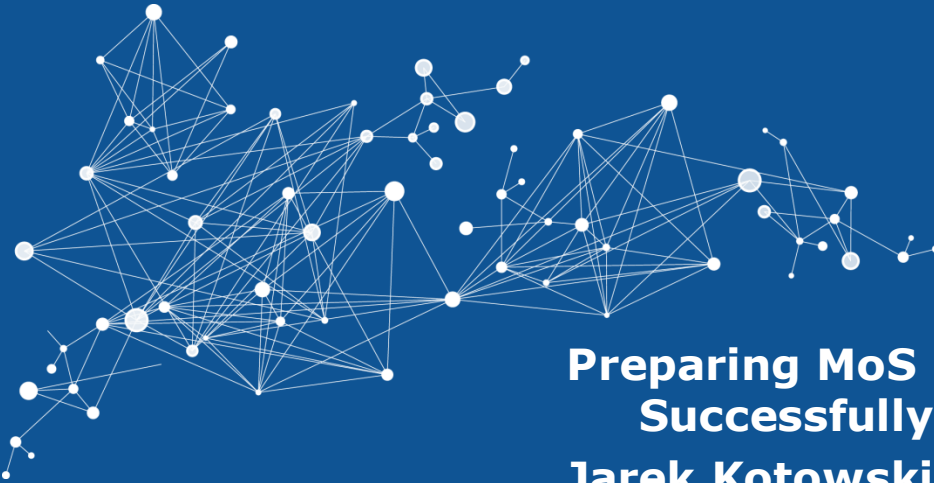


INEA

Innovation and Networks Executive Agency

Making implementation happen



**Preparing MoS Projects and Implementing them
Successfully**

Jarek Kotowski, Senior Project Manager.

MoS Project Consortia

- *Complexity of Actions*
- *International and large multi-beneficiary consortia*
- *Many stakeholders (ports, operators, cities, etc.)*
- *Varying levels of commitment*
- *Strong coordination and members dedication required*
- *Inter-beneficiary consortia agreements recommended*

Project planning

- *Start early and discuss the project idea with partners before call publication*
- *Build project on real and relevant investments needs with suited partners*
- *Avoid jeopardizing the would-be grant*

Environmental Constrains

- *Pre-mature Actions applying*
- *Pending environmental and building permits*
- *Time consuming processes delaying implementation or even leading to cancellations*

Studies vs works in grant agreements

- *Studies = designs, surveys, geotechnical investigations etc*
- *Dependence of works and studies*
- *Some MoS Calls allow only works actions*
- *Rejection of costs corresponding to studies if additional designs/planning done for Actions initially presented as mature*

Balancing and optimising projects

- *Investments in ports vs investments on ships*

Special restrictive conditions

- *Co-funded ships to operate in the EU and serve supported links*
- *Counted from the end of the Action implementation (including extensions)*

Eligibility of costs

- *Reconciliation with financial documentation (lower/higher amounts claimed than invoiced)*
- *Invoices from shipyards vs bill of quantities*
- *Invoices issued to non-beneficiaries of the grant agreements*
- *Inter-beneficiary invoicing*
- *Invoices for not-delivered/rendered works/supplies/services in reporting period incl. advance payments*
- *Retention fees (not paid and incurred as costs yet) to be deducted from claimed costs*

Procurement of works and services

- *Costs non-compliant with public procurement procedures (aggregated amounts of contract; contract splitting; direct award to one supplier only)*
- *Private entities to demonstrate sound financial management when procuring works/services*



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Look for INEA!

Thank you!