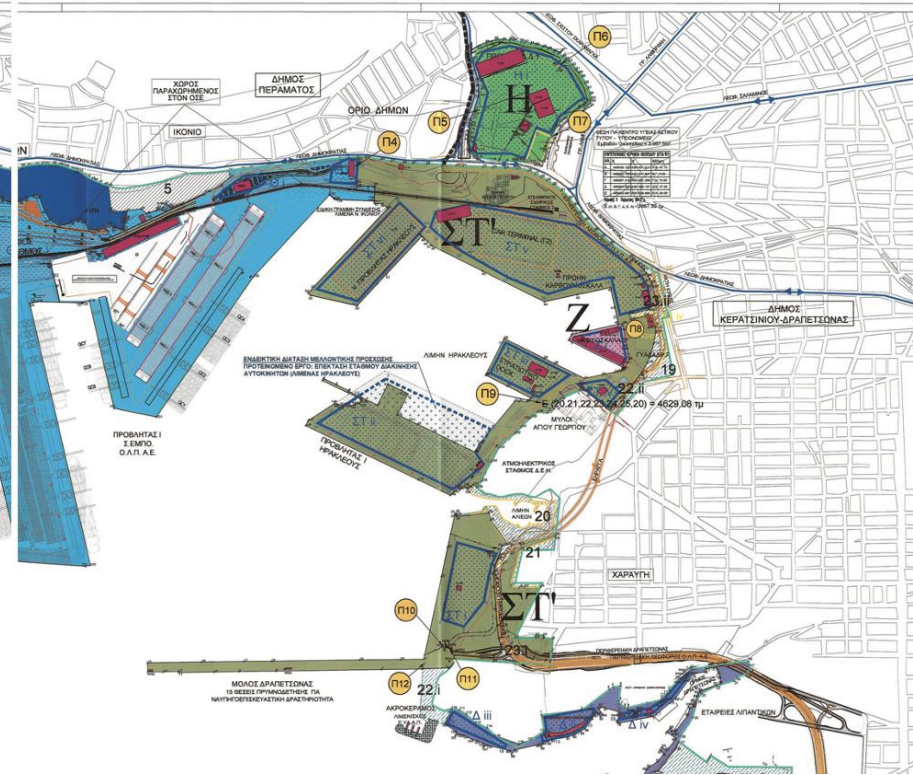
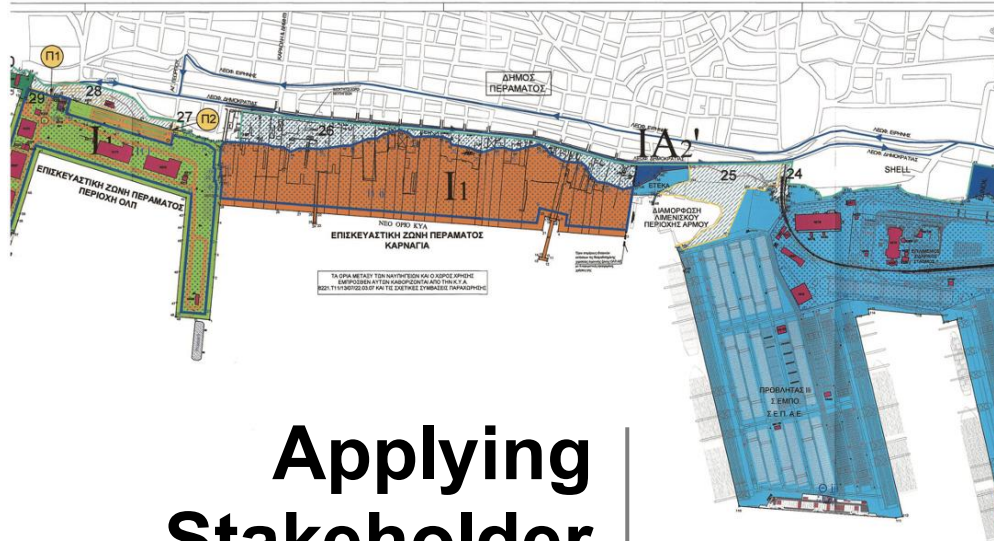




