<p>Since it is one of the institutions at the highest levels of governance in Italy, there could be general bureaucratic issues to involve it in a cross-border project, moving such a big interest like the one of a central PA.</p>	<p>The topics treated through the institutional dialogue will be the best strategies in order to involve this SH. It will be important reach the right reference inside the several branches of the MIT.</p>
<p>Civil motorization FGV region</p>	<p>Italian national public body</p>	<p>High influence - high interest</p>	<p>The civil motorization is the subject of the technical and administrative control activities of that branch of the public administration that is responsible for compliance with the technical regulations on civil transport. The</p>	<p>Like the central motorization previously considered, the regional department of this PA is an important actor for the success of the institutional</p>	<p>No obstacles to involve this SH, due to the participation of FGV Region to the project</p>	<p>The topics treated through the institutional dialogue will be the best strategies in order to involve this SH. It will be important reach</p>



			Ministry of Infrastructure and Transport will hold the central power managing it through General Directorate for Motorization, which is divided into peripheral offices at provincial level.	dialogue. FGV is one of the PP so is important that her civil motorization and interest (vehicle registration, driver license and training, revision) will be considered in the discussion.		the right reference inside the PA, in order to be in contact with the right references
Ministry of Infrastructure of the Republic of Slovenia, Road Transport Department	Slovenian national public body	High influence - high interest	The Ministry of Infrastructure is constantly improving the Slovenian infrastructure in the transport and energy sector. It maintains, plans, regulates and improves the rail, road, air, rope and sea transport sector as well as inland navigation. It also deals with the area of transport policy and infrastructure. It is committed to sustainable mobility - that is, transport that is safer, cheaper and greener. It ensures that the energy supply is reliable and lays the foundation for the transition to a society that uses energy more efficiently, that is, draws energy mainly from renewable energy sources.	Like every central public body, it plays a crucial role when the aims of a project are related to the increasing of cooperation with other countries.	This actor must be involved. Due to the topics of the project it should not be obstacles to this end.	The topics treated through the institutional dialogue will be the best strategies in order to involve this SH. It will be important reach the right reference inside the PA, in order to be in contact with the right references
RRA LUR. - regional development agency of traffic Liubijana urban region	Slovenian national public body	High influence - high interest	The Regional Development Agency of the Ljubljana Urban Region (RRA LUR) unites 26 municipalities and communities in central Slovenia, in which it supports sustainably oriented business, infrastructural, social, cultural and creative activities. At the same time, it encourages connecting and developing partnership networks among various stakeholders whose activities bolster the region's sustainable development. A young and highly qualified team of experts from diverse fields conceives, coordinates and carries out the development projects that contribute to the rise of the quality of life in the region, looks out for synergies among projects and connects with domestic and foreign experts. The agency advises and helps interested stakeholders find financial resources for the successful preparation, coordination and implementation of their projects; simultaneously, it handles the promotion of the region, its development and achievements at both the national and international levels. In the international setting, the RDA LUR is known as a development agency synonymous with cutting edge knowledge and innovative projects, as well as high value-added products and services. It is a distinguished partner of international institutions, which it	RRA LUR is an internationally renowned development agency, which enhances Ljubljana Urban Region's competitiveness and increases the quality of life in the Region through superb knowledge, innovative projects, products and services with high added value.	The institution covers several sectors; therefore, its wideness could be a barrier to its contribution to the achievement of specific project's objectives.	The topics treated through the institutional dialogue will be the best strategies in order to involve this SH. It will be important reach the right reference inside the several branches of RRA LUR.

			cooperates with on a variety of development projects.			
JAVNI Holding Ljubljana	Slovenian private company	High interest, low influence	<p>The most important task of the public company Ljubljanski potniški promet d.o.o. is to provide safe, reliable and smooth-running public transport in the area of the entire City Municipality of Ljubljana and sixteen suburban municipalities.</p> <p>Our wish and goal is to make sure that buses become the best alternative to private cars since in this way we can remove private vehicles from urban areas to ensure a healthy environment for future generations.</p>	The SH could be an important point of reference for further targets of the project, focused on public transport.	Slightly different targets between the SH and project partners in the initial phases of the project.	Possible deal sign in order to keep close the SH and underline the consideration (on a long-term horizon) of their interests.
