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Danube Transnational Programme DAPhNE

D 6.2.3 Financing model and Business plan of the Danube Ports Network

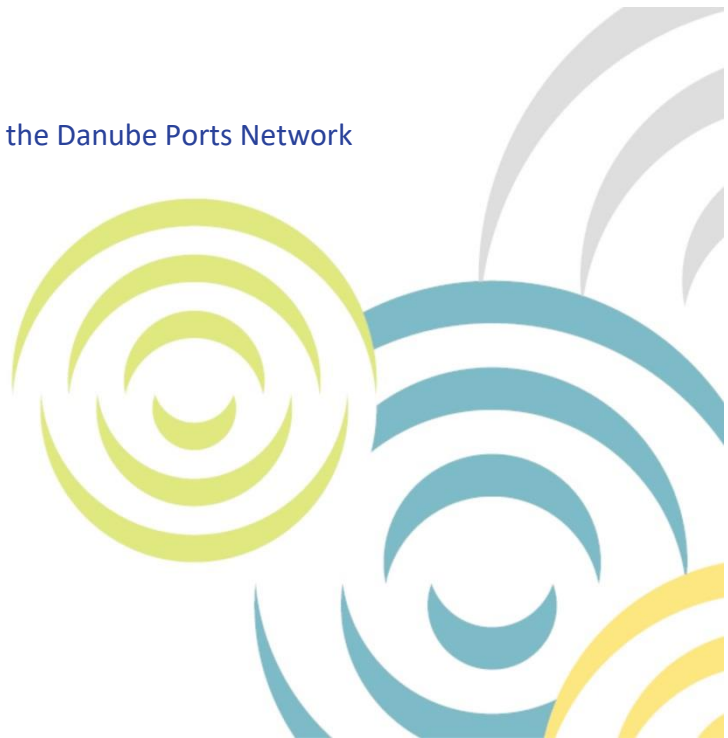
Work Package 6

Activity 6.2 Set-up and enlarge the Danube Ports Network

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1 Introduction

1.1 Danube Ports Network (DPN) – the concept

Danube Ports Network (DPN) 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.

Launched in the course of the DAPhNE project which started January 2017, the Danube Ports Network is a very young initiative which has emerged in response of a real need to address and reduce the development and innovation gap between the Western and South – Eastern European Danube ports. Danube Ports Network is to become a long-term sustainable coordination and cooperation platform contributing to the Danube Region good port governance. It provides a response to the need for a more coordinated and ambitious collective action to a range of sectoral and societal challenges increasingly impacting upon Danube Region's ports good governance & competitiveness.

1.2 DPN approach to port cooperation and coordination

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).

The DPN is centrally managed and the Technical Secretariat is staffed and coordinated by Pro Danube International – Lead partner within DAPhNE Project,

The focus of our work:

- Good port governance, sustainable port development & operations,
- Environment, renewable energy, climate change mitigation,
- Port digitalisation, RTD & Innovation,
- Ports' connectivity & logistics,
- Port training & education.

Through its activities and services, the Danube Ports Network provides:

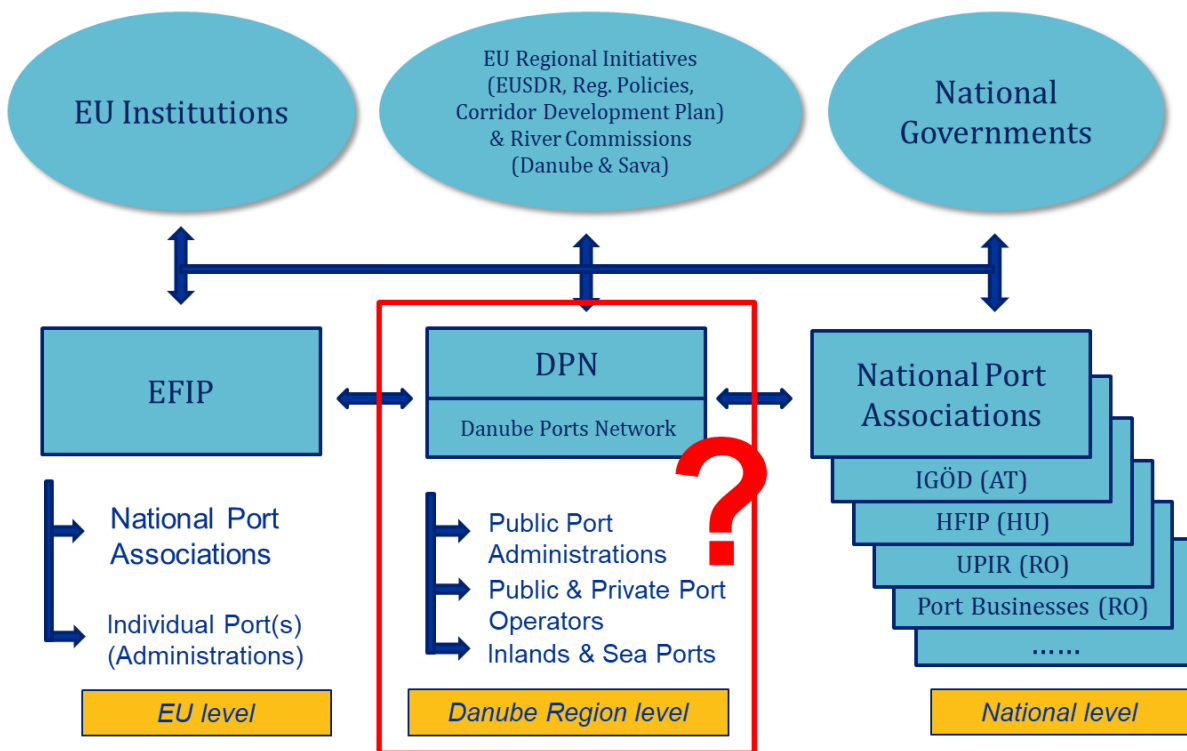
- A well-coordinated platform for continuous and coherent transnational and cross-border cooperation among partner organisations at policy, technical and operational level;
- A stronger voice and a greater capacity to contribute to and influence along with the traditional European IWT Sector organisations the EU Inland Waterways Transport and ports policy agenda;
- Innovative approaches and sustainable solutions to environmental, economic and societal challenges confronting inland and sea ports and terminals in the Danube Region linking to the Black Sea;
- A dynamic inclusive network offering partner organisations better channels of engagement with EU institutions and relevant port stakeholders at national, regional and EU level (ports associations, funding institutions etc.);
- 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.

1.2.1 The advantages of the DPN coordination:

- Increased capacity to plan and address complex issues facing the Danube Region port sector,
- A more coherent transnational and cross-border cooperation process among port organisations at policy, technical and operational level,
- A stronger voice and a greater capacity to contribute to and influence along with traditional European Inland Waterways Transport (IWT) Sector organisations the IWT and ports policy agenda at national and EU level.

1.2.2 Stakeholders

- Institutions operating at strategic and policy level (e.g., European Commission's departments, political parties in the European Parliament and national and regional level, international organisations, the EU Council Presidencies, the EU SDR Presidencies etc., national administrations);
- Organisations at operational level (e.g. waterborne transport companies, port services providers, port operators, port users, public sector agencies and civil society organisations);
- Donors (resource providers external to the Danube Ports Network).



