



# Interreg



EUROPEAN UNION

## Danube Transnational Programme DAPhNE

### D.6.2.4 Work program

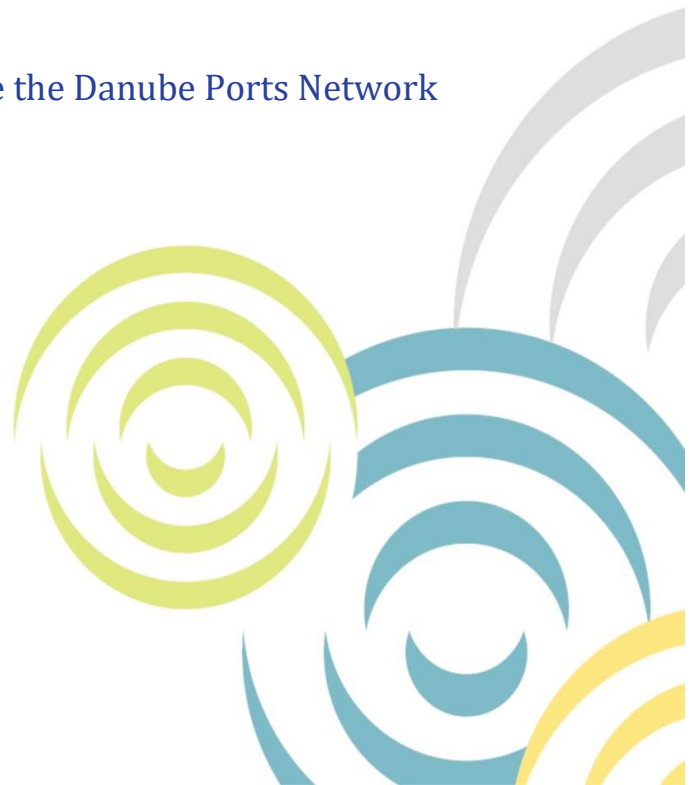
Work Package 6

Activity 6.2 - Set-up & enlarge the Danube Ports Network

PP Responsible: PDI

Date: 28/06/2019

Version 1



## Document History

Version	Date	Authorised
Version 1 (final)	28.06.2019	Ruxandra Florescu, Robert Rafael

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## 1 Introduction

The Application Form of the DAPhNE Project stipulates a programme of work of the Danube Ports Network to guide its work after the completion of the pilot action phase. Accordingly, the current document includes a description of the tasks that have to be carried out by the DPN on a yearly basis throughout its start-up phase (July 2019 -June 2022)<sup>1</sup>. It lists the objectives and means by which to carry them out. An event list is also attached to this document.

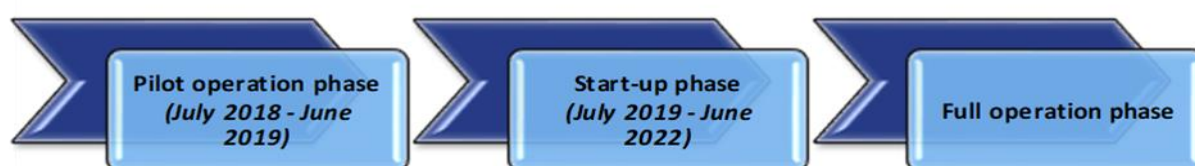


Fig. 1 – DPN development stages

## 2 Danube Ports Network

### 2.1 Mandate and core functions

Under the strategic guidance of its Advisory Group, the DPN is in charge of building trust and expertise, serving its partner port organisations more effectively, sharing knowledge, seeking access to funding, and addressing complex issues facing the port sector through **joint actions** and **common interest projects** benefiting its DPN partners and ultimately Danube Region port community at large. Its remit is to foster enhanced and more structured port regional cooperation through a formal network linking private and public maritime and river port organisations in the Danube Region (based on a non-binding cooperation agreement), centralized coordination ensured by a Technical Secretariat and a defined service portfolio.

In delivering its mandate, **the Danube Ports Network (DPN)** will perform **five core functions**:

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<sup>1</sup> A further elaborated document will need to be presented for endorsement by the DPN Advisory Group in its 2<sup>nd</sup> working meeting to take place in the last trimester of 2019.

1. Providing a well-coordinated platform for continuous and coherent transnational and cross-border cooperation and dialogues among partner port organisations at policy, technical and operational level;
2. Providing a stronger voice and a greater capacity to contribute to and influence along with European IWT Sector organisations the EU Inland Waterways Transport and ports policy agenda;
3. Facilitating innovative approaches and sustainable solutions to environmental, economic and societal challenges confronting the port sector in the Danube Region;
4. Providing better channels of engagement and communication with relevant external stakeholders at national, regional and EU level (EU institutions, professional associations, funding institutions etc.);
5. Enabling project-based access to financial support through increased use of European and national support programs for infrastructure development, environmental improvements, human resource strengthening, improved business processes and successful market activities.

