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Work Package 6

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the Danube Ports Network

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1 Objectives of the Survey

Why the survey is needed?

The survey is designed as a tool for internal self-evaluation. It is used internally, by and for the partners of the Danube Ports Network (DPN) with a view to collect information to support the Network's consolidation, growth and institutional learning process. It provides the respondents with a framework for reviewing the coordination and collaborative processes, as well as share their views and expectations from the network. At this early life - cycle stage of the DPN (pilot operation phase), the survey is used to collect feedback from the port organisations partnering within the DAPhNE project (see Annex I).

The survey builds upon the concepts put forward by the governance documents of the DPN. It is carried out by the DPN Technical Secretariat (TS), and the data captured and analysed will be used to generate a report for the network which shall be made available only to the respondents.

What does the tool measure?

The survey shall enable the collection and analysis of data related to the DPN concept and proposed coordination and cooperation processes. As such, it would measure partners' perspectives about the network's governance and coordination structure, the decision-making process, the benefits and drawbacks they might experience as a result of participating in the DPN. Furthermore, it would help to identify the network's strengths and weaknesses in areas that are known to be related to network synergy, such as: leadership, efficiency, administration and management, and sufficiency of resources.

What can the Survey do for the DPN?

This self-evaluation will broaden and encourage the partners involvement and strengthen the effectiveness of the network's leadership and coordination. Also, it is expected to provide information that would help the TS to identify corrective actions which can contribute to better shape and implement change at Network's level in order to realise the full potential of coronation and collaboration within the DPN.

2 The Survey

2.1 Rationale for setting up the Danube Ports Network (DPN)

2.1.1 Key elements or circumstances that gave rise to the DPN

Danube Ports Network is a new actor in the Danube Region's Port Governance system. Launched in June 2018, it acts as a regional coordination and collaboration platform involving public and private Danube port and terminal organisations.

1. What would you list as the key elements or circumstances that gave rise to the DPN?

2. What are the reasons/factors that have influenced your organization to support the decision to setting up and engage in the Danube Ports Network?

- Enhanced regional/transnational port cooperation
- Enhanced ability to address an important issue facing your port organization at network level
- Development of new skills at port organisation/company level
- Heightened public profile
- Acquisition of useful knowledge about EU funding programmes, transport and ports policies
- Ability to have a greater impact that your organization could have on its own to access EU funding or develop projects
- Enhanced ability to influence EU policies
- Development of valuable cooperation relationships

3. Were there other reasons than those mentioned above? If yes could you specify them?

2.1.2 Roles and Responsibilities within the network

1. During the initial internal discussions, did you define roles/responsibilities within the DPN?

Yes

No

2. If this has been the case, what is your organization/company role within the network? Can you provide details on how you see your organization's contribution to the DPN?

3. Where there stronger/more vocal partners? To what would you attribute that? Country of origin, type and/ or size of the port?

4. Where there weaker/less vocal partners? To what do you attribute that?

2.2 Vision, Mission, Key Objectives and Services of the Danube Ports Network

2.2.1 DPN Vision

The DPN Vision has been articulated as follows:

- Our vision is to achieve a more dynamic, sustainable, state-of-the art network of ports in the Danube Region with a stronger and more coordinated voice at regional and EU level.

1. Do you agree with the stated vision of the Network?

Yes

No

If No, please elaborate further

2.2.2 DPN Mission

The DPN Mission has been defined as follows:

- To work with and for the Danube Region's ports & terminals.
- To build trust and expertise, serve our partners more effectively, share knowledge, seek access to funding, and address complex issues facing the port sector through joint actions and projects.

1. Do you agree with the stated mission of the Network?

Yes

No

If No, please elaborate further

2.2.3 DPN Core Values

The operating principles that are guiding the DPN's internal conduct as well as its relationship with the external world are as follows:

- Trust & transparency (among the Network's partners and within the port community),
- Innovation,
- Cooperation.