ACI - automobile club d'Italia	Italian national public body.	Low interest-low influence	The Automobile Club D'Italia is a non-economic public body of the Italian Republic. It is self-financed and has the function of promoting, monitoring and regulating the automotive sector. It constitutes an important player in the matters related to cars and bureaucracy for Italian drivers (fiscal and documental matters)	It would be important to consider the SH during regulatory framework discussions and delivery of information regarding civil motorization procedures.	Wide institution that may not be specifically concerned about cross-border issues.	The topics treated through the institutional dialogue will be the best strategies in order to involve this SH.
Autostrada Brescia Verona Vicenza Padova S.p.A.	Italian national private company.	Low interest-low influence	The A4 Group born from one of the most congested motorway sections in Italy and Europe. Due to the geographic collocation of the motorways, in relation to the project FORTIS transnational context, the presence of a SH like this one could be useful.	The SH could be further involved in the project in order to expand the results to other geographical areas.	Since the geographical location of the motorway is not exactly the one involved in the project, there may be initial barriers in the interest of the SH in the project.	Possible deal sign in order to keep close the SH and underline the consideration (on a long-term horizon) of their interests.
CAV autostrade	Italian national public body.	High interest, low influence	Concessioni Autostradali Venete is a joint-stock company set up by law (art. 2, paragraph 290 of Law no. 244/2007) on 1 March 2008 by ANAS S.p.A. and the Veneto Region, with the task of managing the complex system of crossing the eastern Veneto consisting of the combination of the Orbital Road with the Mestre Bypass.			
Port System Authority of the Eastern Adriatic Sea Ports of Trieste and Monfalcone	Italian national public body	High interest, low influence	The Port of Trieste is an international hub for land-sea interchange flows affecting the dynamic market of Central and Eastern Europe. The intensification of trade and maritime traffic between the Far East and Europe, as well as the enlargement of the European Union to the East, have re-launched the central role of the Northern Adriatic Sea and opened up new opportunities for growth and development in Trieste. In this framework, Trieste plays a decisive role on two distinct logistic chains: long-distance intercontinental maritime links and intra-Mediterranean short- and medium-distance relations.	The SH could be an important point of reference for further targets of the project, focused on alternative ways of transport.	Slightly different targets between the SH and project partners in the initial phases of the project.	Possible deal sign in order to keep close the SH and underline the consideration (on a long-term horizon) of their interests.

			<p>The meeting between the strategic TEN-T axes of the "Eastern Mediterranean Motorways of the Sea" and the European Adriatic-Baltic and Mediterranean corridors determines the growth of intermodally and the development of innovative solutions in the field of logistics and transport. To reach the reference markets in Central and Eastern Europe, highly specialized intermodal services have been developed with direct trains organized by Alpe Adria S.p.a., a neutral multi-client operator, which offers "all-in" packages with guaranteed performance and frequency. The Port of Trieste has an internal railway network (70 km of tracks) integrated with the national and international network, which allows all the quays to be served by tracks with the possibility of sorting and/or composition of trains directly in the various terminals; the efficiency of the road network is guaranteed, on the other hand, by a direct link and an elevated road (inside the Port) which are fed into the external road system, in connection with the motorway network.</p>			
Northern Adriatic Sea Port System Authority	Italian national public body	Low interest, low influence	<p>The Northern Adriatic Sea Port System Authority is a non-economic public body. Its task is to direct, plan, coordinate, promote and control port operations. It carries out the maintenance of the common parts, maintains the seabed, supervises the provision of services of general interest, exclusively administers state property and areas, and plans the development of the port territory. It also coordinates the administrative activities carried out by public bodies in the port area and promotes forms of connection with the back port and interport logistics systems.</p>	This SH could be an important point of reference for further targets of the project, focused on alternative ways of transport.	Slightly different targets between the SH and project partners in the initial phases of the project.	Possible deal sign in order to keep close the SH and underline the consideration (on a long-term horizon) of their interests.