2 DPN Partner organizations and focus

2.1 PARTNERS

The DPN partnership follows a port entity/company-based representation principle. The following type of partner companies are invited to join the DPN

- Public Port Administrations and
- Public and Private Port/Terminal Operators
 - Seaports of the maritime Danube & Black Sea Coast
 - Inland Ports situated on the Danube River as well as on its navigable tributaries

Currently, the network brings together 11 Partner Organisations, currently engaged in the DAPhNE project, as follows: 4 public sea port administrations (RO, BG, UA), 1 public sea-river port administration (RO), 5 public river port administrations (AT, HR, SR, SK), 1 privately owned and operated port (MD), and 1 business port federation (HU).

The port of Enns is the youngest most modern public Austrian port. The port of Enns is a successful project of the states of Upper Austria and Lower Austria. The operating companies Ennshafen OÖ Ltd. and Ennshafen NÖ Ltd. established and operate the infrastructure. EHG Ennshafen is their common marketing company with a joint and uniform presence, ensuring concentrated and focused communication.

The port of Vienna is the largest public port on the Danube. Wiener Hafen group is part of the Wien Holding group and with its subsidiaries it operates three large cargo terminals including the corresponding infrastructure: Freudenu harbour, Albern harbour and Lobau oil terminal. The passenger terminal close to the Reichsbrücke and Marina Wien are also part of the Wiener Hafen group.

Bulgarian Ports Infrastructure Company manages the infrastructure of the public transport ports of national importance. BPI Co. has its Headquarter Office in Sofia, four Branches – Territorial Directorate in Burgas, Varna, Lom and Ruse, and three specialised divisions: Directorate Vessel Traffic Management – Black Sea, Directorate Vessel Traffic Management – Danube River and Directorate Port Terminals Operation.

Port Authority Vukovar

The public institution of Port Authority Vukovar was founded in 2001. It is a non-profit legal entity. The port of Vukovar is located on 1335rkm right bank of the Danube and is identified as a TEN-T core network port on the Rhine-Danube corridor.

The Hungarian Federation of Danube Ports (HFIP) was set up in 2012 in Budapest as the business federation of the Hungarian Danube ports. The HFIP aims to promote the common interests and views of 26 Hungarian inland ports on national and international levels, not only on industry but also on government level.

National Company Maritime Danube Ports Administration Galati (NC MDPA Galati)

The National Company Maritime Danube Ports Administration Galati is the port authority for the ports (Galați, Brăila, Tulcea, Isaccea, Măcin, Chilia Veche, Mahmudia, Smârdan, Hârșova), work points (Gura Arman, Turcoaia) and wharves (Crișana, Maliuc, Gorgova, Partizani and Babarada), whose infrastructure has been concessioned by the Ministry of Transport and Infrastructure. The NC MDPA Galati is in charge of national public interest activities in accordance with the state's legal provisions in force, under the authority of the Romanian Ministry of Transport and Infrastructure.

Public Ports Slovakia

The joint stock company Public Ports Slovakia (VEREJNÉ PRÍSTAVY) having its seat in Bratislava, was established by law in January 2008 by means of a merger of the company Slovenská plavba dunajská (established in 1922) and a part of the State Navigation Authority. The company owns grounds in the ports of Bratislava, Komárno and Štúrovo.

Port Governance Agency (PGA)

Port Governance Agency (PGA) was established in 2013 by the Government of the Republic of Serbia in order to establish more efficient operation of water transport, especially inland ports and harbors. Accordingly, it is a public administrative body that has multiple roles in the development of water transport. In addition to strategic port development, PGA also has regulatory competencies.

Giurgiulesti International Free Port, Port owner - ICS Danube Logistics SRL

Giurgiulesti International Free Ports (GIFP) is located on the maritime section of Danube with available water depths of up to 7m. Danube Logistics SRL, a Moldovan limited liability company, is the general investor and operator of Giurgiulesti International Free Port. In December 2004 Danube Logistics signed an investment agreement with the Government of Moldova for the development of Giurgiulesti International Free Port. Danube Logistics SRL is legally a solely owned subsidiary of the Dutch company Danube Logistics Holding BV, while the economic interests related to Danube Logistics Holding BV's shares in Danube Logistics SRL are shared with the European Bank for Reconstruction and Development (EBRD).

National Company Maritime Ports Administration Constanta (NC MPAC Constanta)

The National Company Maritime Ports Administration Constanta fulfils the role of port authority for the Romanian sea ports of Constanta, Midia and Mangalia (and Tomis Marina). The NC MPAC Constanta is in charge of national public interest activities in accordance with the state's legal provisions in force, under the authority of the Romanian Ministry of Transport and Infrastructure.

State Enterprise Ukrainian Sea Ports Authority (USPA)

The Ukrainian Sea Ports Authority (USPA) was founded in 2013 as a result of the maritime industry reform of Ukraine to manage state property in the seaports and to use it efficiently, create mechanisms to attract investments in the port infrastructure for its development and stable business performance. The USPA is part of the management of the Ministry of Infrastructure of Ukraine and unites Ukrainian seaports and other infrastructure objects, contributing to the development and competitiveness of each of them. The structure of the enterprise consists of the head office in Kiev and the main representative office in Odessa, Delta-pilot branch and 13 branches in the seaports of Ukraine:

3 Danube Ports Network Purpose and Structure

3.1 DPN'S MISSION, VISION AND CORE VALUES

3.1.1 Mission statement

The fundamental purpose of the DPN is 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.

3.1.2 Vision statement

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.

3.1.3 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.

3.1.4 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

3.2 DPN 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.

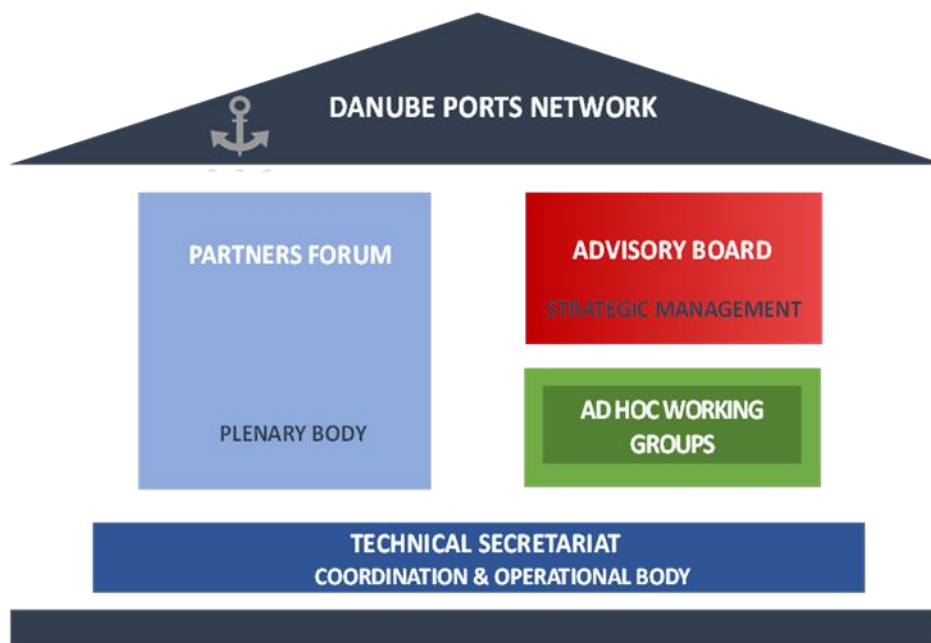


Figure 1: DPN Governance Structure

3.2.1 Governing bodies

DPN is neither an Association nor a Society -- which are formal membership organizations requiring registration, more complex decision-making processes etc., but a Network, which by definition is a less formal setting bringing together Partners and not Members. However, the Network requires management & coordination.

Its governance structure, decision-making process, modus operandi, partners roles & responsibilities are governed by a Cooperation Agreement which shall not bind partner organizations or their staff, to any financial or other liability without further formal documentation.

