



Agencia de Obra Pública de la Junta de Andalucía  
CONSEJERÍA DE FOMENTO Y VIVIENDA



Unión Europea



Fondo Europeo  
de Desarrollo Regional

Building networks  
between the  
stakeholders in  
Andalusian maritime  
sector. The  
exploration of new  
methodological  
approaches.



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# Outline



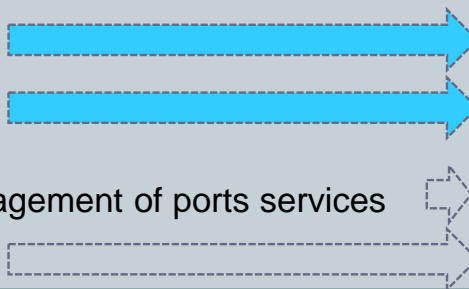
1. The research: context and purposes.
2. Towards a participatory management system.
3. Methodological tools
  1. Stakeholder Analysis-Results
  2. Social Network Analysis- Results
4. Conclusion

# I. REVITALIZATION OF FISHING ENCLAVES IN THE ANDALUSIAN PORT SYSTEM. ECONOMIC USES, GOVERNANCE AND CULTURAL HERITAGE (2013-2015)



## DIAGNOSIS

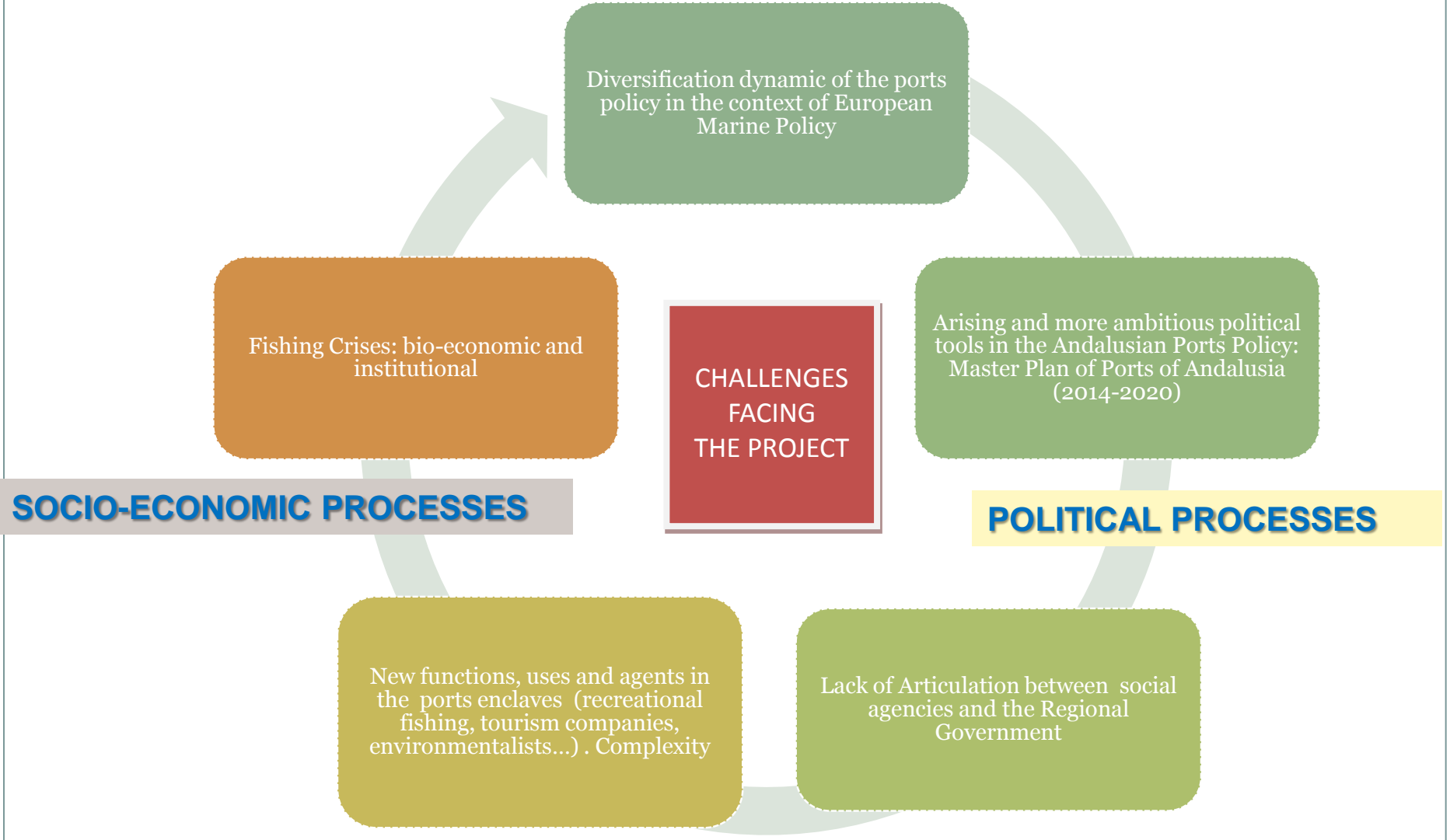
1. Stakeholders Analysis
2. Social Network analysis
3. Economic Analysis of the status and management of ports services
4. Fishing-maritime heritage inventory.