Ferrovie dello stato (GFI)	Italian national public body	High influence - low interest	<p>Ferrovie dello Stato Italiane is an Italian company operating both in the rail transport sector and in the local public transport and freight sectors, the company is a public company in the form of a S.p.A., which qualifies as a body governed by public law.</p>	The SH could be an important point of reference for further targets of the project, focused on alternative ways of transport.	Slightly different targets between the SH and project partners in the initial phases of the project.	Possible deal sign in order to keep close the SH and underline the consideration (on a long-term horizon) of their interests.
Management of Friuli-Venezia Giulia Airport S.p.A.	Italian private company	Low interest - low influence	<p>Aeroporto Friuli Venezia Giulia SpA is the company that has been running Trieste airport since July 1997, while in August 2007 it was awarded by ENAC-Italian CAA and the Ministry of Transport with a 40-year-long airport management concession.</p>	The SH could be an important point of reference for further targets of the project, focused on alternative ways of transport.	Slightly different targets between the SH and project partners in the initial phases of the project.	Possible deal sign in order to keep close the SH and underline the consideration (on a long-term horizon) of their interests.

Veneto Strade s.p.a	Italian public body	High influence - high interest	Veneto Strade S.p.A. was set up by the joint will of the Veneto Region, the Provincial Administrations of the Region and four Motorway Companies operating in the region. It is a Company with a public shareholding and has, among its main corporate purposes, the design, construction, recovery, renovation, maintenance, supervision of the assigned road network and the granting of concessions.	This actor could play an important role in the definition of the institutional dialogue. His contribution, due to the experience in fields like maintenance and supervision of the road network could help PAs to better understand problems and solutions for the project's aims.	Being public owned, it should not be problems in the involvement of this SH, even because from the working group they could have good advantages.	Considering the interests of the SH is the best way to involve them in the dialogue, effectively giving them the way to obtain positive results from their effort.
The Urban planning Institute of the Republic of Slovenia (UIRS)	Slovenian public body	High influence - low interest	The Urban Planning Institute of the Republic of Slovenia (UIRS) is the main national scholarly research institution in the field of spatial, regional and urban planning and related discipline. UIRS was transformed into a public research organization in 1993, a status which continues to apply to date.	Like every public body considered in this analysis their role will be essential for the good results of the dialogue. In particular, this actor has interests in the urban and spatial planning, urban mobility, Transport, green infrastructures.	Being a public body, it should not be problems in the involvement of this SH, even because from the working group they could have good advantages.	Considering the mutual interests of the partners and SH the best way to involve them in the dialogue, is to give them some commission, study research that could show the important role that they could play in the dialogue between PAs
Regional Development Centre Koper	Slovenian public body	High influence - low interest	The Regional Development Centre Koper (RDC) operates as an institution for promoting the development of entrepreneurship and economy in the Obalno-kraška region. Its function is to coordinate regional interests in development, economy, human resources and environmental protection at both local and national level. Since 2001 the SRC Koper-Koper has gained the status of the central organization of the Regional Development Agency of Southern Primorska for the municipalities of Ankaran-Ancaran, Divača, Hrpelje-Kozina, Izola-Isola, Komen, Koper-Koper, Piran-Pirano and Sežana. In carrying out this function, the SRC is in constant contact with ministries, state organizations, chambers of economy and craft chambers, municipalities, companies and other institutions. The SRC Koper promotes and carries out cross-border cooperation projects with Italy and Croatia.	Considering the expertise (and the interests touched by the activities carried out by the SH, they could play an important role in the definition of the PA's dialogue. Their contact with the central institutions, chambers of economy, municipalities) could be important in order to involve the Slovenian central authorities.	It is fundamental to express a real interest in the SHs contribution, on the contrary they could not find real advantages in the involvement.	Due to their frequent contacts with local, regional and central authorities, it would be easy to find the right contact and analyze the right interest in order to involve them in the institutional dialogue.