### **3 Major institutional achievements DPN pilot phase (June 2018 June 2019)**

With the DPN strategic partnership formalized, another key milestone in the DPN's organizational development life had been reached. Along with the operationalisation of the DPN Governance and coordination structure *i.e.* the formation of its 1<sup>st</sup> Advisory Group and the setting-up of the DPN Technical Secretariat -- concrete steps were made towards the operationalization of the Governance and coordination structure of the DPN. Furthermore, this process of institutional consolidation and growth has been reinforced by the decision taken by the Pro Danube Management GmbH – the service company of Pro Danube International (PDI) -- to host, coordinate and staff the Technical Secretariat of the DPN throughout the startup phase of the DPN – which shall enable business continuity.

Pro Danube Management GmbH (PDM) is the service company of Pro Danube International which is handling project related activities. PDM offers tailored services for project development, grant procurement processes and project management of public-funded projects. PDM employs senior experts in inland navigation which have a long-term record in projects dealing with waterway and port development, transport logistics, River Information Services and new intermodal and waterborne technologies as well as alternative fuels.

Accordingly, as of 1<sup>st</sup> of July 2019, the DPN enters a new organisational development phase – the start-up phase which shall last till the end of June 2022 -- with 9 key strategic partners which have signed the DPN Letter of Commitment and thus formalised their commitment to a long-term, active and coordinated cooperation process as follows.

The current DPN Partner Organisations are as follows:

1. The Hungarian Federation of the Danube Ports (Hungary),
2. Ennshafen OÖ GmbH (Austria),
3. Rhenus Donauhafen Krems GmbH &Co. KG (Austria),
4. The Bulgarian Ports Infrastructure Company (Bulgaria),
5. ICS Danube Logistics SRL/Giurgiulesti International Free Port (Moldova),
6. Port of Vukovar Authority (Croatia),
7. Public Ports Slovakia Jsc. (Slovakia), and
8. Port Governance Agency (Serbia).
9. Ukrainian Sea Ports Authority (USPA)

## **4 Programme of work start-up phase (July 2019 – June 2022): a new direction**

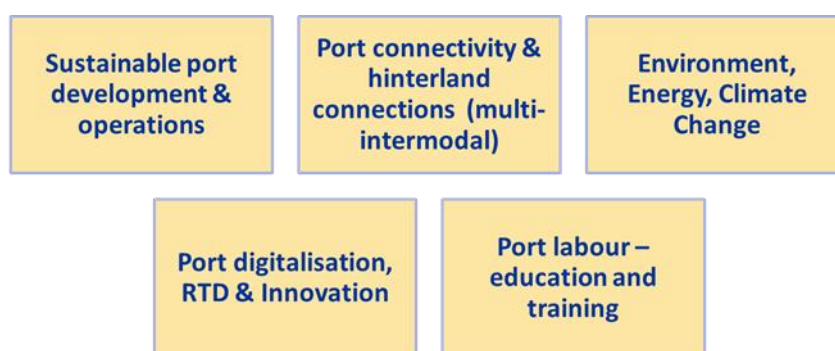
Danube Ports Network (DPN) will continue to act as a coordination and cooperation platform for its partner port organisations, as well as a knowledge creation and dissemination tool for the Danube Region port community at large, thus exploiting the formerly acquired results of the DPN's work during its pilot action phase (June 2018-June 2019) and generating new initiatives, collaborations and projects in line with its objectives, mission and vision. The work of the DPN will be strategically managed and guided by the DPN Advisory Group, and coordinated by its Technical Secretariat (TS).

Through its activities, **the DPN will reinforce the impact of the Network by providing services and network coordination activities** and by **designing and implementing Danube port awareness, promotion and knowledge transfer events**. Furthermore, the DPN will **strengthen and consolidate its coordination and governance structure**, carry out its key activities to accomplish the goals set up by the DPN strategic work programme.

## 4.1 Key strategic orientations

From a thematic point of view, five main themes would be pursued by the DPN within the scope of the current Work Programme, namely: (1) Good port governance and sustainable port development & operations, (2) Port digitalisation, RTD and Innovation, (3) Ports' connectivity and logistics, (4) Environment, renewable energy, climate change mitigation & adaptation, and (5) port labor education and training. Accordingly, the Network shall initiate common interest projects and joint actions along these five strategic, each of them covering a non-exhaustive list of potential topics as presented below.