1. Do you find the stated core values essential for the success of the Network?

Yes

No

If No, please elaborate further

2.2.4 DPN Objectives

The objectives of the DPN are as follows:

- To facilitate projects and strategic initiatives of common interests
- To organize policy and network awareness activities
- To facilitate knowledge creation and transfer
- To enable transnational cooperation and forge strategic alliances and partnerships with relevant stakeholders

1. Do you agree with the stated objectives of the network?

Yes

No

If No, please elaborate further

2. Are these objectives achievable within the current life-cycle span of the DPN?

- Yes
- No
- If No, please elaborate further

2.2.5 DPN Service Portfolio

The proposed way to drive and ensure that the DPN objectives are accomplished is through the provision of dedicated services initiated and coordinated by the Technical Secretariat in collaboration with the Partners. The proposed set of services have been defined as follows:

Service Cluster 1: Common Interest Projects & Strategic Initiatives

- Identifying & accessing funding opportunities
- Common interest projects initiation
- Project implementation and coordination services
- Monitoring port technology & business trends

Service Cluster 2: Port Policy & Network Awareness Activities

- Public policy advocacy
- Cooperation, strategic alliances & partnerships
- Awareness and port policy dedicated events
- Representation & contribution to external events & initiatives

Service Cluster 3: Network Collaboration & Support

- Facilitate knowledge creation and transfer
- Thematic events (study visits, workshops etc.)
- Policy briefings & information services
- Network meetings & thematic support

1. Are the proposed services consistent with the stated Mission, Vision and Objectives?

- Yes
- No
- If No, please elaborate

2. Are they contributing to implementing the DPN objectives?

3. Which of the above-mentioned services should be given priority during the pilot operation phase and/or start-up phase?

4. Please state any other services, activities or initiatives you may consider relevant?

2.3 Financial and non-financial resources

2.3.1 Financial resources

DPN also needs financial and non-financial resources in order to work effectively and achieve its objectives. As part of the DAPhNE Project's ongoing activities, the DPN's work undertaken throughout its pilot operation phase (July 2018 – June 2019) is financially supported by the DAPhNE project. Throughout its pilot operation phase the Technical Secretariat will be hosted and staffed by Pro Danube International (PDI) – Lead Partner within DAPhNE Project. The DPN is expected to become financially and operationally self-sustaining as of July 2019 and thus supported by financial and in-kind contributions made by dedicated partners, as well as revenues from its services and activities.

Against this background, could you please consider the following questions:

1. Are the current DPN resources (under the DAPhNE Project) adequate to accomplish the objectives? To what extent does the DPN have what it needs to work effectively *e.g.* money, space, equipment?

2. The following streams of revenue were identified for the start-up phase (July 2019 - June 2022) of the DPN (please see the attached Business & Financing Plan):
 1. Corporate sponsorship & Donations;
 2. Voluntary contributions in money & in-kind;
 3. DPN Services Revenues:
 - i. Common interest projects initiation, facilitation and coordination (management fees etc.)
 - ii. DPN thematic events & awareness activities organization (events registration fees, event sponsorship and other fees etc.)
 - iii. Public policy advocacy & representation
 - iv. Revenues from public funding

Are these sources of revenue adequate and stable to accomplish the objectives?

3. For each of the streams of revenue listed at point 2, how much would your Organization be willing to contribute?

- corporate sponsorship & donations

- voluntary contributions in money & in-kind

- the organisation of a thematic seminars, events under the auspices of the DPN

4. How much in your view the participation fee for one DPN partner organisation's representative should be set up?

5. Could you please indicate how can the DPN increase the streams of revenue?

2.3.2 Non-financial resources

DPN also needs non-financial resources in order to work effectively and achieve its objectives. For each of the types of resources, to what extent would your Organization be willing to contribute?

- Skills and expertise** (e.g., leadership, administration, project management, law, public policy advocacy, communication & PR, content marketing, DPN web management, events organization and hosting etc.). Please elaborate further.

- Data and information** (e.g. statistical data, information about ports, cargo flows, market & technological trends etc.). Please elaborate further.

- Connections to political decision-makers** at national, regional and EU level, governmental agencies, funding organizations. Please elaborate further.

- Influence and ability to bring new partners.** Please elaborate further.

2.4 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.