3.2.1.1 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

3.2.1.2 The 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.

3.2.1.3 Technical Secretariat

The Technical Secretariat is an operational and coordination oriented strategic working unit of the DPN. 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. Accordingly, the host organization will provide the legal and operational framework under which the network’s secretariat operates. Furthermore, where appropriate the host organization’s rules of procedure and regulations will be applied. After the first three years, the network will assess its governing structures as well as the possible change of the hosting organization.

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;

3.3 DPN ACTIVITIES AND SERVICE PORTFOLIO

3.3.1 DPN Activities

The following set of activities shall be planned, coordinated and executed by the TS:

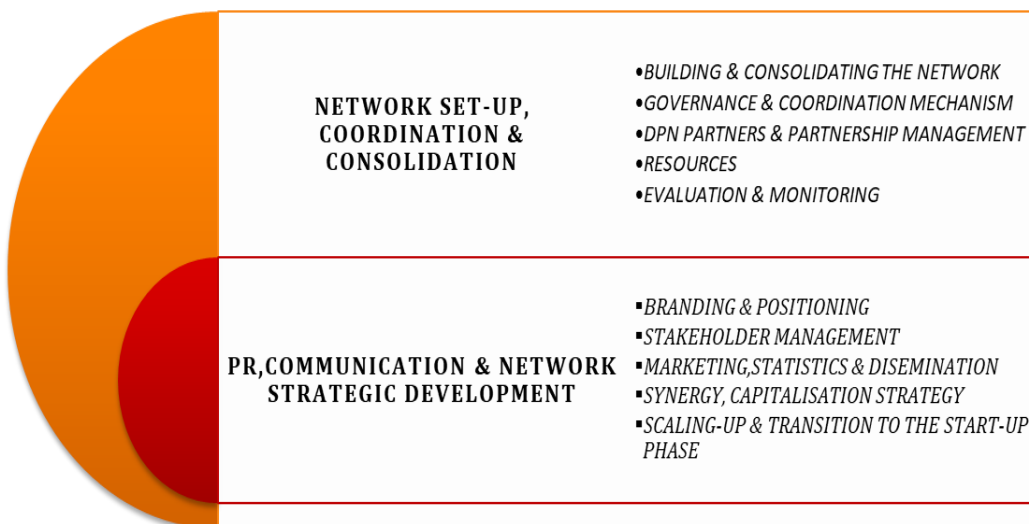


Figure 2: DPN Activities at Network level

3.3.1.1 Network coordination & consolidation

- **Governance structures support activities & meetings** -- Advisory Board meetings, regular dialogue workshops and Partners Forum meetings organisation, relevant documentation to support the decision-making process etc.);
- **DPN Partners & Partnership Management** -- Identifying and selecting Danube Ports Network partners (a phased approach), Managing the electronic database of the partners, e-Collaboration tools and internal communication procedures;
- **Mapping and mobilizing resources** -- Identifying additional financing sources for the start-up phase of the network and Mapping support staff requirements.

3.3.1.2 Public Relations, Communication & Network Strategic Development

- **DPN Branding and positioning activities** -- Corporate identity (Style and usage guide produces, DPN Website update, content marketing, advertising, print collateral (brochures, business cards, posters, flyers, press releases);
- **Stakeholder management** -- Building working groups (project based), Building and permanently updating network partner database;
- **Rolling out a calendar of promotional activities & events** to raise awareness of the DPN's mission and attract positive media attention;
- **Marketing, statistics and dissemination** -- Collecting information on activities, priorities, areas of interest, etc. of network partners,
- **Synergy and capitalization Strategy** -- Identifying and securing knowledge basis from ongoing and pre-activities (DAPhNE et other projects), Connecting to related national & European activities and policy initiatives.

3.3.2 DPN SERVICES

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. To this end the TS will also draw valuable support from its partner organisations and their staff, as well as from the Advisory Group' members.

The proposed set of services have been defined as follows:

3.3.2.1 Service Cluster 1: Common Interest Projects & Strategic Initiatives

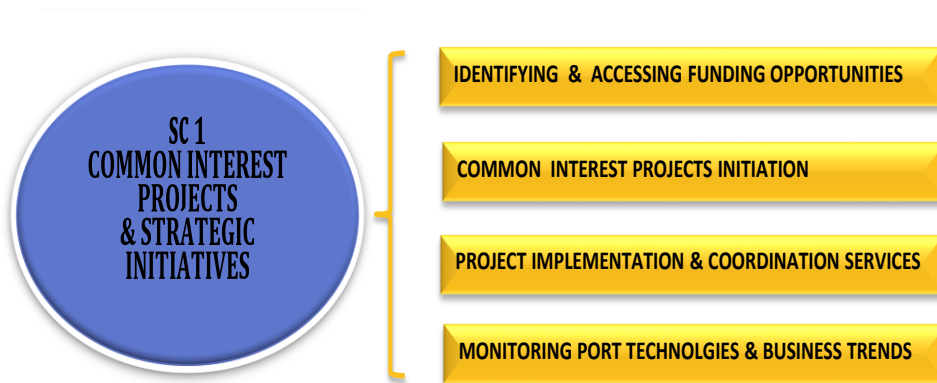


Figure 3 DPN - Service Cluster 1 - Common Interest Projects and Strategic initiatives

The Core set of services to be provided by the TS:

1. Identifying the funding opportunities available through the competitive programmes of the EU under the current Multiannual Financial Perspective (2014-2020) as well as under the next one, that are matching the DPN's themes and areas of interest (see below) and studying the Work Programmes of relevant EU funding Programmes and identifying Open Calls for proposals:
 - Good port governance, sustainable port development & operations,
 - Environment, renewable energy, climate change mitigation,
 - Port digitalisation, RTD & Innovation,
 - Ports' connectivity & logistics,

- Port training & education.
2. Common interest projects identification including consultation with the DPN Advisory Board, coordination with and 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;
 3. Looking into the possibility of forming a European Economic Interest Grouping (EEIG). An EEIG enjoys several advantages including 'legal capacity' - the right to enter into contracts and thus apply for EU funding. To this end, the TS will look into the possibility of establishing the DPN as an EEIG and serve as the dedicated legal structure for EU funded Common Interest Projects implementing;
 4. Overall project portfolio management, including financial management, reporting, engagement with the donor or funding agency etc.;
 5. Coordinate projects implementation with project partners and key stakeholders;
 6. Monitoring port technology & business trends.

3.3.2.2 Service Cluster 2: Port Policy & Network Awareness Activities



Figure 4DPN - Service Cluster 2. Port Policy & Network Awareness

The Core set of services to be provided by the TS:

1. 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;
2. Forging Cooperation, strategic alliances & partnerships with key stakeholders to the benefit of the network;
3. Facilitating and/hosting meetings with policy and/or decision makers at EU and national level on topics of interest to the DPN;
4. 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;
5. Assist DPN Partners organisation in their lobbying efforts;
6. 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;
7. 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;
8. Representing the DPN in thematic events (speaking engagements) and contributing to external events & initiatives.

3.3.2.3 Service Cluster 3: Network Collaboration & Support



Figure 5: DPN Service Cluster 3 - Network Collaboration & support

The Core set of services to be provided by the TS:

1. Facilitate knowledge creation and transfer through the DPN Website & newsletter: on-line communication & dissemination tools informing about the DPN activities and updating on the newest developments;
2. Organizing thematic events (study visits, workshops etc.) Knowledge transfer and matchmaking events;
3. Policy support, including development and distribution of briefings and relevant studies.