Fig. 2 DPN work programme – thematic focus



### (1) Good port governance and sustainable port development & operations

It is well acknowledged that the development of port facilities and their associated operations contribute significantly to the growth of waterborne (maritime and river) transport, economic development of coastal and riparian countries respectively, and provide both direct and indirect employment to the region.

However, ports as part of a network or supply chain, are also considered responsible for a wider set of negative impacts. Indeed, port development, operations and activities have adverse consequences on the environment. Therefore, ports must plan and manage their operations and future expansion (growth) in a sustainable way in order to cope with the limited or decreased environmental space and intensified interactions with their hinterlands.

Potential topics: port planning and design, public-private partnerships, financing, green performance environmental management systems development etc.

### (2) Port digitalisation, RTD and Innovation,

New technologies are rapidly changing the transport and logistics landscape. This requires transport and logistics supply chains actors, including inland and sea ports, to be more innovative

and smarter. Digitalisation is coming to all sectors of shipping, from container ships and tankers to passenger ships, terminals and ports. At the moment, many ports in the Western Europe have embarked upon the digitalisation and innovation journey. Port digitalization it is in fact a long process which requires ports to undergo continuous structural, functional and strategic changes. Danube ports cannot ignore the rising tide of global digitalisation, and port authorities need to act. Danube port authorities need to prepare for and invest now in their digital future.

Furthermore, recent legislative initiatives were taken at EU level towards establishing a digital environment for information exchange in the transport and logistics domains. These include the initiatives on reporting formalities in the maritime shipping sector (European Maritime Single Window environment)<sup>2</sup> and the electronic freight transport information (e-documentation for transport)<sup>3</sup> -- which will simplify exchanges between authorities and companies and improve the efficiency of administrative procedures. Furthermore, in the inland navigation domain, the European Commission has presented a working document on digital inland navigation, which could be seen as starting point for digitalisation initiatives by the sector<sup>4</sup>.

Potential topics: improving administrative procedures and processes in ports, digitization and automation, Port Community Systems development etc.

### **(3) Ports' connectivity and logistics,**

Port logistics will change in the future due to an interaction between changes in the global economic system, the global transport system (corridors and synchromodality), supply chains and logistics networks and disruptive key ICT innovations. Port choice in the future will be influenced by the ability of logistics/industry clusters to adapt to Industry 4.0 and newly developed services in this field by the logistics sector. Port competition between clearly-defined port areas with spatial boundaries (nodes) is shifting to groups of spatially-dispersed but functionally-integrated terminals in different ports (networks). This leads to an increased functional interdependency between ports. Individual port qualities will continue to play a key role in cargo routing decisions. Still, cargo will be channelled through the system also taking into account network-related considerations.

Supply chain integration and port-hinterland connectivity have become key to market players. This focus increases competition among market players who get more and more vertically integrated, but at the same time demands more co-ordination and co-operation between market players in view of achieving efficient supply chains.

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<sup>2</sup> Proposal for a REGULATION OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL establishing a European Maritime Single Window environment and repealing Directive 2010/65/EU  
COM/2018/278 final - 2018/0139 (COD), Date of document: 17/05/2018

<sup>3</sup> Proposal for a REGULATION OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL on electronic freight transport information, COM/2018/279 final - 2018/0140 (COD), Date of document: 17/05/2018

<sup>4</sup> <https://ec.europa.eu/transport/sites/transport/files/studies/2017-10-dina.pdf>



Potential topics: better integration of ports into logistics and supply chains

#### **(4) Environment, renewable energy, climate change mitigation & adaptation,**

As the key links in transportation and supply chains, climate change impacts to ports (which can include seaports, river ports, inland ports, logistics and distribution centers, etc.) have broad implications for the development prospects of the economy and human welfare. In addition to contributing to mitigation, it is therefore vital for the sector to coordinate regionally and act locally to adapt waterborne transport infrastructure and the operations that depend on it to the changing climate; and to strengthen resilience – in turn reducing the vulnerability of the sector to more frequent extreme events. Such action will be vital to ensure navigational safety, to reduce downtime and protect business continuity.

Potential topics: energy efficiency, circular economy, bio-based economy, renewable energy, CO<sub>2</sub> and infrastructure, clean ship incentives, deployment of alternative transport fuels, resilient infrastructure

#### **(5) port labor – education and training**

Port worker training is considered a recurrent issue, along with the health and safety of the port industry's workforce. All the different stakeholders recognised, and indeed advocated high training standards to ensure safe and efficient operations in European ports.

