



European Union  
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**Pons Danubii European Grouping of Territorial  
Cooperation  
SIG Roadmap**



pons danubii

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*Sharing solutions for better regional policies*

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## 1.0 Introduction

The overall objective of the SWARE (Sustainable heritage management of WATERway REgions) project is to foster integrated management of natural and cultural heritage within inland waterway regions by improving the partner regions' related policy instruments in order to create a better balance between the protection and sustainable exploitation of the natural resources and the built heritage sites.

The project's content activities are subdivided into 4 main sub-activities: 1) Stakeholder & institutional learning; 2) Analysis; 3) Good practice transfer; and 4) Action Planning.

### 1.1 Goal of Institutional/Stakeholder Involvement in SWARE Project

The project's goal can be achieved through developing coordinated regional management structures addressing protection, development, valorisation and promotion of the cultural and natural assets in a holistic and sustainable manner. A common vision on sustainable development combining environmental and economic benefits needs the involvement of all relevant stakeholders into decision-making processes which calls for the establishment of integrated multi-level and participatory governance schemes and frameworks, which is a first sub-objective of SWARE. Co-creation of joint development strategies and actions of waterway regions requires horizontal and vertical, as well as cross-sectoral cooperation between public authorities, local communities and private players particularly amongst the actors within the heritage protection schemes and the leisure industry.

### 1.2 Key Points regarding the SWARE project's Institutional/Stakeholder Involvement

- Main Purpose is to ensure individual, organisational and stakeholder interaction, learning and knowledge transfer is achieved from the activities of the project;
- Focused both at the level of the internal organisation and the external stakeholder environment;
- Institutional/Stakeholder Involvement is an ongoing activity throughout Phase 1 of the project, from semester 1 to 5;

- Stakeholder involvement critical to success of project;
- Incremental intensity of engagement as the project proceeds;
- A key element is establishment by each partner of a Stakeholder & Institutional Learning Group (SIG);
- The SIG will achieve bottom-up involvement of relevant external stakeholders and relevant internal organisational personnel;
- In establishing the SIG, and if possible, use or adapt an existing network or group operating in the region.

## 2.0 Pons Danubii EGTC's SIG Roadmap

This Roadmap provides an outline of how Pons Danubii EGTC will operate the SIG throughout the project lifetime and beyond. This Roadmap is based upon the Roadmap Methodology for Institutional/Stakeholder Involvement developed for the SWARE project.

### 2.1 Goals & Main Tasks for Institutional/Stakeholder Involvement

The SWARE project is based on a holistic approach, which takes into consideration the physical, economic and social dimensions of waterways heritage. The participative approach – the development of strong partnerships between public bodies, the private sector and civil society (including citizens and inhabitants) – is recognized as a cornerstone of efficient policy development. SWARE SIGs translate these principles into concrete local dynamics that aim to foster a shared ownership and understanding of the process. A key element of the process is to nurture the talent of stakeholders and build their capacities, so they can actively get involved in delivering participative policy making and co-creation of integrated action plans at a local level.

Objectives of the SIG include:

- To investigate issues from different perspectives;
- To collect and share ideas and good practices;
- To assist decision making;
- To better understand local needs and circumstances;
- To better understand and monitor community perceptions and attitudes;
- To establish more open communication and build trust;
- To ensure the sustainability of results.

The SIG ensures the viability and the feasibility of the action plans at local level and the Group will be a measure of the sustainability of results in the long term, after the end of the project. The responsibility of these groups is to ensure that the impact of the transnational exchange of practical experience between the SWARE partners is spread to the largest possible extent. The main task of the SIG is to gather all stakeholders who can actively contribute to the elaboration of the action plan and involve them in the activities of the project.

### 2.2 Key Principles for Institutional/Stakeholder Involvement

Pons Danubii EGTC will operate the SIG on the following key principles:

- Ensure individual, organisational and stakeholder interaction, learning and knowledge transfer is achieved from the activities of the project;
- Focused both at the level of the internal organisation (including staff and member municipalities of the Pons Danubii EGTC) and the external stakeholder environment;

- Stakeholder involvement critical to success of project – it is an ongoing activity throughout the project lifetime;
- The SIG will achieve bottom-up involvement of relevant external stakeholders and relevant internal organisational personnel and member municipalities;
- The composition of the SIG depends on local circumstances, policy challenges and desired outcomes;
- The composition of the Group may change during the project implementation;
- The SIG relies on local resources - use or adapt any existing network or group operating in the region;
- The SIG serves as an instrument to empower stakeholders through transnational exchange and local capacity building actions.