European Grouping of Territorial Cooperation (EGTC)	EU legal instrument	High influence - high interest	The EGTC is a European legal instrument designed to facilitate and promote cross-border, transnational and interregional cooperation. Unlike the structures which governed this kind of cooperation before 2007, the EGTC is a legal entity and as such, will enable regional and local authorities and other public bodies from different member states, to set up cooperation groupings with a legal personality.	The constitution of this EU body plays a fundamental role for the FORTIS goals. The EGTC born for facilitate the transnational cooperation so their interest will be surely in line with the ones of the project.	In this case it would be complicated to involve the EGTC members due to the numerosity of EU projects in which their presence could be asked.	In order to achieve the result to involve this key actor, the project interest, steps and aims must be defined and expressed to the SH in an engaging way. Underlying the crucial role that they will play.

Soča Valley Development Centre	Slovenian public body	High influence - high interest	Posoški razvojni center (Soča Valley Development Agency) is a local and regional development agency founded in 1999 by three municipalities: Bovec Municipality, Kobarid and Tolmin. Its mission is to stimulate development in the fields of entrepreneurship, human resources, rural areas, environment and territory in Zgornje Posočje (Upper Soča). The agency carries out projects with priority in local and regional development plans in the North Coastal Region (Statistical Region of Goriška) and participates in national and international development projects (as project partner or Lead Partner).	The cross-border geographic position from which the agency has been founded expresses the possible interest that this SH could bring to the institutional dialogue. Their knowledge of the territories and the proximity to citizens of this area could give good improvements to the work group	It is fundamental to express a real interest in the SHs contribution, on the contrary they could not find real advantages in the involvement.	Also, in this case it will be important to show the interest and consideration for the SH interests, giving them concrete role in the analysis of the dialogue's key points.
Slovenske železnice (Slovenian railways)	Slovenian national public body	High influence - low interest	Slovenian national railways owned by the national state.	The SH could be an important point of reference for further targets of the project, focused on alternative ways of transport.	Slightly different targets between the SH and project partners in the initial phases of the project.	Possible deal sign in order to keep close the SH and underline the consideration (on a long-term horizon) of their interests.
Trieste trasport s.p.a	Italian national public body	High influence - high interest	Trieste Trasporti is the public transport company operating in the province of Trieste.	The SH could be an important point of reference for further targets of the project, focused on public transport.	Slightly different targets between the SH and project partners in the initial phases of the project.	Possible deal sign in order to keep close the SH and underline the consideration (on a long-term horizon) of their interests.
Trieste municipality	Italian national public body	High influence - high interest	The municipality is the local authority that represents the community, takes care of its interests and promotes its development and is endowed with a certain degree of administrative autonomy.	Like every central public body, it plays a crucial role when the aims of a project are related to the increasing of cooperation with other countries. In particular, the FORTIS project points to improve transnational cooperation for what concern LPT and generally speaking the institutional dialogue between the countries. In this case, it is not possible to exclude this municipality from the dialogue.	It is fundamental to express a real interest in the SHs contribution, on the contrary they could not find real advantages in the involvement. Even so, the cross-border municipalities might not find interests in activities so connected and close to their territory (cross-border areas).	Being part of Friuli Venezia Giulia Region, it should be easy to involve the SH in the institutional dialogue. Their interest will be in line of the PP FVG interest. Therefore, due to their position, they could not be out of this institutional dialogue, playing a cross-border key role in transport (public and commercial)
Gorizia municipality	Italian national public body	High influence - high interest	The municipality is the local authority that represents the community, takes care of its interests and promotes its development and is endowed with a certain degree of administrative autonomy.	Like every central public body, it plays a crucial role when the aims of a project are related to the increasing of cooperation with other countries. In particular, the FORTIS project points to improve transnational cooperation for what concern LPT and generally speaking the institutional dialogue between the countries. In this case, it is not	It is fundamental to express a real interest in the SHs contribution, on the contrary they could not find real advantages in the involvement. Even so, the cross-border municipalities might not find interests in activities so connected and close to their	

				possible to exclude this municipality from the dialogue.	territory (cross-border areas).	