## RESULTS & DELIVERIES

- Participatory management System**
- Map of political structuring of representative entities**
- Economic Assesment
- Heritigization model

# I. THE REALM IN WHICH THE RESEARCH IS TO BE UNDESTOOD



# I. MAIN OBJECTIVES of the PROJECT regarding Management System



1. Taking advantage of new political tools where space for the political participation of the stakeholders is created: Master Plan of Andalusian Ports (2014-2010) launched by the Regional Government

ACADEMIC  
AIMS

2. To Use The Stakeholder Approach (SA) and Social Network Analysis (SNA) as methodological tools to define the prominent actors and agencies in maritime policy (fishing and harbor fields)

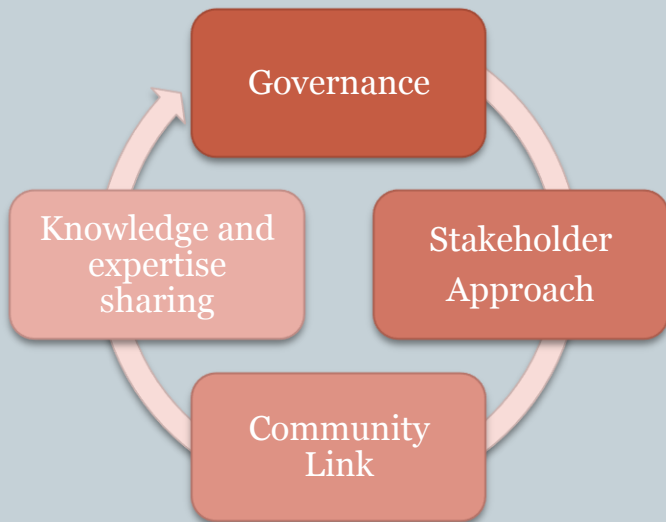
3. To Enhance participatory systems in maritime management at the Andalusian coast.

APPLIED  
AIM

## II. Enhance a participatory system: Why and What for?



### The importance of institutional innovation: devolution process and interactive governance



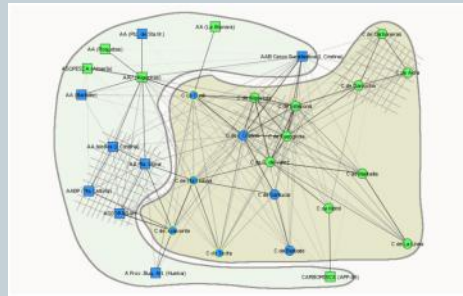
## II. Why and What for to enhance a participatory system?



### The difficulties to face the institutional innovation process



# III. Methodological process



**FIELDWORK:**  
Qualitative Interviews

- Definition of **issues**:
- **Fisheries, ports services, local social dynamic, commercial trends, diversification of activities**

**FIELDWORK:**  
SA & SNA

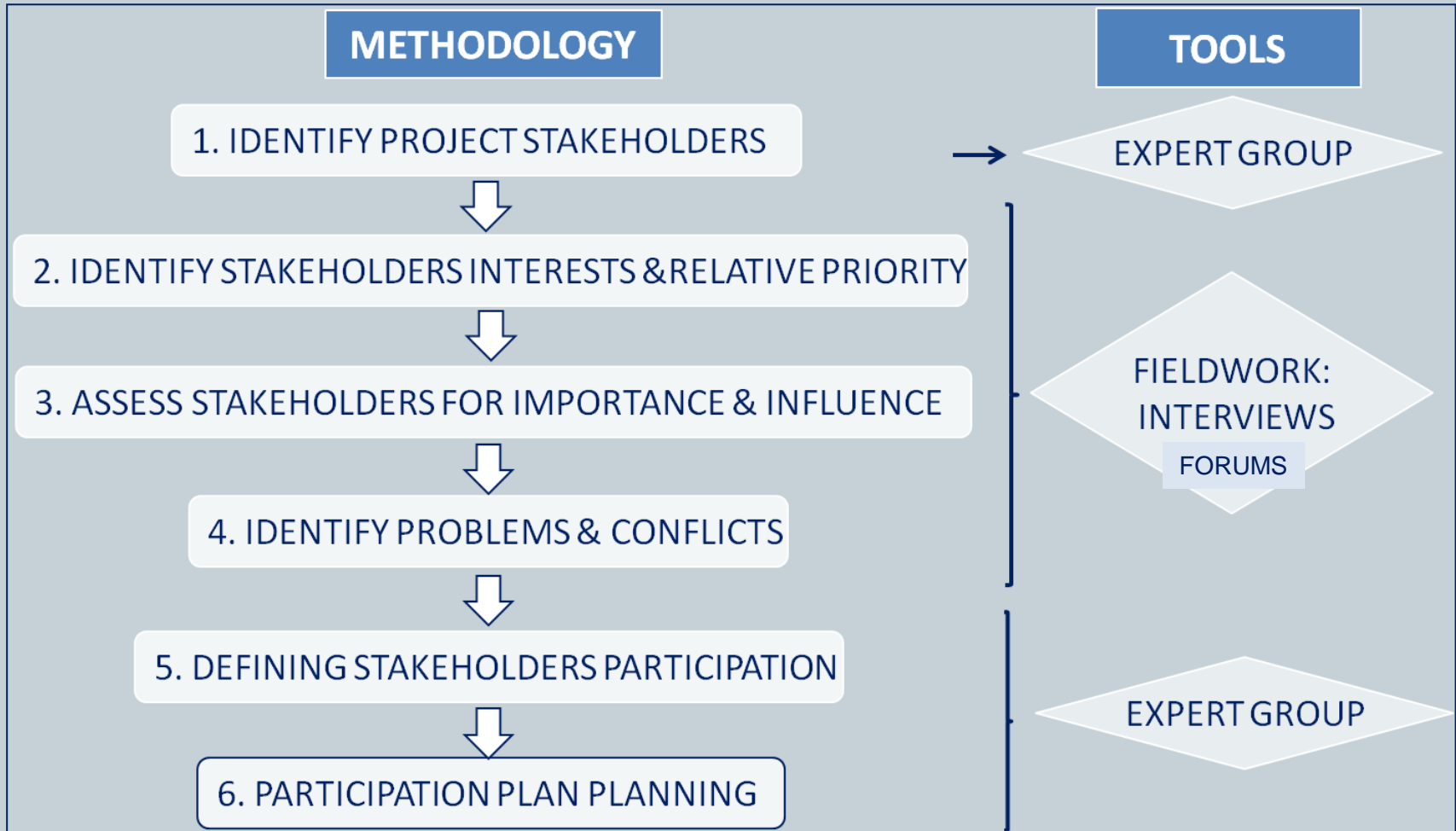
- **Identification** of relevant **informants** to be taken into account in a participatory process.
- **Relative position** of local agents in order to design a participatory system