The scale of current economic and social change, the rapid transition to a knowledge-based society, and demographic pressures resulting from an ageing population in Europe are all challenges which demand a new approach to education and training, within the framework of lifelong learning

Potential topics: training and qualification systems in the Danube Region port sector, establishing a permanent network to exchange information on training and qualifications in the DPN/Danube Region ports, sharing good practice

## **4.2 Strategic outputs, lead responsibilities and timing**

The 3-year programme of work defines targets and responsibilities for the implementation of the work of the DPN in the next development phase. To achieve the ambition of the Network as outlined in its Mission and Vision statements, DPN needs to generate momentum in 2020, 2021 and 2022 to significantly enhance efforts by all DPN Partners to achieve impact at Network level; increase high-level political engagement and action across the Network; attract greater interest and participation from new port and terminal organisations from the Danube Region; and secure sufficient funding from available EU and national funding programmes. Based on evidence to date and issues emerging from the current ports policy issues, the DPN Work Programme is focused on

six inter-related and mutually reinforcing strategic outputs for the period covering the start -up phase (July 2019 – June 2022). Furthermore, DPN has aligned its work programme with the policy priorities of the EU NAIADES II Action Programme, the EU Strategy for the Danube Region, the Eastern Partnership (EaP), the TEN-T Danube Corridor Development plans etc.

#### 4.2.1 Further consolidating the network and strengthening DPN partners engagement

Leader of the Joint Action		Associated DPN Partners in the joint action				
DPN Technical Secretariat						
		DPN Advisory Group				
		DPN Partner Organisations				
<i>Strengthening and further consolidating the network</i>						
EXPECTED OUTPUTS	ANNUAL TARGET/ DELIVERABLES	PLANNED ACTIVITIES	TIMEFRAME 2019		PLANNED INPUTS/BUDGET	
						Q3
<i>AdG Meetings, TS regular coordination meetings, and DPN Partners Forum meetings organised; documentation to support the decision-making process elaborated and validated with the AdG; roles and responsibilities of the DPN Partners defined</i>	<i>Bi-annual DPN AdG meetings, Annual DPN Partners Forum, 1 Coordination meeting;</i>	<i>DPN Governance structures support activities &amp; meetings</i>				
		<i>DPN Partners &amp; Partnership Management</i>				
		<i>Mapping and mobilizing resources</i>				
		<i>Managing the DPN Intranet</i>				
		<i>DPN Branding and positioning activities</i>				
		<i>Stakeholder management</i>				
		<i>Marketing, statistics and dissemination</i>				
<b>TOTAL:</b>						

#### 4.2.2 Strengthening political engagement, advocacy, strategic public communication

Leader of the joint action		Associated partners in the joint actions					
DPN Technical Secretariat							
		DPN Advisory Group					
		DPN Partner Organisations					
<i>PR, Communication and Network strategic development</i>							
EXPECTED OUTPUTS	ANNUAL TARGET/ DELIVERABLES	PLANNED ACTIVITIES	TIMEFRAME 2019				PLANNED INPUTS/BUDGET
			Q1	Q2	Q3	Q4	
<i>DPN Communication Strategy elaborated DPN Website updated, content marketing, advertising, print collateral (brochures, business cards, posters, flyers) port statistics services (data collection, and production) in cooperation with network partners</i>	<i>Promotional activities &amp; events to raise awareness of the DPN's mission and attract positive media attention</i>	Strategic communication and public policy advocacy					
		Setting-up cooperation, strategic alliances & partnerships					
		Synergy and capitalization Strategy					
<b>TOTAL:</b>							

### 4.2.3 Developing common interest projects and strategic initiatives

Leader of the joint action		Associated partners in the joint actions					
DPN Technical Secretariat							
		DPN Partner Organisations					
<p>Common interest projects identification including consultation with the DPN Advisory Board, coordination with interested DPN Partners Organisations throughout the preparation phase of the project concept, review options for co-financing and consortia set-up, preparation of detailed project documentation including the application form and its submission;  Overall project portfolio management, including financial management, reporting, engagement with the donor or funding agency etc.;  Coordinate projects implementation with project partners and key stakeholders;</p>							
EXPECTED OUTPUTS	ANNUAL TARGET/ DELIVERABLES	PLANNED ACTIVITIES	TIMEFRAME 2019-22				PLANNED INPUTS/BUDGET
			Q1	Q2	Q3	Q4	
Common interest projects developed		1. Identifying funding opportunities available through the competitive EU programmes					
		2. Common interest projects initiation					
		3. Project implementation and coordination services					
		4. Monitoring port technology and business trends					
<b>TOTAL:</b>							