4 Danube Ports Network Financial Model

4.1.1 Pilot operation phase

The project DAPhNE has provided finance for the first year of the pilot operations of the network covering 1st of July 2018 till 30th of June 2019. Since Pro Danube International (PDI) has functioned as the hosting organization of the Technical Secretariat, it has made available financial resources for staff costs which equalled approximately 2.000 working hours of an experienced expert together with a small travel budget. In addition, Pro Danube Romania had provided a small external expertise budget to support the Technical Secretariat with the creation of the DPN web-services. Beyond the DAPhNE budget provisions PDI has been providing in kind support through office space and free access to its corporate services.

4.1.2 Start-up phase financial model

Danube Ports Network would continue and further consolidate its activities after the completion of the DAPhNE Project. As of July 2019, the DPN will exit the “DAPhNE Project” environment (pilot operation stage) -- which ensured a well-structured and predictable management and overall financial framework, and move into a new stage of organisational development (start-up phase) -- much characterised by a challenging business environment due to lack of operating reserve – i.e. financial resources to cover the transition period of the DPN from the pilot operation phase into the next phase, and by the lack of guaranteed revenues i.e. constant, sufficient and flexible financial resources year after year to support DPN’s mission and objectives.

Indeed, the lack of constant and sufficient financial resources (which only could have been secured by fixed annual membership fees of the network members) will certainly add to the DPN’s challenges, and in particular bring pressure on the Technical Secretariat to derive revenues from its services and activities quite early in the start-up phase.

However, given the DPN’s not-for-profit character, the TS will not target financial outcomes, but try to rise constant and sufficient revenues to pursue the DPN’s objectives and ensure full

operational costs coverage (not only direct and indirect operating expenses but also the full cost of running the DPN).

In the face of this challenging business environment, DPN will try to introduce more innovation i.e. develop its market niche through innovative activities and services which shall offer value to the DPN Partners. Through the provision of dedicated services, the DPN will render itself specific, distinctive and relevant to the port community in the Danube Region and beyond.

Against this background, the start-up phase in the DPN life-cycle will be characterised by the ability of the DPN and its Technical Secretariat to adapt to the new and more complex business environment, manage uncertainty and render innovation.

The current DPN Business Model is based on the following assumptions:

1. The willingness of relevant DPN partners and stakeholders to contribute to the financing of the Technical Secretariat's activities and thus cover a large amount of the costs of running the DPN during the transition period from the pilot operation phase into the next phase, and thus ensuring a smooth transition into the start-up phase.

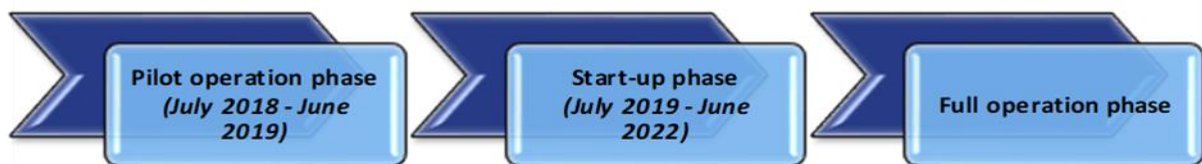


Figure 6 DPN development stages

2. The ability of the DPN to derive timely revenues through the provision of key services of its TS: (1) Common interest projects initiation, facilitation and coordination, and (2) the organisation of DPN thematic events & awareness activities.

3. A European Economic Interest Grouping (EEIG)¹ in line with the provisions of Council Regulation (EEC) No 2137/85 of 25 July 1985 on the European Economic Interest Grouping (EEIG) shall be pursued by DPN Partner organisation when needed to apply for funding for developing Common Interest Projects.
4. The ability of the Pro Danube International (PDI) to host, coordinate and staff the Technical Secretariat in the DPN's next development stage, and thus continue to provide in kind support through office space and free access to its corporate services.

4.1.2.1 Projecting the revenue streams

The following streams of revenue were projected for the DPN start-up phase (July 2019 – June 2022):

DANUBE PORTS NETWORK

ESTIMATED INCOME AND EXPENDITURES STATEMENT For the Years 2019, 2020, 2021, 2022

[Beginning of the financial Years July 1 and Ending June 30]

ESTIMATED REVENUE STREAMS	2019-20	2020-21	2021-22
I. Corporate sponsorship & donations	45,000.00	45,000.00	45,000.00
II. DPN Services Revenues			
1. Common interest projects initiation, facilitation and coordination (consultancy fees, management fees etc.)	25,000.00	30,000.00	35,000.00
2. DPN thematic events & awareness activities organisation (events registration fees, event sponsorship and other fees etc.)	15,000.00	20,000.00	25,000.00
III. Revenues from public funding			
IV. Other revenues			
TOTAL REVENUES (A)	85,000.00	95,000.00	105,000.00

Figure 1 DPN Estimated revenue streams (July 2019 – June 2022)

¹ A European Economic Interest Grouping is a legal instrument, under Community law, which facilitates transnational cooperation between firms established in different Member States. It allows a number of companies to interlink certain of their activities but retain their legal and economic independence. As such, an EEIG may have easier and less costly access to credit than a consortium, and it can also deal with financial institutions as a single entity.

1. Corporate sponsorship & donations

DPN is going to pursue both sponsorship and donations from the Network's partners and other key stakeholders willing to assist the DPN's mission and objectives. Accordingly, the DPN will be required to enter into corporate sponsorship or similar arrangements which provide financial support. Organisations which desire to become a corporate sponsor of the DPN and to provide financial support to and support the DPN's activities will be invited to conclude a Corporate Sponsorship Agreement with the TS. It could make a sponsorship payment in the amount and on the schedule agreed upon with the DPN TS. DPN TS will need to acknowledge the sponsorship. Also, any other return benefits expected by the Sponsor will need to be stipulated in the agreement.

2. DPN Services Revenues

Project definition & grant application writing and submission – consultancy fee

DPN Technical Secretariat shall provide expert advice & consultancy for Common Projects concepts definition, search & identification of relevant funding programmes, project partners selection and consortia set-up, as well as for the grant application writing and submission (see Service Cluster 1). Accordingly, consultancy fees shall be charged as defined in the DPN Income and Expenditures Statement -- Item II.1 Common interest projects initiation, facilitation and coordination (consultancy fees).

Common Interest Projects Management Services - management fees

Such management fees will be derived through project management services rendered by the DPN Technical Secretariat for successful common interest projects. Accordingly, management fees shall be charged as a defined percentage from the offered grant as defined in the DPN Income and Expenditures Statement -- Item II.1 Common interest projects initiation, facilitation and coordination (management fees etc.).

DPN thematic events & awareness activities organisation (events registration fees, event sponsorship and other fees etc.)

The core set of services to be provided by the DPN TS are the thematic events 'concept design, planning and execution. Accordingly, participation fees for such events organized by the network and under the coordination of its Technical Secretariat shall be charged to the participants. In addition, under this revenue line the sponsorship of DPN thematic events by DPN Partners will be included. Also, sponsorship fees of partners for information services such as brochures, leaflets, web-services, statistics reports, etc..

3. European funding schemes

Revenues generated by the participation of the DPN TS in EU funded projects contributing to the DPN services portfolio could be allocated to partially cover DPN direct or indirect costs.