### 2.3 Composing the Stakeholder & Institutional Learning Group

The structure of the Pons Danubii EGTC SIG will be tailored to suit the specific context and circumstances; there is no ‘one-size-fits-all’ solution. Each SIG’s objectives, activities and composition depend not only on the policy issue, but the project activities, local needs and experience as well.

The SIG members’ expertise will cover the themes of the project. Pons Danubii EGTC will consider involving stakeholders from the following sectors in its SIG:

- Different departments of member municipalities of Pons Danubii EGTC both from Hungary and Slovakia
- Different tiers of government (county, regional, national) both from Hungary and Slovakia
- Management organisations of our policy instrument (Interreg V-A Slovakia-Hungary Cooperation Programme) including Managing Authority (Prime Minister’s Office in Hungary), National Authorities (Ministry of Agriculture and Rural Development of the Slovak Republic)
- Universities
- EGTC-s from the Slovak- Hungarian- border
- Civil sectors, NGOs; development agencies, Tourism Destination Management organizations, Community & Voluntary Organisations both from Hungary and Slovakia
- Business sectors, employers, public service providers both from Hungary and Slovakia

The list of stakeholders can be found in the Annex 1.

### 2.4 Operating the Stakeholder & Institutional Learning Group

Factors like trust, openness, and commitment play an important role in working with the stakeholders. Once engagement has been achieved, it is important to maintain that engagement by following certain actions that can support continued engagement. During the SIG activities, Pons Danubii EGTC will take into account the following factors:

Factor	Comment
Clarity	It is very important to clarify the objectives and goals of the engagement and evaluating the appropriateness of the techniques. Communication can play a great role in delivering the objectives or defining the challenge

	across the stakeholders at the same time acknowledging the differences in people's perceptions and stakeholder entity perspectives
Management of information	Stakeholders need to be persuaded of the benefits of sharing information. It may be necessary to present information in different ways, as the attitudes and the way the information is processed by the stakeholders should be taken into account. Information should be presented without using complex concepts and jargon.
Support and capacity development	The knowledge of stakeholders about the project varies, depending on the different levels of stakeholders' involvement. To make sure that stakeholders can contribute with ideas and visions to the discussions, each stakeholder needs to be worked with so that they are on the same level of understanding.
Transparency	Each stakeholder entity needs to be up-to-date on the actions and opinions through various channels. They need to be assured that their concerns, requests and expectations are addressed in a clear, open and transparent manner.
Trust-building	Letting the stakeholders know that every stakeholder's view is valued and respected in the process will give the assurance that their opinions are heard. This will build trust.

## 2.5 Workplan of Stakeholder & Institutional Learning Group

Pons Danubii EGTC will organise at least 9 SIG meetings and 3 synergy sessions throughout the project implementation phase.

### □ Semester 2

- 3 SIG meetings: Establish SIG in each region and host Opening SIG Meeting and 1st thematic meeting (based around regional analysis and regional "State of the Art"): Both in November, 2016
- "Synergy Session" of relevant staff and municipalities of the EGTC linked to "State of the Art": Estimated in December, 2016.

### Semester 3

- 2 SIG meetings (before/after the Inter-Regional Exchange Sessions);
- Most relevant stakeholders to participate in the 3 Inter-Regional Exchange Sessions;

### Semester 4

- 2 SIG Meetings (linking to action plan development);
- Synergy Session (to discuss GP transfer);

### □ Semester 5

- 2 SIG Meetings (focused on action plan and a Closing Meeting).

Timeframe: Semester 1 refers to April-September 2016; Semester 2 to the next 6-month period; and so forth for Semesters 3, 4 and 5.