**PARTICIPATORY FORUMS**

- **Debate** on the issues mentioned in the fieldwork.
- Attitudes and expectancies about a Participatory management system
- **WHO, WHAT, HOW, WHY**



# III.1. STAKEHOLDERS APPROACH



# a.IDENTIFY PROYECT STAKEHOLDERS

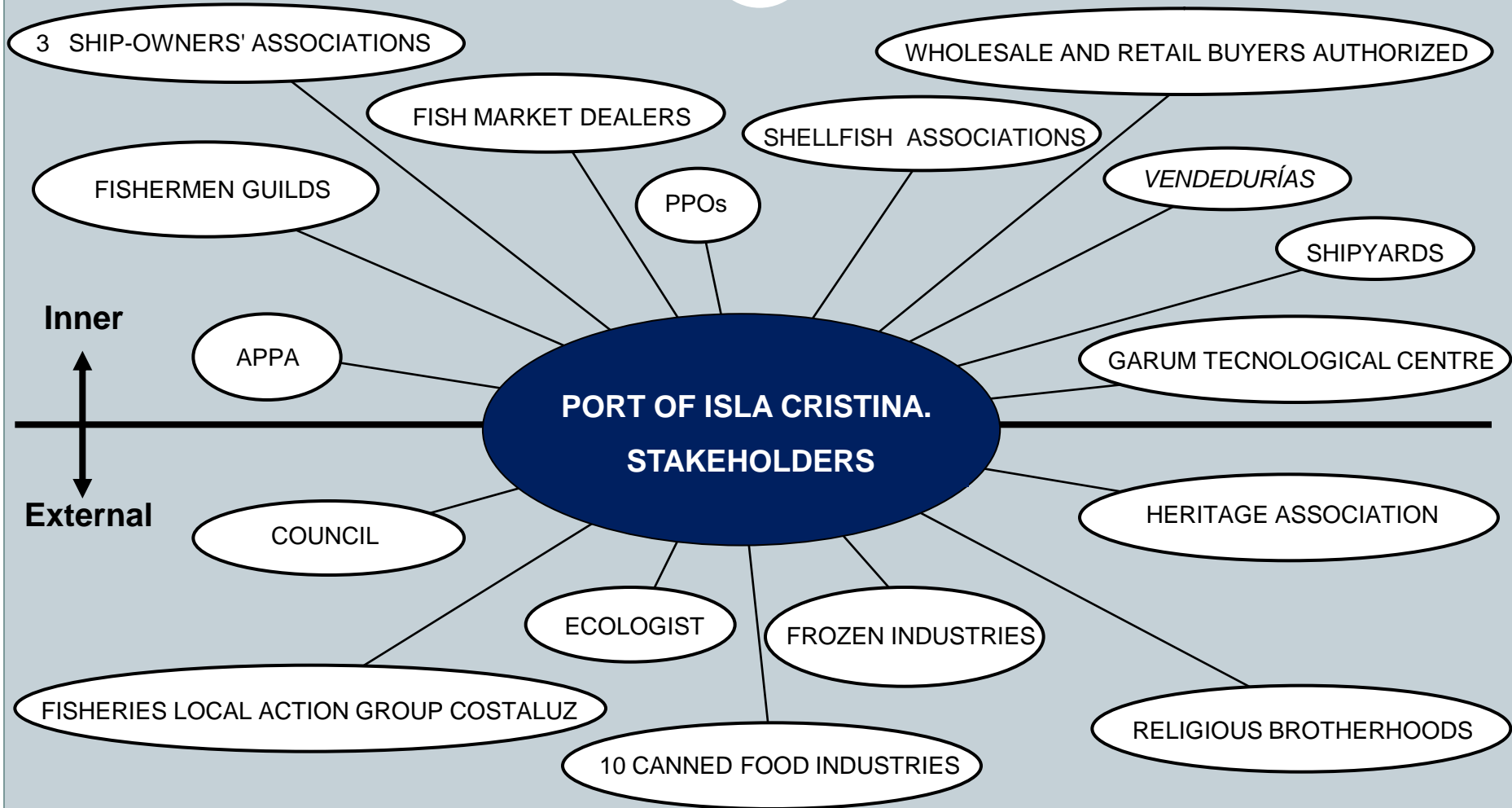


STAKEHOLDERS GROUP	STAKEHOLDERS
<b>ADMINISTRATION</b>	ANDALUSIAN PUBLIC PORTS ADMINISTRATION (APPA)
	COUNCIL O (FISHERIES, CULTURE AND TOURISIM)
	MARITIME DISTRIC
	POLICY IOF THE SEA
	FISHERIES LOCAL ACTION GROUP
<b>FISHING ORGANIZATIONS</b>	FISHERMENT GUILD
	SHIP OWNERS ASSOCIATIONS
	FISHERIES COOPERATIVES
	SHELLFISH ASSOCIATIONS
<b>AQUACULTURE</b>	AQUACULTURE ENTERPRISES
<b>FPOs y FAs</b>	FISHERIES PRODUCER ORGANIZATIONS AND FISHERIES ASSOCIATIONS
<b>HALLS OF FISHING</b>	DEALERS
<b>ICE FACTORY</b>	DEALERS ENTERPRISES
<b>SHIPYARD</b>	DEALERS
<b>RESTAURANTS</b>	PORT RESTAURANTS
<b>SUBSIDIARY COMPANIES</b>	EFFECTS NAVAL STORES
	SUPPLIES
<b>COMERCIALIZATION</b>	LARGE STORES
	WHOLESALERS, RETAILERS
	INTERMEDIARIES