Applying Stakeholder Paradigms to the Port of Piraeus

MODULE 6b

Closing Remarks

Stakeholders as a Governance Tool

What Makes a Stakeholder Meaningful

- Can materially shape the decision environment
- Carries legitimacy in the eyes of other actors
- Bears costs and risks in lived terms
- Can block implementation or withdraw legitimacy

Analysis ≠ Listing

Listing is a census.

Analysis is diagnosis.

Diagnosis means you can say, with reasons:

- Which actors can veto, delay, or litigate
- Who can mobilize publics or shift arenas
- Who absorbs costs because they have no real alternatives

Security relevance: Stakeholder analysis tells you where harm will be produced even when policy 'succeeds' on paper.

Collaborative Governance as a Feasibility Test

Ansell & Gash: when can multi-stakeholder processes produce durable outcomes?

Definition: *A formal, deliberative, consensus-oriented process in which a public agency convenes non-state actors to make or implement policy or manage public assets.*

Starting Conditions

- Power & resource asymmetries
- Incentives to participate
- Prehistory of conflict or cooperation

Process Dynamic

- Dialogue → trust → shared understanding
- Commitment → small wins → reinforced trust
- Cyclical: reversal collapses collaboration

Sober Boundaries

- Extreme asymmetry → acquiescence with branding
- Structural exclusion requires institutional substitutes
- Incommensurable values: managed, not dissolved

The Piraeus Case - The port as strategic frontier

Multiple arenas of contestation...

Start the stakeholder mapping by identifying **arenas**.

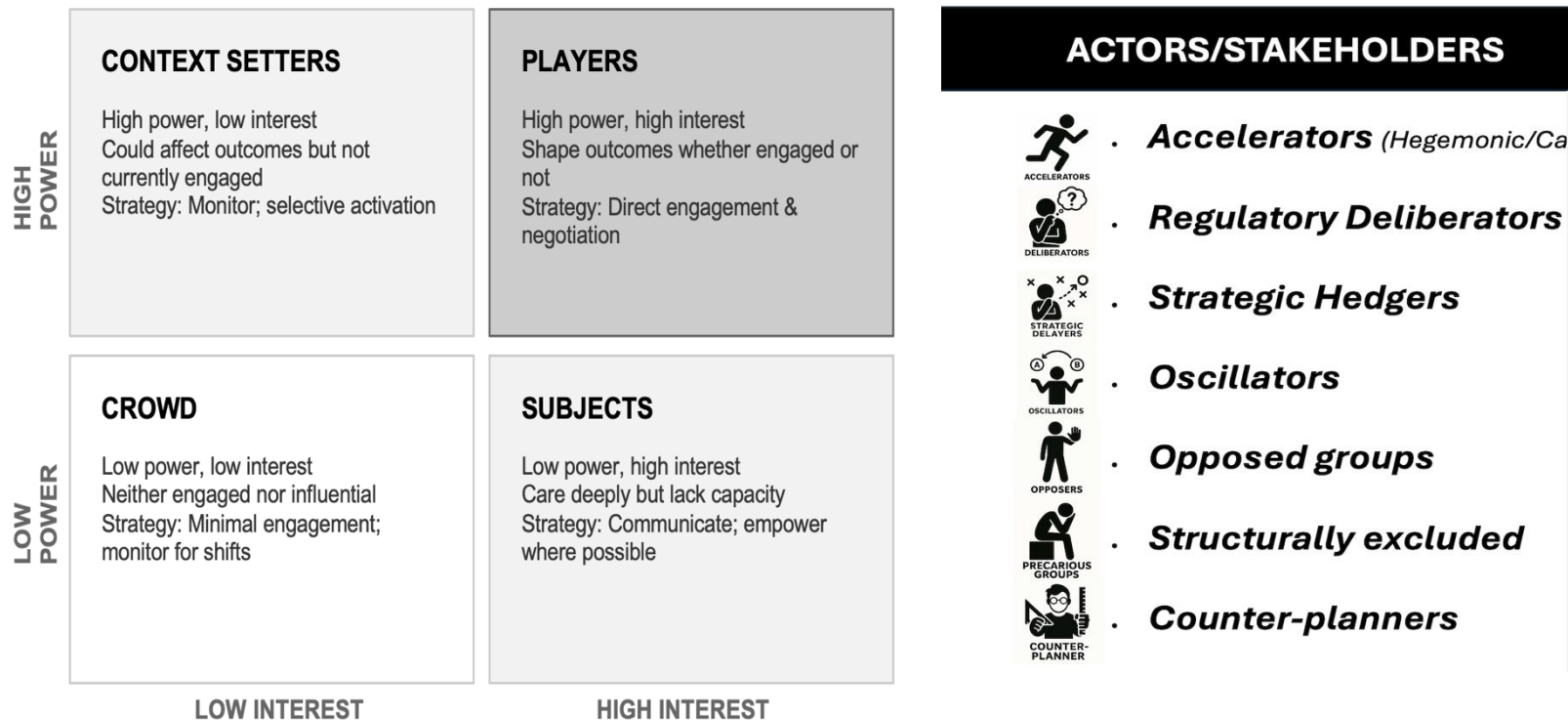
Remember that the same actor can occupy different quadrants in different arenas under different circumstance.