4.1.2.2 Estimating the expenditures

The following DPN expenses were identified for the start-up phase (July 2019 – June 2022):

ESTIMATED EXPENDITURES			
1. DPN Technical Secretariat Staff Costs	63,700.00	72,800.00	78,000.00
2. External Expertise & Knowledge Creation	5,500.00	6,000.00	8,500.00
3. Travel and accomodation	4,720.00	5,092.00	5,500.00
4. Marketing, advertising & PR	5,500.00	5,500.00	5,500.00
5. DPN Web hosting , domain & services	550.00	650.00	750.00
6. Office rent	0.00	0.00	0.00
7. Office supplies & Expenses	3,100.00	3,200.00	3,000.00
8. Misc. Expenses	1,000.00	1,500.00	3,000.00
TOTAL EXPENDITURES (B)	84,070.00	94,742.00	104,250.00

Figure 7: DPN Estimated expenses (July 2019 -June 2022)

1. DPN Technical Secretariat Staff Costs

The above estimates assume the costs of personnel (1 staff member) working for the DPN Technical Secretariat at the HQ under a full-time employment contract concluded with the host organisation (PDI). The staff assigned to the DPN will be involved in carrying out and coordinating the DPN TS activities and services. Additional support staff will be contracted to support the rollout of DPN services depending on the expertise needed and provided project – based budget is available.

2. External Expertise & Knowledge Creation

The above estimates assume the buying of goods and /or services in order to carry out specialised tasks or create special knowledge to support the DPN activities (i.e. legal consultancy, production of legal documents, certain studies, informatics support, accountancy, catering, etc.).

3. Travel, accommodation and subsistence allowances

These are costs estimated to be incurred with three to five dedicated business travels per year undertaken by the TS staff for work purposes on behalf of the Danube Ports Network i.e. strategic meetings with key stakeholders, relevant thematic conferences organised by EU Executive Agencies, etc. In addition, DPN meetings and events travel (related to the DPN business only i.e. Advisory Board Meetings, regular dialogue workshops and 1 Plenary Forum Meeting per year).

4. Marketing, advertising & PR

Costs incurred with the rolling out of DPN promotion activities meant to boost public awareness of its services, including DPN events organisation and the production of related publications were the text was written by the DPN-TS. The above estimates assume that DPN TS will outsource some of the work related to advertising, publicity and promotional materials design and production.

5. DPN Web hosting, domain & services

The above estimates assume that DPN TS will outsource minor work related to the DPN website, such as domain hosting and technical, security, maintenance aspects.

6. Office rent

It is assumed that the PDI will continue to provide in kind support through office space and free access to its corporate services.

7. Stationary & Office Expenses

The above estimates assume the expenses incurred with office supplies (e.g. printing paper, envelopes, labels, etc.), postage or delivery costs, costs for utilities (e.g. electricity, water, telecommunication).

4.1.2.3 Non-financial resources

DPN also needs non-financial resources in order to work effectively and achieve its objectives. The following in-kind contributions are expected to be contributed by DPN Partner Organisations:

- **Skills and expertise** (e.g., leadership, administration, project management, law, public policy advocacy, communication & PR, content marketing, DPN web management, events hosting etc.).
- **Data and information** (e.g. statistical data, information about ports, cargo flows, market & technological trends etc.).
- **Connections to political decision-makers** at national, regional and EU level, governmental agencies, funding organizations.
- **Influence and ability to bring new partners.**

5 Annexes

5.1 Annex I – Profile Danube Ports

The Danube Region extends over 14 countries, nine of which are EU Member States. As shown in the Danube Region Strategy, although the countries are different in terms of economic strength, the region is strongly interlinked, with potential for further integration and growth. The Danube region hosts the world’s most international river, which is a major transport axis, a crucial interconnected hydrological basin, and a world-renowned ecological corridor. Thus, the region is connected through both opportunities and challenges.



Figure 8: Danube Region (Source: <http://ec.europa.eu>)

The policies of the countries are interdependent, however they can all benefit greatly from improved cooperation in, for example, completing missing transport links, reducing pollution and danger from floods, lowering dependency on energy providers from outside the region, and addressing demographic change or the brain drain.

The Danube ports represent the engines of the economy in the area where they are located, as well as important transport nodes, which contribute to the connectivity of the entire basin

Ukraine

There are three relevant ports on the Danube River in Ukraine, all located in the north part of Danube Delta and administrated by the Ukrainian Sea Ports Authority. There is one more port, port of Kiliya, located at Km 1366 n left bank of Danube’s arm, with the same name, with local economic importance, specialised in handling of dry and break bulk.

Port of Ust - Danube –is a sea port located in the north part of the Danube Delta (connected to the Danube River through Prirva River) used for transhipment of cargoes from sea vessels on the river vessels for further transportation on Danube.

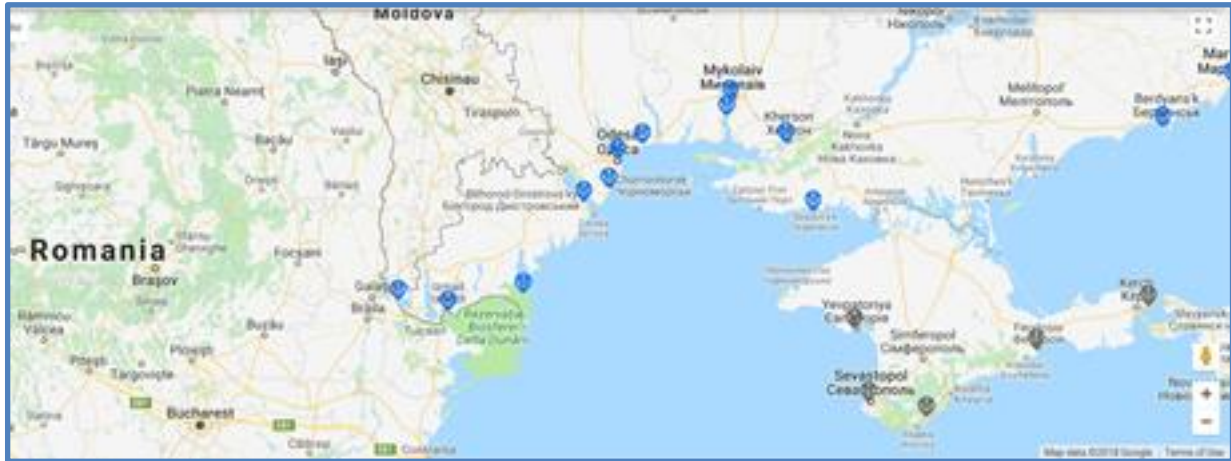


Figure 9: Ports in Ukraine (Source:<http://investinports.com/en/>)

Port of Izmail –is located on the left bank on Kiliya mouth of the Danube at Km 85 being one of the most modern and highly mechanised ports on the Danube River, having an area of 107,5 hectares and 24 berths in length of 2618 m.

Port of Reni –is located on the left bank of the Danube between Km 123.6 and Km 128.3 covering a total area of 940,000 m² and a length of quay of 3927 m.

Moldova

Moldova has a very limited shore on the Danube River (450 m), and for this reason only one port – the Port of Giurgiulesti—has been developed, in the vicinity of the Romanian port of Galati and the Ukrainian border in east side.



Figure 10: Port of Giurgiulesti, Moldova (Source: www.gjfp.md)

Giurgiulesti International Free Port – is located on the left bank of Danube at Km 133.8, covering an area of 1,200,000 m² is in continuous development due to the link to the maritime sector of the Danube, becoming a logistic hub for the region. The entire territory of the port has a status of a free economic zone until 2030.

Romania



Figure 11: Danube Ports in Romania (Source: www.ria.org.ro)

Port of Constanța – administrated by the National Company Maritime Ports Administration Constanta S.A, the sea port is located on the Western coast of the Black Sea and connected with the Danube River through the Danube-Black Sea Canal.