STAKEHOLDERS GROUP	STAKEHOLDERS
<b>MANUFACTURING INDUSTRY- DISPATCH CENTER MOLLUSCS</b>	CANNING
	DISPATCH CENTER MOLLUSCS
<b>NAUTICAL SPORTS, RECREATION AND TOURISM NAUTICAL</b>	YACHT CLUBS
	UNDERWATER CLUBS
	NAUTICAL SCHOOLS
<b>ECOLOGIST</b>	FISHING CLUB
	LOCAL ECOLOGIST
<b>SOCIOCULTURAL ASSOCIATIONS</b>	LOCAL PATRIMONIALIST AND SOCIOCULTURAL ASSOCIATIONS
	RELIGIOUS BROTHERHOODS
<b>GASTRONOMIC ASSOCIATIONS</b>	GOURMETS CLUBS
<b>ASOCIACIONES DE MUJERES</b>	ASSOCIATION OF WOMEN OF THE SEA
<b>BUSSINESS ASSOCIATIONS</b>	LOCAL BUSINESS ASSOCIATIONS AND TRADERS
<b>POLITICAL PARTIES</b>	OPPOSITION PARTIES IN LOCAL POLITICS
<b>RESEARCH CENTERS</b>	UNIVERSITIES, RESEARCH BODIES
<b>UNIONS</b>	LOCAL OR REGIONAL UNIONS
<b>NEIGHBORHOOD ASSOCIATIONS</b>	EIGHBORHOOD ASSOCIATIONS RELATED TO DISTRICTS OF FISHERMEN

# a. Stakeholders identification.

## Port of Isla Cristina (Gulf of Cadix)



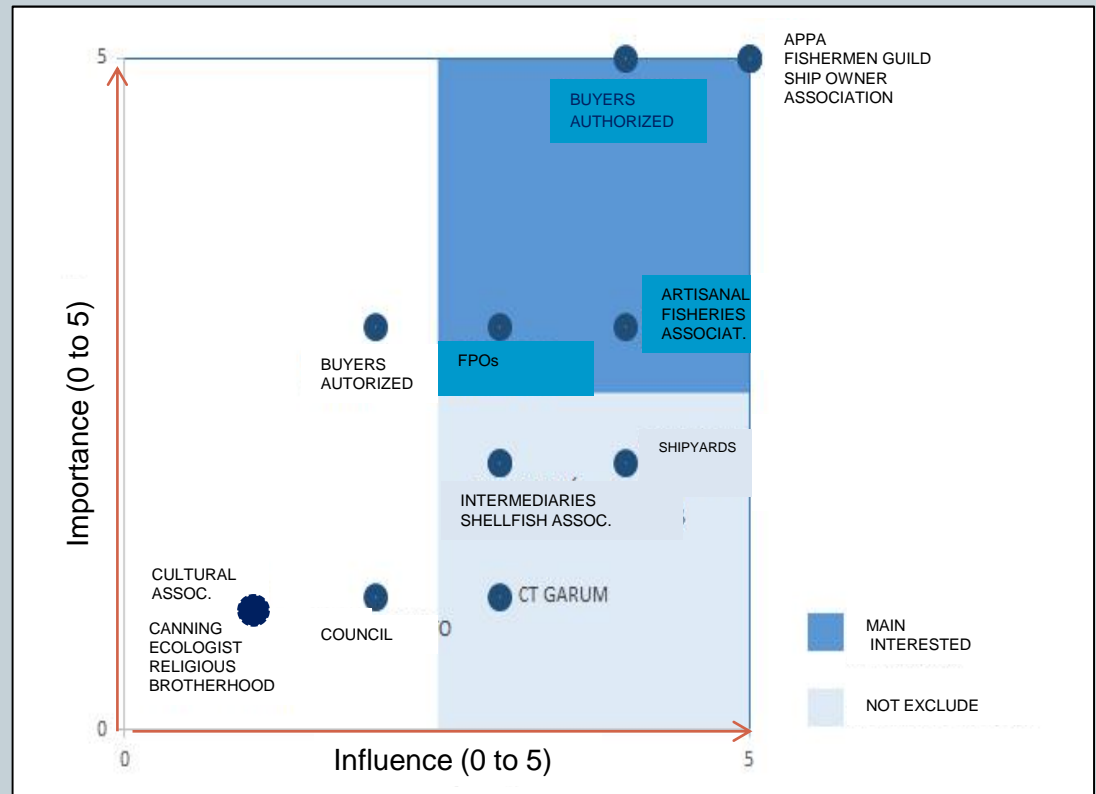
# b. STAKEHOLDERS CLASIFICATION



## Assess Stakeholders relative priority

PRIORITY FOR PARTICIPATING PROCESS	STAKEHOLDERS
<b>PRIMARY</b>	APPA
	FISHERMENT GUILD
	3 SHIP OWNERS ASSOCIATIONS
	SHELLFISH ASSOCIATION
	VENDEDURÍA
	WHOLESALE AND RETAIL BUYERS AUTHORIZED
	SHIPYARDS
<b>SECONDARY</b>	COUNCIL
	FISHERIES LOCAL ACTION GROUP COSTALUZ
	FPO
	CANNED FOOD INDUSTRY & FROZEN INDUSTRY
<b>TERTIARY</b>	GARUM TECHNOLOGICAL CENTRE
	ECOLOGIST
	HERITAGE ASSOCIATIONS
	RELIGIOUS BROTHERHOOD