#### 4.2.4 Sharing knowledge and know-how to scale-up innovative port development solutions

Leader of the joint action		Associated partners in the joint actions					
DPN Technical Secretariat							
		Selected DPN Partner Organisations					
<p><i>Identifying key areas, common interest topics where the DPN could contribute to and influence along with the traditional European IWT Sector organisations (EFIP, ESPO, EBU, ESO) the EU Inland Waterways Transport and ports policy agenda;</i></p> <p><i>Forging cooperation, strategic alliances &amp; partnerships with key stakeholders to the benefit of the network;</i></p> <p><i>Facilitating and/hosting meetings with policy and/or decision makers at EU and national level on topics of interest to the DPN;</i></p> <p><i>Carrying out policy -related activities i.e. drafting and distributing policy papers or position papers on common interest issues raise awareness of the DPN's mission, mobilize our constituents, and attract positive media attention;</i></p> <p><i>Assist DPN Partners organisation in their lobbying efforts;</i></p> <p><i>Identifying possible strategic partners and future cooperation opportunities on topics of interest for the DPN partners, which may lead into ideas for potential bankable projects under the current EU/National funding schemes;</i></p> <p><i>Planning and executing the well-established DPN events i.e. the Danube Port Days and the Port Policy Days as biennial events to further build the DPN Brand;</i></p> <p><i>Representing the DPN in thematic events (speaking engagements) and contributing to external events &amp; initiatives.</i></p>							
EXPECTED OUTPUTS	ANNUAL TARGET/ DELIVERABLES	PLANNED ACTIVITIES	TIMEFRAME 2020				PLANNED INPUTS/BUDGET
			Q1	Q2	Q3	Q4	
<i>Danube port awareness, promotion and knowledge transfer events planned and executed</i>	<i>Port digitalisation – follow-up event 2020</i>	<i>Facilitate knowledge creation and transfer</i>					
		<i>Organise thematic events</i>					
		<i>Provide policy briefings and information services</i>					
		<i>Network meetings and thematic support</i>					
<b>TOTAL:</b>							

**4.2.5 Contributing the common strategic objectives set out in the Danube Port Development Strategy and Action Plan (DAPhNE O 6.1)**

Leader of the joint action	Associated partners in the joint actions
DPN Partners	
	DPN Technical Secretariat
<i>Please consult Annex 6.1</i>	

### 4.3 Joint support team resource requirements

## 5 DPN Events List (2020 – 2022)

Danube Ports Network events will be organised in cost effective ways, back-to-back with other events organised by either its Partners or other relevant stakeholders, where possible, to maximise benefits and impact to the benefit of the Network and its Partners, as well as advance the Danube Region port development agenda. The description below indicates the type of events the DPN foresees.

#### **Specialized Port Policy Dialogues and Conferences**

DPN will continue to organise specialized port and IWT policy dialogues and dedicated events on a yearly basis (in 2020, 2021 and 2022) -- to help identify practical solutions to accelerate progress on specific port policy matters relevant to the DPN. The port policy events will be co-ordinated with DPN Partners and other relevant stakeholders in the Danube Region or at EU level with similar interests in advancing the ports policy agenda, as well as to build consensus and strengthen advocacy around DPN priorities and interests.

#### **Danube port awareness, promotion and knowledge transfer events**

The Network will continue to provide opportunities for policy makers, port experts and practitioners to discuss solutions and new approaches to address bottlenecks and challenges facing the port sector. Workshops will be held to engage the DPN Partners and relevant stakeholders to facilitate learning and disseminate information on ICT tools and other solutions available for ports.

#### **DPN Coordination meetings**

All DPN strategic outputs require technical, secretariat and advisory activities from the DPN Technical Secretariat, the Advisory Group and the DPN partners. This underscores the importance of holding coordination meetings at network level to discuss resource requirements necessary to support the implementation of the activities specified in the Programme of Work.

#### **Bi-annual Advisory Group Meetings**

Advisory Group (AdG) Meetings provide strategic guidance to realise the deliverables agreed in the Programme of Work. The second AdG Meeting in 2019 will discuss and endorse the Programme of Work. Subsequent meetings will dedicate thematic discussion to priority topics in the Programme of Work, allowing for substantive, member-led review of progress and taking decisions on the way forward to ensure timely delivery of the agreed Programme of Work

#### **Annual DPN Partners Forum**

The Partners Forum – as the overall meeting and information exchange platform of the network where all Danube Ports Network (DPN) partners are represented – shall meet annually or on request of a majority of members as well as invitation of the Advisory Group. It reviews and comments on the overall progress of the network;



## 6 Annexes

### 6.1 Common Strategic objectives and implementation measures - Danube Port Development Strategy and Action Plan (DAPhNE O 6.1)