## 2.6 How will Pons Danubii Manage Stakeholders

Developing participative approaches is challenging and requires time and energy. In a multi-stakeholder environment, there are always conflicting interests. These conflicts can be caused

by differences of underlying personal and organisational values which are conflicting by nature anyway. Therefore, Pons Danubii EGTC's SIG Coordinator will make herself aware of and understand the views of individual stakeholders and their relationship with each other.

## **2.7 How will Pons Danubii Organise meetings of Stakeholder & Institutional Learning Group**

SIG meetings should foster an environment where the conflicts are managed and all group members are committed to a set of common aims, goals and objectives.

Well managed meetings with clear objectives and good facilitation can keep the SIG on track and motivate stakeholders to participate fully. Pons Danubii EGTC will circulate an agenda at least a week ahead of time. The language of the SIG meetings and related documents is Hungarian, or Slovakian, or both. It depends on the mother tongue of participants. Invitations and agendas have to be send via e-mail on both languages.

Pons Danubii EGTC will allow space in the meeting agenda for information giving, but also plenty of time for stakeholders to speak and exchange views. Pons Danubii EGTC will think about the venue, light, fresh air, breaks, refreshments and making sure that participants are comfortable. Pons Danubii EGTC will consider holding the meeting in different places, so that stakeholder agencies can take a turn at hosting. Pons Danubii EGTC will seek feedback from meeting participants and make sure that future agendas are adjusted in the light of member comments.

The meetings can take a number of formats, depending on the purpose (e.g. presentations, workshops, interactive sessions, etc). Pons Danubii EGTC will choose a format that can deliver the results expected from a meeting.

Feedback will be gathered from the participants about how they felt at the meeting, what could be improved, etc. It is not necessary to do it after each meeting, but at least 2-3 times during the project, to make sure that group members are committed, and engaged with the SIG.

Pons Danubii EGTC will retain all supporting documentation relating to meetings of the SIG (such as agenda, attendance sheet, minutes, presentations and pictures of the meeting).

## **3.0 Annex 1: The list of stakeholders**

<i>Name of the organisation</i>	<i>Contact persons</i>
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<b>Municipalities of PD region</b>	
Municipality of Komárom	Attila Molnár, Dr.
	Zsuzsanna Kántor
Municipality of Komárno	László Stubendek
	Mgr. Béla Keszezh
Municipality of Tata	József Michl
	Zsuzsanna Lakos
Municipality of Kolárovo	Arpád Horváth
	Ing. Beáta Koczkás
Municipality of Kisbér	Zoltán Sinkovicz
	Tibor Tálos
Municipality of Hurbanovo	Ildikó Basternáková
	Mgr. Roland Hulko
Municipality of Oroszlány	Gábor Németh
	János Imrő
Municipality of Nové Zámky	Mgr. Art. Otokar Klein
	Ing. Nikoleta Záležáková
	Ing. Beáta Babicza
Municipality of Nesvady	Jozef Haris, JUDr.
	Katarína Kissová
Municipality of Moča	Ing. Pál Banai Tóth, PhD.
<b>Countys in HU-SK region</b>	
Komárom-Esztergom Government Office	Dr. Csaba Kancz
Komárom-Esztergom Self-Governing Region	György Popovics
Győr-Moson Sopron Government Office	Sándor Széles
Győr-Moson-Sopron Self-Governing Region	Zoltán Németh
Pest Government Office	dr. Richárd Tarnai
Pest Self-Governing Region	István Szabó
Nitra Self-Governing Region	Ing. Dušan Guľan, PhD.
Trnava Self-Governing Region	Ing. Ľuboš Dušek
Bratislava Self-Governing Region	MUDr. Valerián Potičný
<b>Ministries, managing and national authorities, other offices</b>	
Ministry of Agriculture and Rural Development of the Slovak Republic	Marek Molitoris, JUDr.
Ministry of Transport, Construction and Regional Development of the Slovak Republic	PaedDr. Arpád Érsek
Ministry of Finance of the Slovak Republic	Peter Kažimír
Széchenyi Programme Office	Erdei Margit
Hungarian Prime Minister's Office	Lázár János
Hungarian National Asset Management Inc.	dr. Halasi Tibor