## Asses Stakeholders for importance & influence



# c. IDENTIFY PROBLEMS & CONFLICTS



## CONFLICTS BETWEEN APPA & STAKEHOLDERS



# d. STAKEHOLDERS PARTICIPATION INTEREST



STAKEHOLDERS	MOTIVATION	INTEREST IN PARTICIPATION PLAN	FORMALISE PARTICIPACION	INFORMATION	CONSULT	PLANIFICATION	CO-MANAGEMENT
APPA	Conflict resolution	Interested	Favorable				
COUNCIL	Intermediation	Interested	Favorable	X	X		
FISHERMENT GUILD	Port management efficiency Conflict resolution	Very interested	Favorable	X	X	X	X
SHIP OWNERS ASSOCIATIONS	Eficiencia gestión portuaria. Conflict resolution	Very interested	Favorable	X	X	X	X
SHELLFISH ASSOCIATIONS	Conflict resolution Communication Channel	Interested	Favorable	X	X		
ARTISANAL FISHERIES ASSOCIATIONS	Representation Efficiency Improving relations between fishermen	Interested	Favorable	X	X	X	X
INTERMEDIARIES	Unmotivated	Not interested	Unfavorable	X	X		
SHIPYARDS	Troubleshooting	Very interested	Favorable	X	X	X	
GARUM TECHNOLOGICAL CENTER	Diversification	Very interested	Favorable	X	X		
WHOLESALE AND RETAIL BUYERS AUTHORIZED	Troubleshooting	Very interested and not interested	Favorable and Unfavorable	X	X		
FISHERIES LOCAL ACTION GROUP	Participate in decision making Improving relations between fishermen Representation of adjacent sectors to the ports.	Very interested	Very favorable	X	X	X	X
CANNED FOOD INDUSTRY	Economic diversification	Very interested	Favorable	X	X		
	Marshes and fish species protection	Very interested	Favorable	X	X		
CULTURAL ASSOCIATION	Conservation and promotion of heritage	Very interested	Favorable	X			
RELIGIOUS BROTHERHOOD	Maintenance docks.	Interested	Favorable	X			

# 3.1. Result SA: DEFINING PARTICIPATION

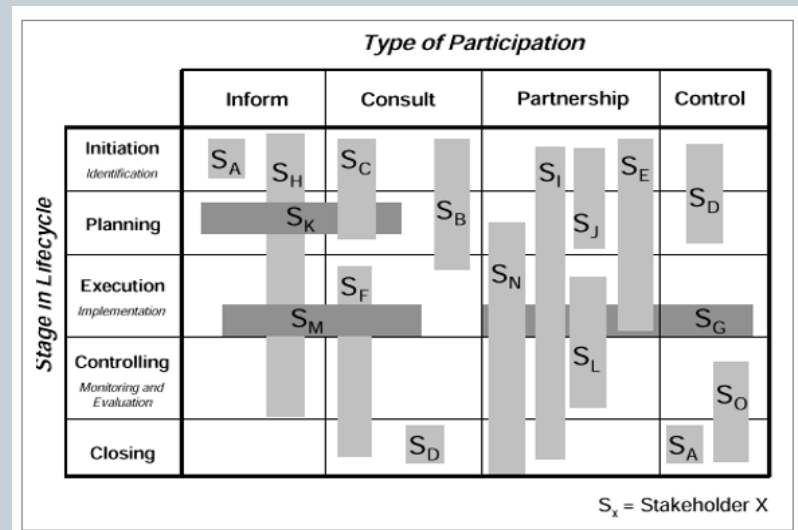


- INTERVIEWS ANALYSIS
- PARTICIPATORY FORUMS
- SOCIAL NETWORK ANALYSIS

STAKEHOLDERS	INFORMATION	CONSULT	PARTNERSHIP	DECISION MAKING PROCESS
CONCIL	X	X		
FISHERMEN GUILS	X	X	X	X
SHIP OWNER ASSOCIATIONS....				




## PARTICIPATION PLAN PLANNING



### 3.2. 1. Personal Networks Analysis: Procedure



- The informant surveyed (1 ship-owner, 1 sailor, 1 prominent individual) give 45 *alteri* .
  - The 45 related people mentioned are classified according the eight most relevant professional roles.
- 
- The information obtained is summarized using the clustered graph method, to visualize the intra- and interclass relationships into the each PN.