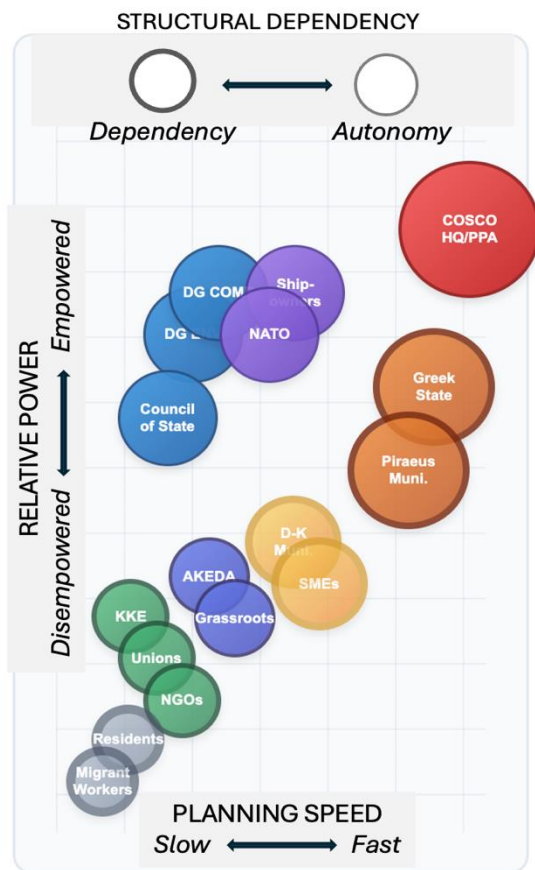
ARENAS OF URBAN CONTESTATION

- *Finance and investors*
- *Governmental and regulatory actors*
- *Political parties*
- *Community and municipal actors*
- *Labor actors*
- *Environmental and heritage actors*
- *Security and geopolitical actors*

- **Accelerators**
(Hegemonic/Captured)
- **Regulatory Deliberators**
- **Strategic Hedgers**
- **Oscillators**
- **Opposed groups**
- **Structurally excluded**
- **Counter-planners**