The Port of Constanta contains 33 terminals and 156 berths, uses a surface of 39,260,000 m² and performs an annual (maritime and inland water) throughput of 60 mil. tons, but the capacity for turnover is 120 mil. Tons, this can be achieved by all types of transport - road, railway and air.

Port of Galați – administrated by the National Company “Maritime Danube Ports Administration” Galati S.A, is the largest Romanian river-sea port, located on the left bank of the Danube river, between Km 157 and Km 144.

The Port of Galati includes a total surface of 864,131 m², having 4 terminals and 56 berths with 28.4 mil. Tons capacity for cargo turnover.

Port of Brăila – administrated by the National Company “Maritime Danube Ports Administration” – Galati, is the second river-sea port of the Danube, situated 19.2 km from Galati, between Km 167 and Km 175.

The Port of Braila, has one terminal and 25 berths on a total surface of 398,630 m², which allows 2.8 mil. Tons capacity for cargo turnover.

Port of Tulcea – administrated by the National Company “Maritime Danube Ports Administration” – Galati, is one of the largest and most important Romanian river ports situated on the right bank of the Danube, between km 70.0 and km 73.5 including the Industrial and Commercial sectors.

The Port of Tulcea has one terminal and 41 berths on a total surface of 82,762 m², with 1.99 mil. Tons capacity for cargo turnover.

Port of Giurgiu – administrated by the National Company “Administration of Danube River Ports” – Giurgiu, is located on the left bank of the Danube at km 489-497. The port is considered to be the port of the TEN-T central network and it is located at the intersection of the Danube River and Corridor IX, which is on the north-south route between the Baltic countries and Bulgaria, Greece and Turkey.

The Port of Giurgiu has one terminal and 23 berths, on a total surface of 393,035 m², with 2.5 mil. Tons capacity for cargo turnover.

Port of Drobeta-Turnu Severin - administrated by the National Company “Administration of Danube River Ports” – Giurgiu, is located on the left bank of the Danube at km 927-934 near the water storage Hydroelectric and Navigation Complex Portile de Fier 2.

The Port of Drobeta-Turnu Severin has two terminals and 7 berths, on a total surface of 137,592 m², with 0.5 mil. Tons capacity for cargo turnover.

Bulgaria

In Bulgaria there are two relevant Danube Ports, administrated by the Bulgarian Ports Infrastructure Company, through Branches -Territorial Directorates, as follows:

Port of Ruse – administrated by Branch -Territorial Directorate Ruse, includes terminals of ports of national importance, grouped as follows:

- (1) Port terminals Ruse – 3 terminals and 29 berths, on a total surface of 242,800 m², with 4.5 mil. Tons capacity for cargo turnover.
- (2) Port terminal Silistra – one terminal with 3 berths designed for passengers.
- (3) Port terminal Tutrakan – one terminal with two berths, on a total surface of 2,500 m² and 100,000 tons capacity for cargo turnover.
- (4) Port terminal Shishtov – one terminal with 8 berths, on a total surface of 22,800 m² and 1 mil. Tons capacity for cargo turnover.
- (5) Port terminal Somovit – one terminal and 3 berths, on a total surface of 11,875 m² and 500, 000 tons capacity for cargo turnover.
- (6) Port terminal Nikopol – one terminal designated for ro-ro and ferry services.



Figure 12: Danube ports in Bulgaria

Port of Lom – administrated by Branch -Territorial Directorate Lom, includes terminals of ports of national importance, grouped as follows:

- (1) Port terminals Lom – one terminal and 13 berths, on a total surface of 64,343 m², with 2.5 mil. tons capacity for cargo turnover.
- (2) Port terminal Oryahovo – one terminal with 3 berths on a total surface of 5,362 m², with 0.5 mil. tons capacity for cargo turnover.
- (3) Port terminal Vidin – 4 terminals with 10 berths on a total surface of 28,000 m², with 0.8 mil. tons capacity for cargo turnover.

Serbia

There are nine Serbian ports opened for international traffic and all are owned by the Republic of Serbia. The Danube ports have a relatively poor infrastructure and outdated superstructure affecting the efficiency of cargo handling and the multimodal traffic is at a low level.

Port of Prahovo –is located on the right bank of the Danube at Km 861, covering an area of 70,473 m², has a quay of 560 m long, indoor storage spaces of 2,000 m², outdoor storage spaces of 6,000 m² and has rail connexion with the national railway network. The main cargos handled in the port are: dry bulk, break bulk and liquid bulk through a small facility. The volumes of handling operations in the port of Prahovo was up to 350,000 tons per year. (until 2015 - <http://www.aul.gov.rs/folder/strategy.pdf>)

Port of Smederevo –is located on the right bank of the Danube at Km 1111, known as New Port, with five mooring places for simultaneous accommodation of ships along a 572 m of quay. The volumes of cargo were up to 4 mil. tons of raw materials and finished products of steels (output of Steel Plant). There is an advanced plan for expansion of the bulk and general cargo terminal at the port of Smederevo including also a container terminal.

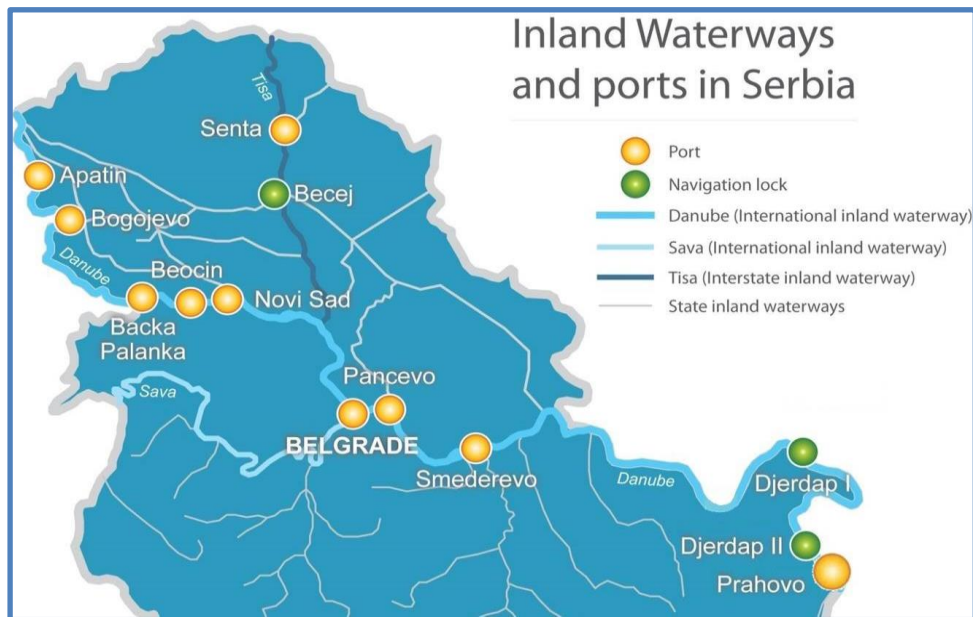


Figure 13: 6 Danube ports in Serbia (Source: www.aul.gov.rs)

Port of Pancevo –is located on the left bank of the Danube at Km 1153, and is one of the most developed ports in Republic of Serbia with respect to its infrastructure and handling operations. The port covers an area of 21 hectares and has a vertical quay of 860m in length, able for nine mooring places simultaneously.

The port of Pancevo has 40,000 m² of closed spaces and 100,000 m² of open storage area and the annual volume of cargo handled was up to 800,000 tons of grains, metal products and scrap irons.

Port of Belgrade –is located on the right bank of the Danube at Km 1168, with a water area of 11 hectares and a length of quay of 940m. There is one public storage which has 200,000 m² of indoor and 600,000 m² of outdoor storage facilities and one container terminal.