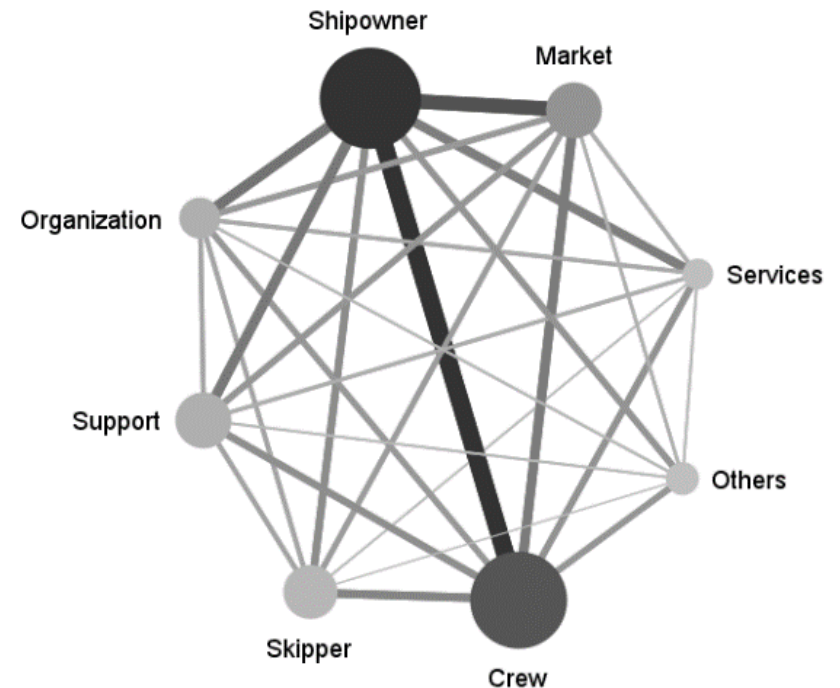
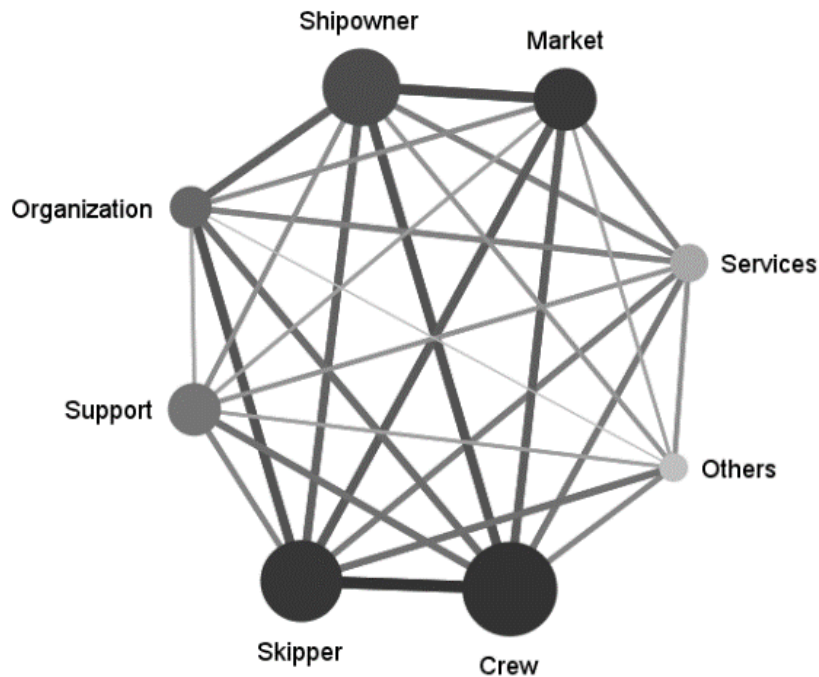
## 3.2. 1. Personal Networks Analysis: Clustered graphs



### Atlantic Ocean

Color intensity of node: intragroup relations  
Size of link: intergroup relations  
Size of node: proportion of professional role

### Mediterranean Sea



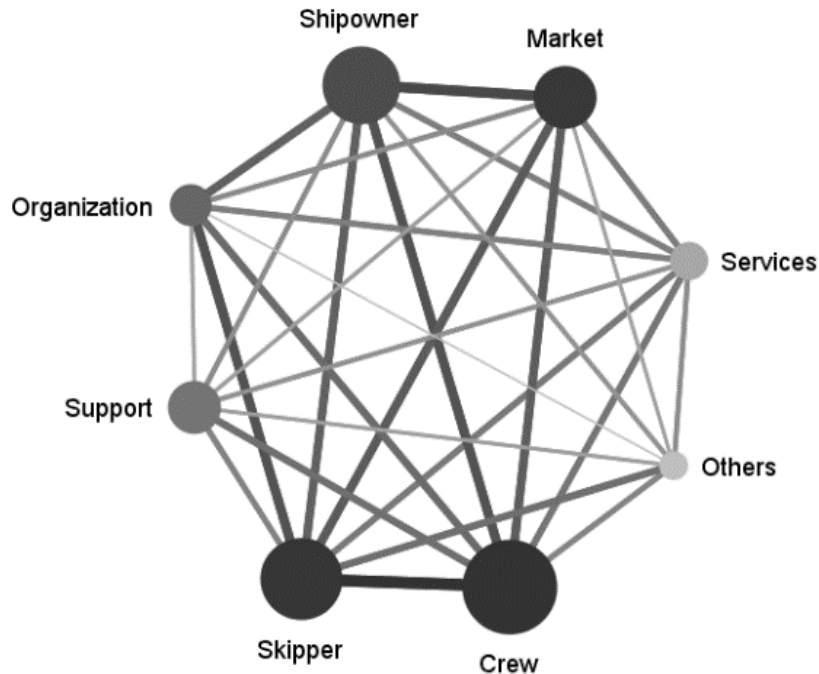
Two patterns of sociability differentiated according to the **fishing ground**.

## 3.2.1.RESULTS. Clustered graphs (Fishing ground) of PNA



### Atlantic Ocean

### Description



-There is a clear differentiation between the roles of **skipper** and ship **owner**.

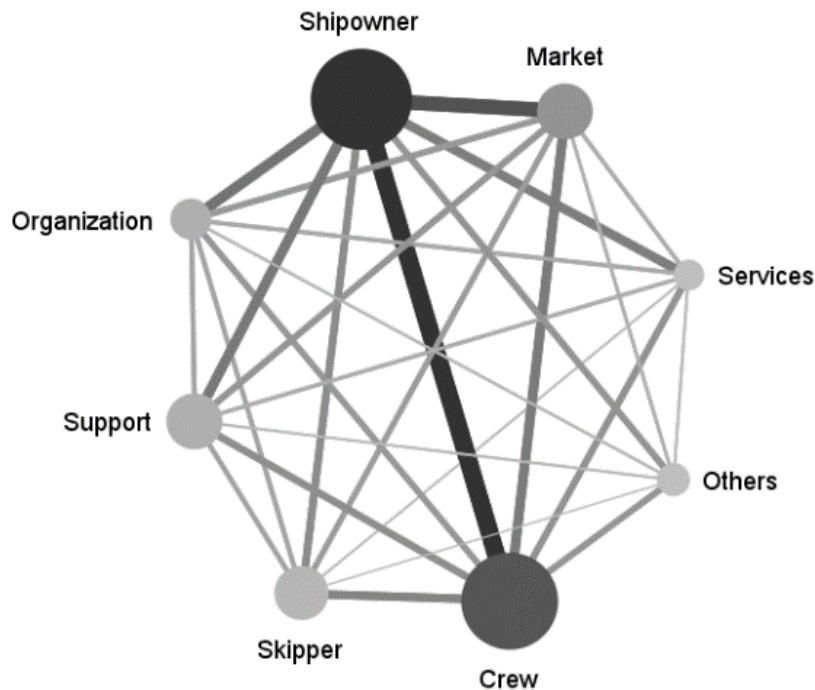
- The relationships are more evenly **distributed among** the eight **professional categories**