Trieste Interport S.p.a (former Ferneti interport)	Italian national public body	High influence - high interest	The Trieste Interport di Trieste INT is an infrastructure dedicated to intermodal logistics located near the Italian-Slovenian border in Ferneti. Located along the routes of the Adriatic, Baltic and Mediterranean European Corridors, it is a strategic hub for the connection of freight traffic between the markets of Central-Eastern Europe and the Mediterranean basin. The platform offers modern facilities and innovative services to national and international transport operators, also acting as a back-port area supporting the maritime terminals of the Port of Trieste, Monfalcone and Koper.	Due to its geographical location and its crucial interest, this SH could play an essential role in defining project guidelines and institutional dialogue themes. Cross-border location and tools owned by the freight village have a key position in freight transport for operators and in how to increase transnational cooperation.	Being a public body, it should not be problems in the involvement of this SH, even because from the working group they could have good advantages.	Being largely controlled by Friuli Venezia Giulia Region, it should be easy to involve the SH in the institutional dialogue. Their interest will be in line of the PP FVG interest. Therefore, due to their position, they could not be out of this institutional dialogue, playing a cross-border key role in transport (public and commercial)
Port of Koper	Slovenian public body	High influence - high interest	The port of Koper (in Slovenian: Luka Koper) is a commercial port located in Koper, Slovenia. The port is located in the northern part of the Adriatic Sea, mainly connecting the markets of Central and South-Eastern Europe with the Mediterranean Sea and the Far East. The port of Koper is the only Slovenian seaport, handling about two thirds of the total maritime traffic destined to the national hinterland[1]. Unlike other European ports, managed by the port authorities, the activities of the port of Koper include the management of the free zone, the management of the port area and the role of terminal operator.	Due to his geographic position and crucial interest this SH could play an essential role in defining the project directions and topics of the institutional dialogue. The cross-border location (with Italy and Croatia!) has a fundamental position in the goods transports for operators and way to increase transnational cooperation. Therefore, this is the exclusive sea connection for Slovenia	The port is owned by the Slovenian national state, partners should work in the right way in order to include the national interests (related to goods businesses). In this way they will be able to engage the SH, even because from the working group they could have good advantages.	Being controlled by the Slovenian national state, it should be easy to involve the SH in the institutional dialogue. Take in serious consideration their interest could be the most important strategy to engage him. Therefore, due to their position, they could not be out of this institutional dialogue, playing a cross-border key role in transport (commercial, and maybe in future also public)
Association of Friulian cooperatives	Italian national public body	High influence - high interest	The Associazione Cooperative Friulane is the main organization representing, protecting and auditing cooperative enterprises in the province of Udine. It is the territorial body of the Confcooperative (Confederation of Italian Cooperatives), an organization that associates more than 20 thousand cooperatives at a national level representing their interests at an institutional level. Our aim is to create value for the territory and for the cooperatives we represent, promoting the growth of the cooperative movement and the birth of new businesses, employment, innovation and legality in all fields of economic and social life. The Associazione Cooperative Friulane and the other structures of the "world" Confcooperative provide services to member cooperatives. Our cooperatives operate in all economic sectors: from agri-food	With the numbers done every year this player could be a very good SH that will improve the level of the institutional dialogue. Her expertise related to national procedures Being the representative of the FVG cooperative she could express the needs and advices coming from player of the Italian territory	Not considering the interest of the Italian cooperative could be the greatest barrier for the engagement of this SH	On the other side, put their interest at the first place could be the right strategy. Moreover, their interests could be very in line with the ones of many other SHs.