Port of Novi Sad –is located on the left bank of the Danube at Km 1254, at the entrance of the Danube-Tisza-Danube Canal (DTD Canal).

Port of Backa Palanka –is located on the left bank of the Danube at Km 1295 and is a basin type port with a water area of 5.2 hectares and 322 m length of the quay meaning three mooring places for simultaneous accommodation of vessels.

Port of Bogojevo –is located on the left bank of the Danube at Km 1366 and is an open-type port with a quay length of 167. The port is equipped with a silo of 30,000 tons and a closed space storing place of 7,500 m².

Port of Apatin –is located on the left bank of the Danube at Km 1401 and is a canal-type port with an area of 1 hectare and a quay in length of 240 m. The port is not connected to railway network and there are only open spaces for storing with an area of 25,000 m².

The commodities usually handled in the port of Apatin are only bulk - sand, gravel and grains – due to existing operating facility.

Hungary

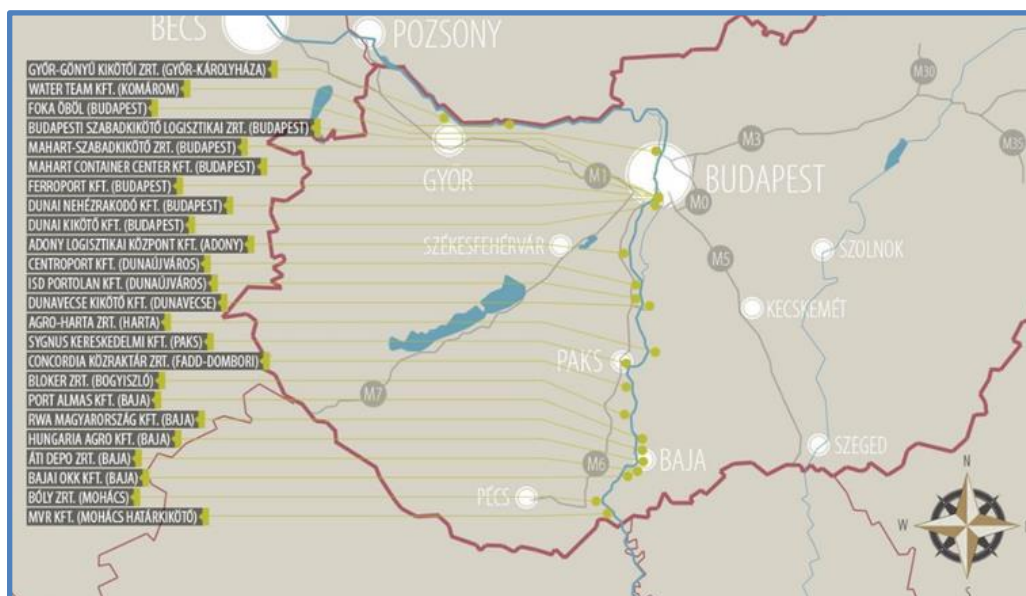


Figure 14: Danube ports in Hungary

In Hungary there are 11 relevant Danube Ports of which 8 are privately owned and the most important in terms of traffic values are as follows:

Port of Mohács – administrated by BÓLY ZRT. is the largest port in southern border region, on the right bank of the Danube, at Km 1450 and includes 2 terminals with a loading capacity of 350,000 tons per year.

Port of Baja – considered to be the second most important Hungarian port of the Main-Rhein-Danube waterway system, is composed of:

- (1) Public Port of Baja on the left bank of the Danube between Km 1479 and Km 1480, having 9 terminals (one Green Terminal) and an annual turnover capacity of 2 mil. tons.
- (2) 4 private ports that operate 4 terminals with an annual turnover capacity of 900,000 tons. There are 4 more Danube private ports between Baja and Dunaújváros consist of 6 terminals with a loading capacity of 1.6 mil. tons, exclusive bulk cargo.

Port of Dunaújváros – is the biggest port in the country regarding its annual turnover, with 8 terminals operated by two private companies and a loading capacity of 3,500,000 tons per year.

Port of Adony – is located in Central Hungary on the right bank of Danube at Km 1597-1598, and benefits from multiple transportation links and one of the largest warehousing facilities in CEE, with a 550K t bulk storage capacity. The port consists of 3 terminals and a loading capacity of 600,000 tons per year.

Port of Budapest – is located between Km 1639 and Km 1652 and is a group of 7 ports, both private and operated by a state-owned company (Mahart-Freeport Ltd).

The ports in this group through the 12 terminals ensure the transshipment of a large variety of goods – heavy cargo, bulk, bundled, containers - with an annual total capacity of over 2,800,000 tons.

Port of Győr – is located at Km 1794, being the greatest intermodal logistic centre of the West Transdanubia region providing possibilities of cargo transportation by river, road, rail and air. The harbour is directly connected to European Highway E60 leading from Brest to Constanta, and to Highway System E75 Helsinki-Athens and Ystad-Rijeka.

The Port of Győr has 4 terminals which ensures the operation of various types of cargo – bulk, ro-ro, special seized and weighted goods – with a loading capacity of 500,000 tons per year.

Slovakia



Figure 15: Port of Bratislava (left) and Komarno (right)

The navigable waterway of Slovakia on Danube consist of 172 km and there are two relevant ports, both public ports, Bratislava and Komárno,.

Port of Komarno –is located on the left bank of Danube between Km 1770 and Km 1762, at the end of confluence with the Váh river, covering an area of 20 hectares. Komarno is a public port built for bulk materials transshipment having 26,000 m² of unsheltered storage, 6,600 m² sheltered storage and a warehouse of 1700 m². The development possibilities of the port are limited due the proximity of the Komarno city.

Port of Bratislava –is the most important port of Slovakia, located on left bank of Danube between Km 1871 and Km 1862, with an area of 1,431,586 m² and is divided in three parts:

- (1) The Winter Port with two pools, which is the old port, in the proximity of the city,
- (2) „Lodenica” which is the vessel repair facility,
- (3) The newest port (Palenisko), with transshipment and services berths including mineral oil loading/unloading facilities, has a quay of 1,400 m equipped as multimodal terminal and general cargo warehouse but also ro-ro and heavy cargo terminal.

The port of Bratislava has sheltered storing surfaces of 25,000 m² and unsheltered storing surfaces of 75,000 m² and also a container terminal with an area of 15,000 m² but limited in expansion due geographical terms.

Croatia



Figure 16: Port of Vukovar

Port of Vukovar – is the single Croatian cargo port on Danube River, located at Km 1335 on right bank and stretches over a surface of 26 ha and total length of the operational coastline is 450 meters. The port has 3 terminals with cargo operating capacity of 2 mil. tons per year but the current traffic reach only 250,000 – 300,000 tons per year.

Austria



Figure 17: Port of Vienna

The Danube river flows eastward for 350 kilometres across the north of Austria, which counts up to 50 % of the Upper Danube. There are four important ports as follows:

Port of Vienna – is located between Km 1917 and Km 1920, covers a total area of 350 ha and contains five thousand meters of quays, being the largest port on the Danube in Eastern Europe and the largest trimodal logistics centre in Austria.

The port of Vienna has 6 terminals and 80 berths in three cargo locations:

- (1) Port of Freudenu, Austria's largest free port, has an area of 1.4 mil m² on which there are container, car and ro-ro terminals.
- (2) Port of Albern covers an area of 780,000 m² and is the terminal for building materials, grains and other agricultural products.
- (3) Port of Lobau with an area of 750,000 m² contains terminals for handling and storing of mineral products.

