

LESSONS LEARNED

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Project summary

Partnership

6 partners / 

Harbours

32 harbours / (13) (8) (4) (7)

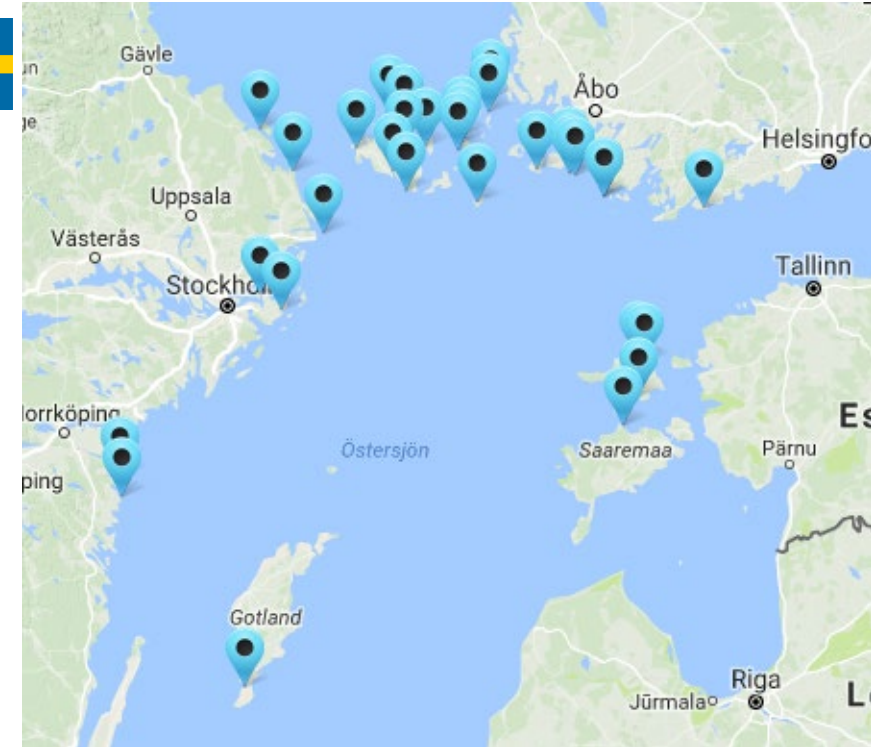
Period

3 years
(February 2018 – April 2021)

Total budget

8,2 MEUR

5,7 MEUR (73%) used for investments into harbors infrastructure)





Harbors needs



- Preliminary investment needs
 - **Shopping list** – at very early stage,
 - based on eligible investments and aim of the project,
 - real offers from real suppliers (several alternatives)
 - Selection by harbors – Every harbor fills in the form according to needs (within the given budget frame)
- Clear investment principles
 - Ultimate goal – Blue Flag certification
 - Environmentally friendly and sustainable investment solutions,
 - Procurement conditions to be explained / prepared
 - Agreed investment groups to be followed
- Partner confirmation in prior of the purchase
 - **Order Form** – A unique form for single purchase. Filled in by partner, signed by partner, harbor and supplier.
 - Harbor is responsible for project management and providing evidence material on implemented actions (in form of pictures, videos and/or written summaries)

PLAN

- Set a clear frame for project implementation and timeline
 - Easy to understand and monitor
 - Enables to integrate changes and evaluate its effect
- Use simple but continuous communication
 - Inform about the general progress of the project
 - Bilateral contact with harbors in every 3 months (at least)
- Divide the tasks and roles
- Help harbors with the most complex steps (e.g procurement process, publicity rules)
- Monitor activities and spending according to original plan

REALITY

- Not all partners have asked LP advise on time. **Ineligible costs. Deductions**
- The spending nor budget were closely monitored **Budget not fully used. Overspending**

PLAN

- Compile a realistic plan (activities and investments)
 - Divide your time between project and running your harbor
 - Discuss your plans with partner to find the balance all parties need
- Outline the benefits you expect to get at the end
 - Which of the actions will effect your harbor in the future at most, in what way?
 - Do not forget the soft side – cooperation and your positive influence/input to something bigger
- Monitor investments and budget
- Follow the instructions given by respective partner. Ask rather more than not at all!

REALITY

- Incorrect procurements, unclear rules, payments
 - Harbors were not contacted as often as needed
- Delays and mistakes in reporting. Deductions
Wrong desicions. Ineligible costs. Changes in plans. Delays.

Challenges (1)

- Clear structure, harmonized across partnership
 - Principles, administration, transactions – one timeline for all.
 - Short instruction on general rules and procedures in written to all harbors (perhaps also to partners)
 - Eligibility of costs (partner approval beforehand) – to keep a track on investment flow
- Continous update on investment progress per harbor
 - Follow the application format – easier to report. In case of changes, always agree with JS/LP/Partner beforehand
 - Active bilateral communication (harbor-partner) on progress and action plan to avoid delays and ineligible costs

TIP 1

Create **joint and harmonized principles** across the project

- Equal treatment of all
- Easy & clear rules

TIP 2

Create an **easy monitoring tool** to be used by all

- Provide instructions for all users
- Check the progress & status

TIP 3

Set **procurement procedure and steps in place** from the beginning

- Structure, content, attachments
- Introduced & agreed by all

Challenges (2)

- Technical details
 - **Investment division by groups** – easier to see the effect to the environment (Blue Flag)
 - Size of investment – not too small costs nor invoices under certain amount accepted
- Budget
 - Sub-budget lines principles – various costs which are not clearly marked in the budget, can “eat up” the needed cost line
 - Monitoring flex rule – not commonly used but could effect project implementation
- Reporting & payments
 - Remind the eligibility principles before the reporting period – Admin cost, LP check in eMS, cancelling a travel needs still a proof that you have tried to get reimbursement etc)
 - **Detailed track** on all payments (partners, suppliers, harbors)

TIP 1

Say “NO”, if needed

- Share the tasks & responsibilities
- Do not try to find solution suitable for all

TIP 2

Update regularly **spending status per partner & harbor**

- Provide an extract of spending at least one month prior to reporting deadline

TIP 3

Use **Project Guidelines** for clear rules

- Extract the relevant sections in guidelines when explaining details
- Share recent changes

Thank you!

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