### 3.2.1.RESULTS. Clustered graphs (Fishing ground) of PNA



#### Mediterranean Sea

#### Description



-The relationships are clearly focused on the **link between ship owners and crew members.**

-It is a less complex and smaller-scale fishing ground, where **fishing is organized around boats and informal relationships**

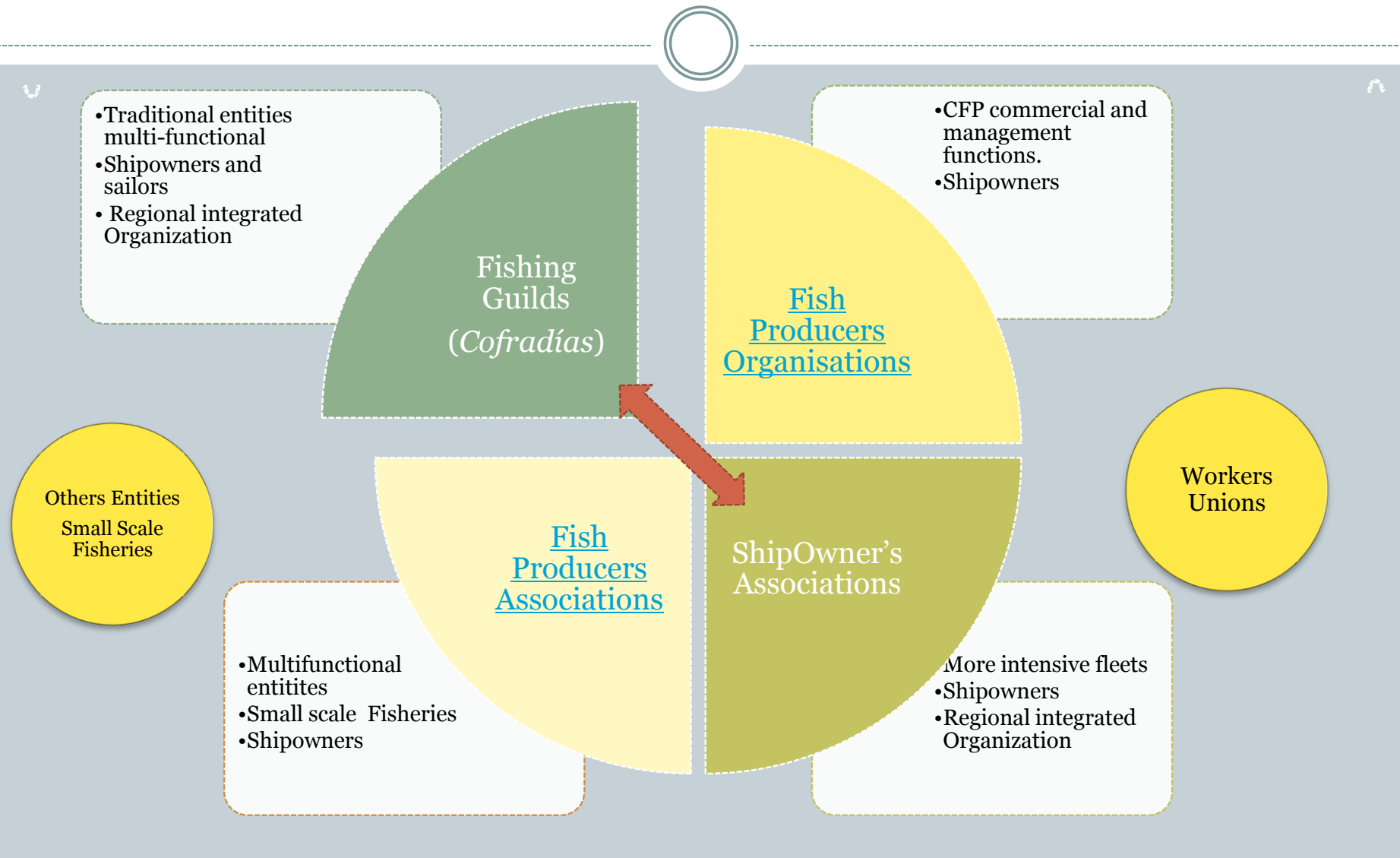
### 3.2.1. CONCLUSION: FROM PERSONAL RELATIONSHIPS PATTERNS TO A PARTICIPATIVE MANAGEMENT MODEL



1. The small **Mediterranean** ports seem better prepared to **adapt** to a context in which the catches are limited and **new tourism and heritage usages** are promoted .
2. It is supposed a **more conflictive scenario** according to the organizational complexity of the **Atlantic** fishing ground (fleets restructuring, polarization between owners and workers, industrial dismantling ....).