1. How agreeable are you with the proposed governance and coordination structure of the Danube Ports Network?

- Extremely comfortable
- Very comfortable
- Somewhat comfortable
- A little comfortable
- Not at all comfortable

2.4.1 Governing bodies: Roles & characteristics

2.4.1.1 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

1. How agreeable are you with the proposed roles and characteristics of the Partners Forum?

- Extremely comfortable
- Very comfortable
- Somewhat comfortable

- A little comfortable
- Not at all comfortable

2.4.1.2 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.

1. How agreeable are you with the proposed roles and characteristics of the Partners Forum?

- Extremely comfortable
- Very comfortable
- Somewhat comfortable
- A little comfortable
- Not at all comfortable. Please elaborate further.

2.4.1.3 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;

1. How agreeable are you with the proposed roles and characteristics of the Technical Secretariat?

- Extremely comfortable
- Very comfortable
- Somewhat comfortable
- A little comfortable
- Not at all comfortable

Throughout the DPN's pilot operation phase its Technical Secretariat is being hosted by Pro Danube International (PDI) -- the Lead Partner of the DAPhNE Project – at their main headquarter in Vienna.

2. How agreeable are you with this location?

- Extremely comfortable
- Very comfortable
- Somewhat comfortable
- A little comfortable
- Not at all comfortable

3. Which of the following locations would you consider beneficial for the permanent DPN's Technical Secretariat? Please justify.

- Brussels
- Budapest
- Constanta
- Vienna
- Other location. Please elaborate further.

4. Would your organisation be able/willing to host the DPN's TS during the next DPN's life-cycle phase (July 2019 - June 2022)?

- Yes
- No
- If No, please elaborate further

2.4.2 Decision-making

1. How comfortable are you with the way decisions are to be made in the Danube Ports Network?

- Extremely comfortable
- Very comfortable
- Somewhat comfortable
- A little comfortable
- Not at all comfortable

2.5 Partners

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.

1. Are you agreeable with the proposed type of partners?

- Extremely comfortable
- Very comfortable
- Somewhat comfortable
- A little comfortable
- Not at all comfortable . Please elaborate further.

2.6 Synergy

Please consider the partner organizations that are participant in the Danube Ports Network (current DAPhNE port partners – see Annex I) when answering the questions below:

1. By working together, how well are the partners able to identify new and creative ways to fulfil the objectives of the Danube Ports Network (DPN)?

- Extremely well
- Very well
- Somewhat well
- Not so well
- Not at all

2. By working together, how well are the partners able to carry out comprehensive activities that connect multiple ports, programmes or systems in different countries?

- Extremely well
- Very well
- Somewhat well
- Not so well
- Not at all

3. By working together, how well are the partners able to clearly communicate to the port community and other stakeholders how the network's actions would address problems that are important to them?

2.6.1 Leadership

1. Which of the following areas would be beneficial to strong and effective leadership of the DPN? If deemed necessary, please elaborate further.

- Taking responsibility for the Network
- Inspiring or motivating the partners involved in the Network
- Empowering partners and staff involved in the Network
- Communicating the vision of the Network
- Working to develop commonly agreed objectives for the network

2. Who should be responsible for providing leadership?

3. In addition, which of the following elements would contribute to the total effectiveness of the network's leadership?

- Fostering respect, trust, inclusiveness, and openness in the network
- Creating an environment where differences of opinions can be voiced
- Resolving conflicts among the partners
- Combining the perspectives, resources, and skills of the partners
- Helping the network be creative at look at things differently
- Recruiting diverse people and organizations in the network

2.6.2 Efficiency

1. Could you please indicate how the efficiency of the DPN could be defined and measured?

2. At what stage in the life cycle of the DPN, should the efficiency be measured?

2.6.3 Administration and management

Please think about the administrative and management activities at Network-level.

1. Could you please indicate which of the activities enumerated below would better contribute to the effectiveness of the network?