Port of Krems – is located between Km 1998 on left bank of Danube river covers a total area of 483,581 m² with a total length of the quay wall of 1,560 m.

The cargo types handled in the port are: dry bulk, containers, break bulk, high and heavy cargo.

Port of Enns – is located at the border between federal states of Upper Austria and Lower Austria at Km 2112 in the largest connected industrial area on the upper Danube. The port area is divided in a private area of 242 ha and an area of 110 ha owned by the port authorities.

The port has 7 terminals and 16 berths capable of transiting different kinds of cargo, such as grains and agricultural products, high and heavy cargo, LPG, iron, steel and containers, the volume of goods handled being about 678,000 tons of cargo and 314,000 TEUs containerised goods.

Port of Linz – is the largest port on the upper Danube, between Km 2124 and Km 2128 on the right bank of Danube. There are three important terminals in the port of Linz, most of cargo being transhipped in the private port of voestalpine (about 3.3 mil. tons) using a surface of 168,000 m², the other two terminals - Linz Service GmbH and Felbermayr - focusing on containers, petroleum products refined, ro-ro and heavy cargo, using 1.5 mil m² for storing and handling.

Germany

In Germany there are five relevant Danube ports, with very good connectivity and very well developed of handling and logistic facilities.

Port of Passau – is located on the left bank of the Danube at Km 2232, and has a quayside facility of 650 metres in length and uses an area of 1.3 hectares.

The port includes storage capacities of 77.000 m² opened and 5,125 m² covered, equipment for handling of heavy cargo, bulk or ro-ro cargo, and the reported quantity of cargo handled in 2017 was 317,617 tonnes.

Port of Deggendorf – is located on the left bank of the Danube at Km 2283, covers an area of 550,000 m² and 1500 m quay length and has very good connection with all the ways of transport.

The port of Deggendorf is divided in three sections:

- (1) The mineral oil terminal with 14 tanks of 25,800 m³ and loading/unloading facilities,
- (2) The general port with storage area of 17,000 m² and handling equipment for heavy and dangerous goods, ro-ro, bulk and containers,
- (3) The old free port has a handling area of 7,000 m² and facilities for transshipment of bulk and break cargo.

Port of Straubing-Sand – is located on the right bank of the Danube at Km 2313 is a basin type port covering an area of 220 hectares, with 1,050 m of quay. The annual cargo traffic on the vessel in the port of Straubing was reached 800,000 tons in 2017 but the total quantity manipulated in the whole port area was 4 mil. tonnes, most of the cargo handled was via road, 2.8 mil tons and the rest used the railway.

The port has a trimodal cargo terminal and the facilities are suitable for heavy cargo, bulk, ro-ro and break bulk.

Port of Regensburg – is located on the left bank of the Danube at Km 2373 is the main port of east Bavaria, covering 185 hectares and very good connections with the international rail and roads network. The freight volumes in 2017 was about 1.5 mil tons of goods handled on inland waterways in the port of Regensburg. The length of quay is 5,200 m and the storage capacities are 283,000 m² of opened spaces, 157,000 m² in deposits, 251,000 m³ in silos, 80,000 m³ tanks and 52,000 m³ of cooled spaces. There is one container terminal, one ro-ro ramp, one rolling road terminal and one terminal with oil loading facilities. Break bulk and heavy cargo can be handled in many parts of the port (West Port and East Port).



Figure 18: Port of Regensburg

Port of Kelheim – is located on the right bank of the Danube at Km 2411 and port area cover 85 hectares.

The port has a quay of 1200 m, ro-ro ramp, 80,000 m² of open spaces, 400,000 m² for cars depositing and 45,000 m² general cargo deposits. The annual turnover reported for ship handling was 383,200 tons and the main types of cargo are dry bulk, break bulk and ro-ro cargo.

5.2 Annex II – DAPhNE Project Port Partner Organisations

COUNTRY	PORT	CONTACT PERSON	CONTACT DETAILS
AUSTRIA	Ennshafen OÖ GmbH	Mr. Auer Werner Ms. K. Kaizinger	w.auer@ennshafen.at k.kainzinger@ennshafen.at
	Port of Vienna	Mr. Lehr Friedrich Mr. Peter Rojko Mr. Marian Timler	Lehr@hafenwien.com rojko@hafenwien.com Timler@hafenwien.com
	Container Terminal Enns	Mr. Otto Hawlicek	otto.hawlicek@ct-enns.at
BULGARIA	Bulgarian Ports Infrastructure Company (BOICo)	Mr. Hristov Stoyan Mr. Vasil Hadzhiev	s.hristov@bgports.bg v.hadzhiev@bgports.bg
ROMANIA	National Company Maritime Danube Ports Administration Galati	Mr. Georgel Botea Mrs. Luminita Meterna	directorgeneral@apdmgalati.ro daphne@apdmgalati.ro
	National Company Maritime Ports Administration SA Constanta	Mr. Dan Tivilichi Ms. Andra Opreanu	dtivilichi@constantza-port.ro aopreanu@constantza-port.ro
CROATIA	Public Institution Port Authority Vukovar	Ms. Iva Horvat Mr. Miroslav Madjarac	iva.horvat@luv.hr miroslav.madjarac@port-authority-vukovar.hr

HUNGARIA	Hungarian Federation of Danube Ports (HFIP)	Mr. Bela Szalma Ms. Thury Mónika	elnok@hfip.hu popeiproject@gmail.com
SLOVAKIA	Public Ports jsc	Mr. Tomas Cervenak Mr. Martin Kontúr	tomas.cervenak@vpas.sk martin.kontur@vpas.sk
SERBIA	Port Governance Agency (PGA)	Mr. Vuk Perovic Mr. Srda Ljesevic	daphne@aul.gov.rs
MOLDOVA	Giurgiulesti International Free Port ICS Danube Logistics SRL	Ms. Ala Aydov	a.aydov@danlog.md
UKRAINE	State Enterprise Ukrainian Sea Ports Authority	Mr. Maksim Shonin	maksim.shonin@uspa.gov.ua

5.3 Annex III – Estimated Income and Expenditure Statement

DANUBE PORTS NETWORK		ESTIMATED INCOME AND EXPENDITURES STATEMENT		
		<i>For the Years 2019, 2020, 2021, 2022</i>		
		eginning of the financial Years July 1 and Ending June 30]		
ESTIMATED REVENUE STREAMS		2019-20	2020-21	2021-22
I. Corporate sponsorship & donations		45.000,00	45.000,00	45.000,00
II. DPN Services Revenues				
<i>coordination (consultancy fees, management fees etc.)</i>		25.000,00	30.000,00	35.000,00
<i>2. DPN thematic events & awareness activities organisation (events registration fees, event sponsorship and other fees etc.)</i>		15.000,00	20.000,00	25.000,00
III. Revenues from public funding				
IV. Other revenues				
TOTAL REVENUES (A)		85.000,00	95.000,00	105.000,00
ESTIMATED EXPENDITURES				
1. DPN Technical Secretariat Staff Costs		63.700,00	72.800,00	78.000,00
2. External Expertise & Knowledge Creation		5.500,00	6.000,00	8.500,00
3. Travel and accomodation		4.720,00	5.092,00	5.500,00
4. Marketing, advertising & PR		5.500,00	5.500,00	5.500,00
5. DPN Web hosting , domain & services		550,00	650,00	750,00
6. Office rent		0,00	0,00	0,00
7. Office supplies & Expenses		3.100,00	3.200,00	3.000,00
8. Misc. Expenses		1.000,00	1.500,00	3.000,00
TOTAL EXPENDITURES (B)		84.070,00	94.742,00	104.250,00
A-B		930,00	258,00	750,00