The Piraeus Case – Bryson’s ‘power-interest’ grid





Three-Dimensional Stakeholder Analysis Model

Port of Piraeus Redevelopment: Mapping Power, Speed, and Structural Dependencies

Stakeholder Categories

- Hegemonic Accelerators**
Maximum power & speed, minimal dependencies
- Captured Accelerators**
Facilitate COSCO's agenda, structurally dependent
- Regulatory Deliberators**
Create friction through procedures, limited reversal power
- Strategic Hedgers**
Significant power, selective engagement
- Dependent Oscillators**
Shift positions based on structural dependencies
- Persistent Opposition**
Consistent resistance, transnational leverage
- Structurally Excluded**
Maximum dependency, minimal power
- Counter-Epistemic Actors**
Alternative knowledge, external validation

Planning Speed

Swift: Push for rapid implementation, fast-track procedures, urgency rhetoric

Slow: Deliberative processes, procedural requirements, resistance to rushed decisions

Relative Power

Empowered: Legal authority, financial resources, institutional access, decision-making capacity

Disempowered: Limited resources, marginalized voices, excluded from decision-making

Structural Dependency

Autonomous: Independent resources, alternative options, low reliance on port economy

Dependent: Employment reliance, tax revenue needs, economic vulnerability to port changes

What Does This Mean for Negotiation?

Piraeus as a mixed negotiation environment

Distributive Conflicts

- Who bears environmental costs?
- Who captures land-value uplift and port rents?
- Who receives enforceable compensation vs. symbolic promises?
- Who controls the waterfront as public space vs. operational space?

Integrative Possibilities

- Mitigation measures reducing exposure
- Access designs preserving public waterfront connectivity
- Labor arrangements stabilizing livelihoods
- Transparent monitoring regimes reducing mistrust
- Heritage compliance as governing constraint, not external nuisance

Is Collaborative Governance Feasible in Piraeus?

Testing Ansell & Gash's conditions against the case

Power Asymmetry

- Core decision **capacities** not evenly distributed
- Forum can become governance improvement or legitimating device

Incentives

- Collaboration works when actors cannot achieve goals unilaterally
- Some **Piraeus** actors have strong alternatives: political channels, legal embedding

Prehistory

- **Port cities** carry long memories of labor disputes, environmental grievances
- Raises **transaction costs**; requires visible, credible small wins

Institutional Design Questions: ID is more than a set transactional tools; they may constitute the early core of a successful negotiation

Not Only in the Port of Piraeus...

Transferability of the analytical method

Takeaway: Prepare to work in and beyond the European regional context. The analytical sequence—identify actor terrain, infer interaction logic, assess collaboration feasibility—is **transferable**.

Beyond Europe

The contestation and negotiation metrics developed for Piraeus apply to ports globally:
Port Elizabeth, New Jersey • Tangier-Med • Shanghai • Shenzhen

European Port Rankings by Container Throughput

1. **Rotterdam**
— consistently top in logistical capacity
2. **Hamburg**
3. **Valencia**
4. **Piraeus**

A Brief Course Retrospective

Why it matters for what comes next

- 1 Definitions** What cultural heritage is in policy-relevant terms
- 2 EU Governance** Institutions create the arena for heritage protection, finance, and instrumentalization
- 3 Financial Instruments** Shape incentives, sequencing, compliance, distribution of benefits and costs
- 4 Human Security** Contestation as predictable governance condition, not exception
- 5 Negotiation & Stakeholders** Professional methods for feasible, legitimate action under unequal power

Bridge to practice: Heritage security requires building coalitions, defending legitimacy, designing processes, and managing risk in real time.

Cultural Diplomacy Next

Transprofessional diplomacy for the heritage-security field

Transprofessional Diplomacy

- Not reserved for career diplomats
- Heritage security is diplomacy across scales:
 - Ministries ↔ municipalities
 - Port operators ↔ neighborhoods
 - EU frameworks ↔ local realities
 - Technical experts ↔ heritage communities

Diplomacy and Foreign Policy

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Transprofessional
Diplomacy

*Costas M. Constantinou,
Noé Cornago,
and Fiona McConnell*

Thank You

*I hope to see you all
in Cultural Diplomacy.*

Module 6b • Applying Stakeholder Paradigms •
Port of Piraeus–COSCO



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