## 3.2.2. SOCIAL NETWORK ANALYSIS

### Types of Organizations in the Andalusian fishing sector

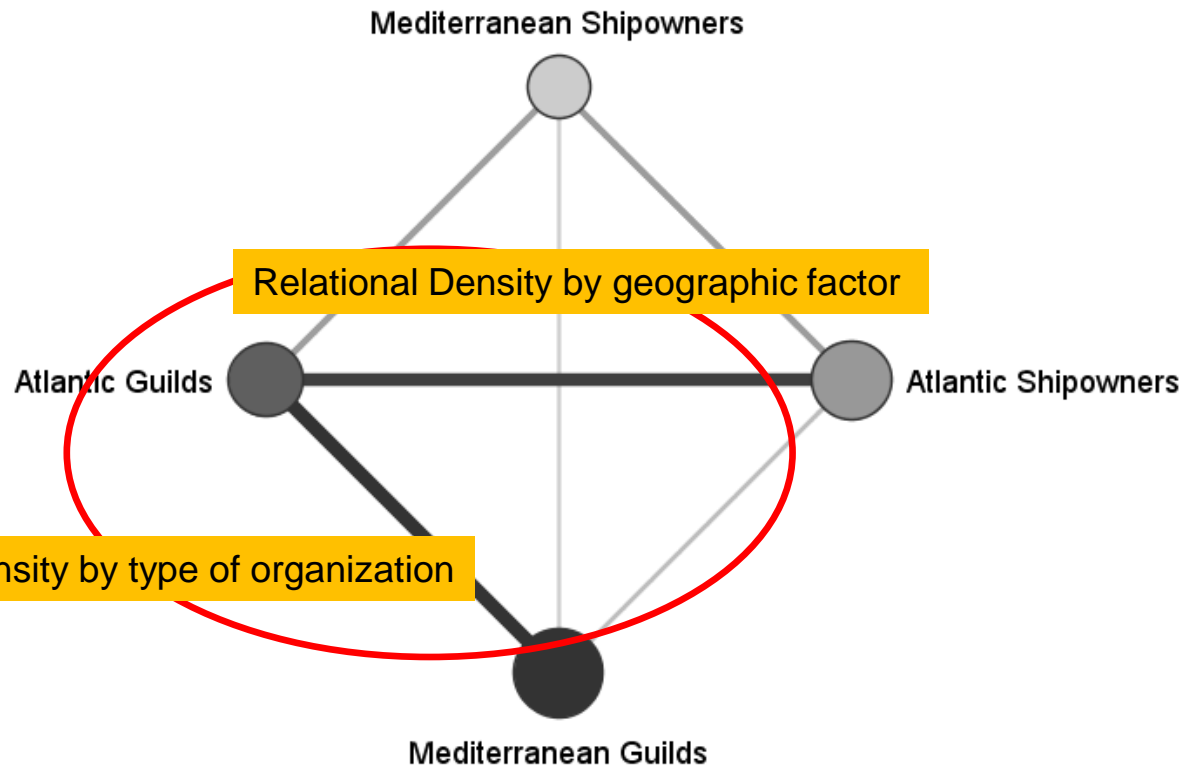




## 3.2.2. RESULTS Clustered graph of the interorganizational network of the Andalusian fisheries (2).



Color intensity of node: intragroup relations  
Size of link: intergroup relations  
Size of node: Number or organizations within each type



### 3.2.2. CONCLUSION: FROM ORGANIZATIONAL NETWORKS TO A PARTICIPATIVE MANAGEMENT MODEL



1. The relationships between **guilds** and the projection of the **Atlantic fishery** are relevant phenomena.
  - a. At the **Mediterranean** coast, the fishermen **guilds** are most relevant actors.
  - b. The Atlantic is characterized by the distribution of power between the guilds and shipowner associations, but....
  - c. At the regional level, the **guilds of the Atlantic have more prominence in the social network** with respect to governance patterns.



## 4. CONCLUSION: BUILDING NETWORKS (i)

1. The institutional innovation is a tool to face the economic and socio-political crises of maritime sectors at the Andalusian Coast
  - i. SA and SNA are complementary tools to improve the definition and mapping of key agents to be involved in a participatory management system.
2. There is a lack of knowledge (and acknowledgement) between the different sectors (government, fishermen, canning industry, trade companies, recreational fishermen, environmental associations, heritage and cultural organization and initiatives, tourism agents...).
3. The implementation of the project allowed us to begin a participatory dynamic in the field of study... THAT IS: BUILDING NETWORKS.

## 4. CONCLUSION: BUILDING NETWORKS (ii)



### 1. How to translate these findings into a political model:

**SA** is very sensitive to **institutional dynamics**, contributing to the characterization of relational structure of network.

**SNA** permits us a description of **structural, positional and relational aspects**



**Identify** of leaders, mediators, local interlocutors in the different clusters of the network.

Form **coalitions** at each fishing ground

Detect the **potential for innovation**.

Identify **patterns of collaboration** and prepare the conditions for **joint participation** at the regional level.

**Prevent the exclusion** of peripheral entities,

**Mediate** in local **conflicts**

## See more at:



Maya I, Florido, D, Holgado, D, & Hernández J. (Forthcoming). Network Analysis and Stakeholder Analysis in Mixed-Methods Research. In Leonard Jason and Dave Glenwick (Eds.). *Handbook of Methodological Approaches to Community-Based Research: Qualitative, Quantitative, and Mixed Methods*. New York: Oxford University Press.

Maya I, Holgado D. Florido, D. & Martínez I. (Forthcoming). Redes entre dos mares: relaciones entre cofradías y asociaciones de armadores en los caladeros atlántico y mediterráneo de Andalucía. *Revista Española de Investigaciones Sociológicas*.

Maya, I., Holgado, D & Florido, D. (Forthcoming). Clustered graphs of worker roles in Atlantic versus Mediterranean fishing enclaves: ready for artisanalisation in Andalusia? *Ecology and Society*.

# THANKS



## Dinamización de los enclaves pesqueros del Sistema Portuario andaluz