Ministry of Foreign Affairs and Trade	Péter Kiss-Parciu
Tatabánya District Office of Construction and Heritage	Benis Erika
Győr-Moson-Sopron County Government Office, Department of Environment and Nature Protection	dr. Buday Zsolt
Slovak Water Management Company (SVP)	Ing. Juraj Fekete
Water Economy Construction (VV)	Ing. Daniel Kvocera
MAHART PassNave Ltd.	Gábor Spányik
National cycle coordinator	Peter Klučka
Cycle coordinator of region Nitra	Štefan Mrváň
<b><i>Tourism Destination Management organizations</i></b>	
Duna-Gerecse Turisztikai Nonprofit Kft.	Magyarics Gábor
Tata és környéke Turisztikai Egyesület	Berczelly Attila
Komáromi Turisztikai Egyesület	Tóth Boldizsár
OOCR Podunajsko - Dunamente Turisztikai Desztináció Menedzsment	Eugen Szabó
OOCR Žitný ostrov - Csallóköz Turisztikai Desztináció Menedzsment	PhDr. Alžbeta Kocsisová
<b><i>Universities</i></b>	
Széchenyi István University	Dr. Tamándi László
Eduťus High School	Dr. Jandala Csilla
Selye János University	Istvánik Norbert
<b><i>EGTCs</i></b>	
Rába-Duna-Vág EGTC	Dolník Attila
Ister-Granum EGTC	Péter Nagy
Arrabona EGTC	Péter Sárkány
Via Carpatia EGTC	Ing. Julianna Orbán Máté, PhD.
<b><i>Other organizations, regional development agencies, civils</i></b>	
Central European Service for Cross-border Initiatives (CESCI)	Gyula Ocskay
European Institute of Cross-border Studies	Péter Nagy
Fort Monostor Non-profit Ltd.	Csaba Vizeli
Regional Development Agency Komárno	Andrea Fiala
Central-Transdanubian Regional Development Agency	Dr. Ákos Szépvölgyi
Száz Völgy Conservation Association	László Péntes

Patince-kúpele	Péter Boncsek
Travel agency HEPEX - SLOVAKIA Ltd.	Jozef Köles
Pro Castello Comaromiensi no.	Mgr. Ľudovít Gráfel
Association of "Hídverők"	Ing. Gabriel Duka
Hungarian Limes Association	Dr. Zsolt Visy
Tata "Városkapu" Public Utility Company	Attila Berczelly
Komarno Shipping Company Ltd.	Ing. Marián Molnár
Tourist Information Office of Komárno	2 girls
"Boatmuseum" of Neszmély	Tibor Szaniszló
Brigetio Thermal Spa Komárom	Károly Kovács
Appentum Ltd.	Emil Ujházy
<b>Media</b>	
<b>Press</b>	
Komáromi Lapok	György Batta
Komáromi Lapok	Ľubica Balková
Új Szó	Melitta Vas
Delta	Tímea Szénássy
Delta	Ádám Csaba
Szabad Újság	Péter Varga
Komáromi Újság	Evelin Sárjai
Bumm	Csaba Cúth
Parameter	László Barak
Ahoj/Szia Komárno	Ivan Horský
JOJ TV	Drahoslava Dobrovicsová
TASR2	Sándor Papp
Markíza	Denisa Czibulka
Komárom-Esztergom Megye wepage, 24 óra	Annamária Szűr
Felvidék MA	Dániel Szűcs
Hirek SK	Judit Molnár
<b>TVs</b>	
Slovak TV, Duna TV	Zoltán Pézman
Slovak TV, Duna TV	Réka Kiss
Slovak TV, ECHO TV	Milan Drozd, Ágnes Padlovics
COM-MÉDIA	Zoltán Pék
Slovak TV, Echo TV	Milan Drozd, Ágnes Padlovics
Komárom TV	Zoltán Molnár
Hurbanovo TV	János Sárközi
Kolárovo TV	Endre Kürti
Tata TV	Ferenc Petzke

Oroszlány TV	József Forgács
Nové Zámky TV	Mgr. Katarína Hozlárová
Svodín TV	Szabolcs Méri