<b>Annex 6.1 Common Strategic objectives and implementation measures - Danube Port Development Strategy and Action Plan (DAPhNE O 6.1)</b>	
<b>Strategic objectives</b>	<b>Necessary development measures</b>
1. Connect Danube ports with new routes and new markets ("Belt & Road Initiative" - BRI) (SWOT Ref.: S1O9)	<ul style="list-style-type: none"> <li>• Investigate options of connecting the Danube ports to the BRI corridors</li> <li>• Present the possibilities of Danube ports to the relevant Chinese partners</li> </ul>
2. Increase competitive position in respect to road and rail by attracting new markets and fostering multimodality (SWOT Ref.: W13O3O10)	<ul style="list-style-type: none"> <li>• Facilitate development of hybrid logistic zones in or adjacent to ports</li> </ul>
3. Use experience in project preparation to improve the situation by using public and EU funds (SWOT Ref.: S7T10T11)	<ul style="list-style-type: none"> <li>• Engage experts to assist in preparation of high-quality project proposals</li> </ul>
4. Use public, EU and private funds (PPPs) to renew infrastructure, suprastructure, equipment and hinterland connections and prioritize investments (SWOT Ref.: W3W4W14W15O2)	<ul style="list-style-type: none"> <li>• Create inventory of projects and prioritize them</li> <li>• Ensure the highest level of relevance, maturity and impact for priority projects to be applied for EU co-funding</li> <li>• Influence (lobby at) DG MOVE to secure sufficient budget for priority investments in inland waterways and ports</li> </ul>
5. Increase cooperation levels between ports, and especially between ports in proximity (SWOT Ref.: S5O16)	<ul style="list-style-type: none"> <li>• Investigate business &amp; market segments in which ports can cooperate for common interest, while competing in basic services</li> </ul>
6. Attract industrial facilities in or adjacent to port areas (SWOT Ref.: S9O3O5)	<ul style="list-style-type: none"> <li>• Create joint commissions of port authorities with spatial planning institutions</li> </ul>
7. Move towards specialized markets (SWOT Ref.: S11O10)	<ul style="list-style-type: none"> <li>• Undertake specialized investigations, market research and studies (e.g. for high &amp; heavy, a.k.a. "project" cargo, LNG, biomass, vehicles, etc.)</li> </ul>

<b>Annex 6.1 Common Strategic objectives and implementation measures - Danube Port Development Strategy and Action Plan (DAPhNE O 6.1)</b>	
<b>Strategic objectives</b>	<b>Necessary development measures</b>
	<ul style="list-style-type: none"> <li>• Make use of the objective of the proposed CEF II “adaption of the TEN-T network to military mobility needs”.</li> </ul>
8. Provide life-long training and specialization in modern port operation and management (SWOT Ref.: S12O13O14)	<ul style="list-style-type: none"> <li>• Organize annual courses on various topics of port industry</li> </ul>
9. Proactive attitude towards “greening” of ports (SWOT Ref.: S7S11T12)	<ul style="list-style-type: none"> <li>• Regular calculation of GHG emissions in ports</li> <li>• Environmental certification</li> <li>• Compulsory shore-side electricity supply for vessels</li> <li>• LNG supply and bunkering stations for vehicles and vessels in ports</li> <li>• Electrification of port internal railways</li> <li>• Alternative powered handling equipment</li> </ul>
10. Focus on multimodality (by offering a wide range of road and rail services in port areas) (SWOT Ref.: S6S10T3)	<ul style="list-style-type: none"> <li>• Attract road and rail operators to use ports as their hubs by incentivizing them or through attractive pricing schemes</li> <li>• Make infrastructure adjustments facilitating intermodal operations</li> </ul>
11. Prepare mitigation measures to combat market volatility, seasonal effects and unpredictability (SWOT Ref.: S8T5T6)	<ul style="list-style-type: none"> <li>• Diversify services and focus on multipurpose terminals for non-sensitive goods</li> <li>• Develop a concept of “flexible inland port”</li> <li>• Develop a concept of “flexible” concessions</li> <li>• Explore advantages of mobile cranes instead of quay-track mounted cranes</li> </ul>
12. Use modern technologies and digitisation to reduce bureaucracy and increase efficiency (SWOT Ref.: S12T7)	<ul style="list-style-type: none"> <li>• Use Port Community Systems</li> <li>• Exploit RIS based technologies for port planning</li> <li>• Harmonize ship and cargo document requirements</li> <li>• Investigate possibilities for IWT/Port Single Window Systems and paperless document processing</li> </ul>
13. Create redevelopment policies to optimize the facilities and available space	<ul style="list-style-type: none"> <li>• Diagnose and locate overcapacities and optimize available space for diverse port and logistic functions</li> </ul>