			<p>to fishing, from industrial and artisan production to services, from social to credit, from health services to tourism and culture.</p> <p>The Association is a free membership and democratically run body, autonomous from political movements. It is inspired by the principles of the social doctrine of the Church and is a model for those who base their lives on the principles of economic and social solidarity and participation.</p>			
Confapi FVG	Italian national public body	Low influence - high interest	The association represents and protects the interests of the small and medium member industries, of the provinces of Gorizia, Pordenone, Trieste and Udine, and actively works to ensure that they acquire a primary position in the socio-economic context.	Due to her role in representing the local associations in the area, this SH could improve the level of the institutional dialogue. Considering this actor could put the SME interests in the middle of the transnational cooperation	Like in the highest number of cases, a bad or non-consideration of the Association's interests could be an obstacle to her engagement. Therefore, it should be important to find the right contact person inside h	For involve this SH, keep in mind the interests of local SME and bring them into the transnational dialogue could be the best strategy to better engage them.
Confartigianato Imprese Fvg Regional Federation of Craftsmen SMEs of Friuli-Venezia Giulia	Italian national public body	High influence - high interest	Confartigianato Imprese FVG is the political body representing the interests and demands of craft enterprises, small and medium enterprises and the self-employed and is the coordinating body for a network of offices and services to businesses throughout Friuli Venezia Giulia: 39 offices where all the services that companies need, both traditional and innovative, are provided.	The role played by this association could be important in defining interests coming from enterprises, also the one that manage LPT or LML.	Not defining the interests of the biggest SME/enterprises could be a real threat for the engagement strategy.	For involve this SH, keep in mind the interests of local SME and bring them into the transnational dialogue could be the best strategy to better engage them. Keep them informed, keep them busy and focused on the project could be other important points
National Confederation of Crafts and Small and Medium-sized Enterprises	Italian national public body	Low influence - high interest	Founded in 1946, the NAC, the National Confederation of Crafts and Small and Medium-Sized Enterprises, has over 622,000 members who employ over 1.2 million people. CNA represents the largest representative association distributed in the territory. The enormous diffusion of crafts and small businesses, both in large cities and small municipalities, is matched by a widespread presence: CNA is present in all the Italian provinces, with 18 regional CNA and 96 territorial CNA, with about 7,500 collaborators, active in more than 1,100 locations: between regional, territorial and local.	Considering their extension and representation of SME on the territories, they could provide very valuable advices and bring the right consideration into the transnational dialogue	Exclude them from the information floor, not include them into the dialogue topics definition, these could be two barriers that will complicate the engagement.	A SH like this one could be engaged keeping in mind the interests of local SME and bring them into the transnational dialogue. This could be the best strategy to engage them. Keep them informed, keep them busy and focused on the project could be other important points
Federazione Autotrasportatori Italiani - Regional Federation of Friuli-Venezia Giulia	Italian national public body	High influence - high interest	The F.A.I. Federazione Autotrasportatori Italiani, the Regional Federation of Friuli Venezia Giulia, is the territorial structure of the F.A.I. Nazionale, the largest association representing the road haulage sector, born from the will of	Considering the overall interests of the FORTIS project, the engagement of this association could improve the level of the Joint Board work very much.	Exclude them from the information floor, not include them into the dialogue topics definition, these could be two barriers that will	A SH like this one could be engaged keeping in mind the interests of local SME and bring them into the transnational dialogue. This could be the best strategy

Confindustria Friuli-Venezia Giulia.			hauliers, aware of the value of unity, to face and solve the problems of the category and their company. F.A.I. Friuli Venezia Giulia is at the side of its members, guaranteeing them professionalism and competence in the resolution of daily difficulties and providing them with numerous services, consultancy and agreements.		complicate the engagement.	to engage them. Keep them informed, keep them busy and focused on the project could be other important points
Lega delle Cooperative del Friuli-Venezia Giulia - Legacoop FVG	Italian national public body	High influence - high interest	Lega delle Cooperative del Friuli-Venezia Giulia is one of the cooperatives and cooperative bodies of the Region that are members of the Lega Nazionale Cooperative e Mutue (National League of Cooperatives and Mutual Societies) of which it is a peripheral body and of which it has the same aims as those of the Region. It has full responsibility for drawing up and implementing the cooperative policy in the Friuli-Venezia Giulia Region according to the guidelines set by the Lega Nazionale Cooperative e Mutue.	Considering the overall interests of the FORTIS project, the engagement of this association could improve the level of the Joint Board work very much	Being a public body owned by the FVG Region, it should not be problems in the involvement of this SH, even because from the working group they could have good advantages.	Finding the right contact person inside the League could be the most important factor in engaging this SH.