- Coordinating communication among the partners
- Coordinating communication with people and organizations outside the DPN
- Organizing network activities, including meetings and projects
- Applying for EU grants and other funding opportunities
- Preparing material that inform partners and help them make timely decisions
- Performing technical secretariat duties
- Providing orientation to the new partners once they join the network
- Evaluating the progress and impact of the DPN
- Other, please elaborate

2.6.4 External Communication tools

One important marketing communication tool is the Danube Ports Network website (<https://www.danubeports.eu/>). This allows the dissemination of information regarding the Network, and in the future will ensure the connection among the members of the Danube Ports Network (through the intranet).

1. Considering the current content of the DPN Website, how satisfied are you with the content and its functionalities?
 - Extremely content
 - Very satisfied
 - Somewhat satisfied
 - Not so satisfied
 - Not at all
2. Would have any proposals to further improve the quality of the content and other technical or design aspects?

2.7 Benefits and drawbacks of joining the Danube Ports Network

2.7.1 Benefits of participation in the DPN

1. For each of the following benefits, could you please indicate which one you expect to experience as a result of participating in the DPN?
 - a. Enhanced ability to address an important issue for port operations & development
 - Yes
 - No
 - b. Development of new skills for your staff
 - Yes
 - No
 - c. Heightened public profile
 - Yes
 - No
 - d. Increased utilization of your organization expertise, staff and services
 - Yes
 - No
 - e. Acquisition of useful knowledge about services, EU funding programmes, transport and ports policies
 - Yes
 - No
 - f. Enhanced ability to influence EU policies
 - Yes
 - No

g. Development of valuable port cooperation relationships

Yes

No

h. Ability to have a greater impact that your organization could have on its own to access EU funding or develop projects

Yes

No

i. If other, please elaborate further

2. For each of the following drawbacks, could you please indicate which one you expect to experience as a result of participating in the DPN?

a. Diversion of time and resources away from other priorities and obligations

Yes

No

b. Insufficient influence in the network's activities

Yes

No

c. Viewed negatively by association with other DPN's partners

Yes

No

d. Insufficient credit given to your organization for contributing to the accomplishment of the network

Yes

No

e. If other, please elaborate further

2.8 Start-up phase challenges

- a) What are the likely factors that might be hindrances or challenges to the work of the DPN?
Why?

- b) Can you recommend any possible ways to address or overcome such challenges?

2.9 Key Accomplishments and Expectations

- a) Which are in your view the three most impactful changes that might happen in the Danube Region's port sector as a consequence of the Danube Ports Network creation and work?

- b) What would be the top three issues that would be a clear evidence of the DPN success to you?

- c) Had you decided on measures of success during your initial discussions with the DPN Partners?

- d) If the network is to be a successful one, what do you consider the top three drivers that might help to make this happen?

- e) In your opinion, what might lead to success?

- active and committed partners,
- human resources of TS,
- execution of well thought strategy,
- clarity of roles, responsibilities and ground rules,
- clear vision of objectives,
- clear communication,
- shared planning and decision making,
- good leadership.
- Other, please elaborate

2.10 Success factors

2.10.1 Generic factors

Various reviews of collaboration mechanisms and platforms concluded that there are critical success factors which enable them to achieve their goals over a reasonable period. These are described below. Do you agree with these success factors? Could you select the top three most relevant for the DPN case?

- Fully committed and engaged partner organizations – not just a few individuals.
- Openness, transparency, and clear communication to build trust and mutual understanding.
- Clarity of roles, responsibilities, goals and, rules of procedure?
- Focus on achieving mutual benefit in a manner that enables the partners to meet their own objectives as well as common goals.
- Clear understanding of mutual benefits (win-win)

2.10.2 Specific to the Danube Ports Network

In addition to generic critical success factors, every cooperation mechanism or platform evolves its own more specific critical success factors – both for the network as a whole and for individual partner organizations. Could you enumerate three factors that you consider might influence the success of the DPN network?

3 NNEX I – PARTNER PORTS WITHIN THE DAPHNE PROJECT

COUNTRY	PORT	CONTACT PERSON	CONTACT DETAILS
AUSTRIA	Ennshafen OÖ GmbH	Mr. Auer Werner Ms. K. Kaizinger	w.auer@ennshafen.at k.kainzinger@ennshafen.at
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