<b>Annex 6.1 Common Strategic objectives and implementation measures - Danube Port Development Strategy and Action Plan (DAPhNE O 6.1)</b>	
<b>Strategic objectives</b>	<b>Necessary development measures</b>
(SWOT Ref.: W1O3)	<ul style="list-style-type: none"> <li>• Optimize and/or modernize handling equipment</li> </ul>
14. Create long-term port strategies using skilled professionals and cooperation/networking possibilities (SWOT Ref.: W6O13O16)	<ul style="list-style-type: none"> <li>• Formulate flexible strategies and provide regular updates</li> </ul>
15. Join forces for common cause in port and shipping development (SWOT Ref.: W11W12O11O16)	<ul style="list-style-type: none"> <li>• Create functional and active association for port networking</li> </ul>
16. Optimize port development and capacity through pricing (SWOT Ref.: W1T3)	<ul style="list-style-type: none"> <li>• Investigate and assess the impact of different pricing systems as tools for port and hinterland development and capacity optimisation</li> </ul>
17. Rehabilitation of port facilities (in order to lower the logistic costs and keep the industries in or near ports) (SWOT Ref.: W3T8T9)	<ul style="list-style-type: none"> <li>• Reconstruct sloped quay walls into vertical ones</li> <li>• Facilitate of unused “second row” land for industrial and/or logistic use</li> </ul>
18. Matching the demand and development plans and seek for realistic investment options (SWOT Ref.: W5T13)	<ul style="list-style-type: none"> <li>• Match the port planning with transport infrastructure and regional economic plans</li> <li>• Facilitate private involvement in port financing</li> </ul>
19. Increase awareness of port importance and attract new skilled workforce (SWOT Ref.: W11T14)	<ul style="list-style-type: none"> <li>• Ensure wider social acceptance and awareness of ports</li> <li>• Provide favourable working conditions in ports</li> </ul>
20. Improve and maintain the treatment of ports as public goods of strategic national importance (SWOT Ref.: W13T16)	<ul style="list-style-type: none"> <li>• Promote ports as strategic objects of national transport infrastructure</li> <li>• Protect public interest and public domain in ports</li> </ul>

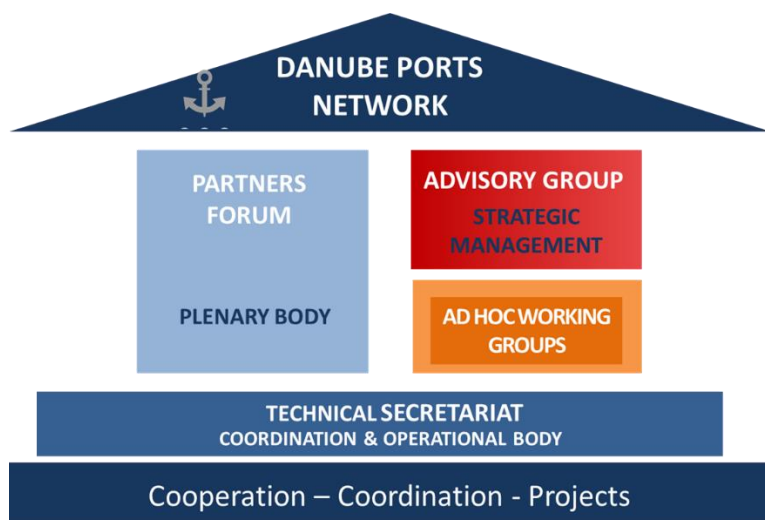
## 6.2 Danube Ports Network - Governance and Coordination structure

Danube Ports Network - Governance and Coordination structure

DPN is defined as a network of autonomous organisations (public & private port organizations) governed by a Cooperation Agreement (not legally binding, entered into voluntarily, open-ended). Accordingly, the governance structure of the DPN consists of:

- **the Partners Forum** (the plenary body),
- **the Advisory Group** (responsible for the strategic management), and
- **the Technical Secretariat** (TS) (co-ordination & operational body).

Depending on the issues tackled, **working groups** comprising selective partners, academia representatives etc. shall be constituted.



### Partners Forum

The Partners Forum is the overall meeting and information exchange platform of the network. Its characteristics and role can be described as follows:

- All Danube Ports Network (DPN) partners are represented;
- Consolidates and increases support for and commitment to the work of the network;
- Reviews and comments on the overall progress of the network;
- Serves as a forum of information exchange on progress, problems and challenges;

- Meets annually or on request of a majority of members as well as invitation of the Advisory Group or Technical Secretariat;
- The Partner Forum is chaired by the elected chairman of the Advisory Group

The Danube Ports Network will bring together public and private sea & inland ports and terminal operators from the Danube Region willing to engage in a long-term, active and coordinated cooperation process benefiting the port industry and regional economy at large.

- Public Port Administrations
- Public and Private Port & Terminal Operators
  - Sea ports of the maritime Danube & Black Sea;
  - Inland ports situated on the Danube and its navigable tributaries.