National Union of Driving School Studies Automotive Consultancy - UNASCA	Italian national public body	High influence - high interest	It is the most representative association at national level (Ministerial Decree on Transport 9 February 2004) of the categories of driving schools (art. 123 of the Highway Code) and nautical schools (Interministerial Decree 146/2008) and of consultancy firms for the circulation of means of transport as per Law 264/1991 (briefly "Studi di Consulenza Automobilistica").	This association could be able to put the right topics into the institutional dialogue due to the issue with which they deal with.	In this particular case, in order to avoid engagement's complications, partners should consider the SH and his interests, including them in the crucial discussion.	A SH like this one could be engaged keeping in mind the interests of local SME and bring them into the transnational dialogue. This could be the best strategy to engage them. Keep them informed, keep them busy and focused on the project could be other important points
Confederation of driving schools and automotive consultants - CONFARCA	Italian national public body	Low influence - high interest	Confarca is the trade association of driving schools, consultancy firms, nautical schools and revision centers.  It represents these realities at national and European level.  It carries out training, professional updating and assistance activities.	This reality, representing driving association also in European level, could bring be able to bring a new and different point of view inside the Board discussion	In this particular case, in order to avoid engagement's complications, partners should consider the SH and his interests, including them in the crucial discussion.	
Automotive consulting agencies	Asekd to partner	Low influence - high interest				
Driving Schools	Asekd to partner	Low influence - high interest				



APT Gorizia (TPLFVG)	Italian national public body	High influence - high interest	<p>TPL FVG is the consortium that manages Local Public Transport in the Friuli Venezia Giulia region by road and sea. It is the result of the merger of four companies - ATAP Pordenone, Autoservizi F.V.G. SpA - SAF Udine, APT Gorizia and Trieste Trasporti - four historical, consolidated and strongly rooted companies that are deeply aware of the characteristics, needs and operations of mobility in Friuli Venezia Giulia. A single regional reference point and a point of reference for users: thanks to the experience of the member companies, TPL FVG is able to guarantee quality, flexibility and specificity of the service on the regional territory, with the added value of an integrated approach to public transport. Innovation, new technologies, maximum ease of access to services and information: TPL FVG's objective is to constantly improve every aspect of the travel experience for residents and tourists, starting from the planning, to the purchase of the ticket up to the arrival at the destination.</p>	<p>Like every regional public body, it plays a crucial role when the aims of a project are related to the increasing of cooperation with other countries. In particular, the FORTIS project points to improve transnational cooperation for what concern LPT and generally speaking the institutional dialogue between the countries. In this case, it is not possible to exclude this PA from the dialogue. Therefore, being the administrator of the public transport, their interests are perfectly in line with the ones of the partners.</p>	<p>Being a public body, besides mainly owned by FVG Region it should not be problematic involve this SH, even because one of the PP is FVG Region, so their interest should be in line with the ones of the Joint Board. Therefore, the sector in which the SH plays is one of the main of the FORTIS project, is the central of the same project</p>	<p>Engage the right contact person, consider the possible difficulties that this important SH have day by day and keep them informed and connected with partners and the Joint board. These could be the key factors for an engagement strategy</p>
Pacorini Spa	Italian private company	Low influence - high interest	<p>TPL FVG is the consortium that manages Local Public Transport in the Friuli Venezia Giulia region by road and sea. It is the result of the merger of four companies - ATAP Pordenone, Autoservizi F.V.G. SpA - SAF Udine, APT Gorizia and Trieste Trasporti - four historical, consolidated and strongly rooted companies that are deeply aware of the characteristics, needs and operations of mobility in Friuli Venezia Giulia.</p> <p>A single regional reference point and a point of reference for users: thanks to the experience of the member companies, TPL FVG is able to guarantee quality, flexibility and specificity of the service on the regional territory, with the added value of an integrated approach to public transport.</p> <p>Innovation, new technologies, maximum ease of access to services and information: TPL FVG's objective is to constantly improve every aspect of the travel experience for residents and tourists, starting from the planning, to the purchase of the ticket up to the arrival at the destination.</p>	<p>Being a big player in the logistic sector, he could be a good observer for the institutional dialogue. Furthermore, their presence could attract other possible player that could give real support to the FORTIS cause.</p>	<p>Not considering their interest, not keep them in the communication flows or exclude them from the discussion. These could be the best way to complicate a SH engagement.</p>	<p>Engage the right contact person, consider the possible difficulties that this important SH have day by day and keep them informed and connected with partners and the Joint board. These could be the key factors for an engagement strategy</p>
Auto Marocchi Spa	Italian private company	Low influence -	<p>Automarocchi is one of the largest Italian transport companies. Its core business is container and full load (FTL), road and intermodal</p>	<p>Being an important player in the transport sector, this SH could be a good</p>	<p>Not considering their interest, not keep them in the communication</p>	<p>Engage the right contact person, consider the possible difficulties that this</p>

		high interest	transport in Italy and Europe. We are also present with our companies in Austria, Hungary, Slovenia and Croatia.	observer/advisor for the institutional dialogue. Furthermore, their presence could attract other possible player that could give real support to the FORTIS cause.	flows or exclude them from the discussion. These could be the best way to complicate a SH engagement.	important SH have day by day and keep them informed and connected with partners and the Joint board. These could be the key factors for an engagement strategy
Saf Spa	Italian private company	Low influence - high interest	<p>AF S.p.A. was founded in 1968 in Montecchio Maggiore (Vicenza) starting its activity with the production of moulds and equipment.</p> <p>A few years later, feeling the need to expand its production, the company moved to Grancona (VI) where it founded what is still today the company headquarters: factories and offices covering a total area of about 6000 square meters.</p> <p>Mr. Aleardi's experience and effective management have led the company to absolute leadership at European level since the early nineties in the air conditioning and heating sector, positioning itself with a market share of over 80% in its core business.</p>	Being an important player in the transport sector, this SH could be a good observer/advisor for the institutional dialogue. Furthermore, their presence could attract other possible player that could give real support to the FORTIS cause.	Not considering their interest, not keep them in the communication flows or exclude them from the discussion. These could be the best way to complicate a SH engagement.	Engage the right contact person, consider the possible difficulties that this important SH have day by day and keep them informed and connected with partners and the Joint board. These could be the key factors for an engagement strategy
Sati Snc	Italian private company	Low influence - high interest	<p>Sati snc is a coach hire company that has been operating in the sector for over 40 years, with the utmost professionalism, availability and courtesy. Working in this field, after a long time, allows to know in detail the requests and needs of customers, also managing to anticipate them.</p> <p>The company is able, in every occasion, to provide quality services that completely satisfy all needs.</p>	Being an important player in the transport sector, this SH could be a good observer/advisor for the institutional dialogue. Furthermore, their presence could attract other possible player that could give real support to the FORTIS cause.	Not considering their interest, not keep them in the communication flows or exclude them from the discussion. These could be the best way to complicate a SH engagement.	Engage the right contact person, consider the possible difficulties that this important SH have day by day and keep them informed and connected with partners and the Joint board. These could be the key factors for an engagement strategy
Police authorities	Public bodies	High interest and high influence	National/regional/local police authorities (Italian Guardia di Finanza for example) are the bodies entitled to enforce the roadside control. They have great influence and interest coming from a cooperation between Italy and Slovenia in the heavy traffic control.	Considering the overall interests of the FORTIS project, the engagement of this association could improve the level of the Joint Board work very much	Being a public body, it should not be problematic involve this "SH". Their interest should be in line with the PAs engaged in Joint Board. Therefore, the sector in which the SH plays is one of the main of the FORTIS project, is the central of the same project	Involving National and/or regional central PAs allow the engagement of police authorities