### **Advisory Group**

The Advisory Group (AG) is the strategic decision-making body of the DPN. It is responsible for the strategic management of the network and offers overall direction and guidance. It takes decisions on the scope of work of the network (annual work program) based on proposals of the Technical Secretariat. Its structure is informal. There are no formal legal responsibilities or fiduciary duties to the DPN partners.

Each Danube Region country shall be represented in the AG by one elected delegate representing the interests of all DPN Partner organisations of the respective country. However, the AG membership shall be assigned only to individuals who hold senior management or executive level positions in their respective port organisation or companies. Notwithstanding the country-based representation principle, during its early life - cycle stages (pilot and start-up phases) the network would rather benefit from a small reliable group of advisers (maximum 5 delegates representing relevant DPN Partners) who can offer an objective analysis and provide a mentorship role. In addition, the AG shall include one “*Ambassador for the DPN*”, which is an honorary title, who shall in partnership with the DPN Partners promote the network and its interests.

Therefore, at this stage the selection process must be deliberate and strategic, with due consideration of the DPN’s objectives and ambitions. Accordingly, a prerequisite when recruiting the AG members is that they bring relevant skills, expertise and credibility which the DPN needs in its early stages of functioning.

The advisory group shall elect a chairman for a functional period of 2 years. However, the first AG shall ensure that its mandate covers a longer period *i.e.* 3+ years, until the end of start-up phase (June 2022).

The AG shall meet at regular intervals but at least two times a year, either in person or via

telephone conference. AG meetings shall be attended only by full AG members. Each AG member may be accompanied by alternates, experts or advisers as may be required by the topics under discussion. However, no alternate shall be allowed to participate and/or act on behalf of his principal during an AG Meeting.

### **Technical Secretariat**

The Technical Secretariat is an operational and coordination oriented strategic working unit of the DPN. The Secretariat shall ensure and maintain a close collaboration with the Danube Ports Network's Governance Bodies.

Its main tasks are:

- Coordination, planning and reporting on the main activities of the Network
- Executing the day-to-day work of the network;
- Ensuring the collaboration with the Governance Bodies and with individual partners, as required for the design and implementation of its activities;
- Elaborating and submitting new proposals and project ideas to the Advisory Group and for interested network partners;

## 6.3 DPN Formal Partners

Danube Port Network (DPN) Partners				
no.	Name of Port Organisation (PO)	Country	Contact Person	Full name institution, address
1	Ennshafen OÖ GmbH	AT	DI Dr. Werner Auer, Geschäftsführung	Ennshafen OÖ GmbH 4470 Enns – Austria - Donaustraße 3T ATU 22577003 FN 118997 x LG Steyr
2	Rhenus Logistics, Rhenus Donauhafen Krems	AT	Mr. Mag. Gerhard Gussmagg, Managing Director	Rhenus Donauhafen Krems GmbH & Co. KG, Karl-Mierka-Straße 7-9, 3500 Krems, Österreich Sitz des Unternehmens: Krems, Firmenbuchgericht: LG Krems, FN 4276p, UID-Nr: ATU18545000, DVR: 0657191,
3	Bulgarian Ports Infrastructure Company (BPICo)	BG	Mr. Anguel Zaboutov, Director General	Headquarter Office General Management of Bulgarian Ports Infrastructure Company 1574 Sofia 69 Shipchenski prohod Blvd, fl. 0, fl. 1 and fl. 4 E-mail: office@bgports.bg
4	Hungarian Federation of Danube Ports (HFIP)	HU	Captain Béla Szalma, President HFIP	Magyar Dunai Kikötők Szövetsége   Hungarian Federation of Danube Ports Frangepán str. 7 HU-1139 Budapest
5	Public Ports jsc-	SK	Ing. Gabriel Szekeres, CEO	Verejný prístav, a. s. Prístavná 10 821 09 Bratislava
6	Port Governance Agency (PGA)	SR	Mr. Vuk Perovic; Acting Director	Republic of Serbia, Port Governance Agency Adresa: Nemanjina 4, 11000 Belgrade
7	Public Institution Port Authority Vukovar	HR	B.Sc.E.E. Alen Jakumetović Managing Director	Parobrodarska 5, 3200 Vukovar, Croatia
8	Giurgiulesti International Free Port/ ICS Danube Logistics SRL	MD	Mr. Thomas Moser, Director Business Development	ICS Danube Logistics SRL, Giurgiulesti International Free Port Giurgiulesti, Cahul raion MD-5318, Republic of Moldova
9	Ukrainean Sea Ports Authority (USPA)	UA	Mr. Raivis Vekagans , Acting CEO	State enterprise Ukrainean Sea Ports Authority (USPA), 65026, Odesa, Langeronovskaya str.1,