



Europa Media Trainings

Project Management Case Studies

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Horizon Europe Project Management
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A bad review

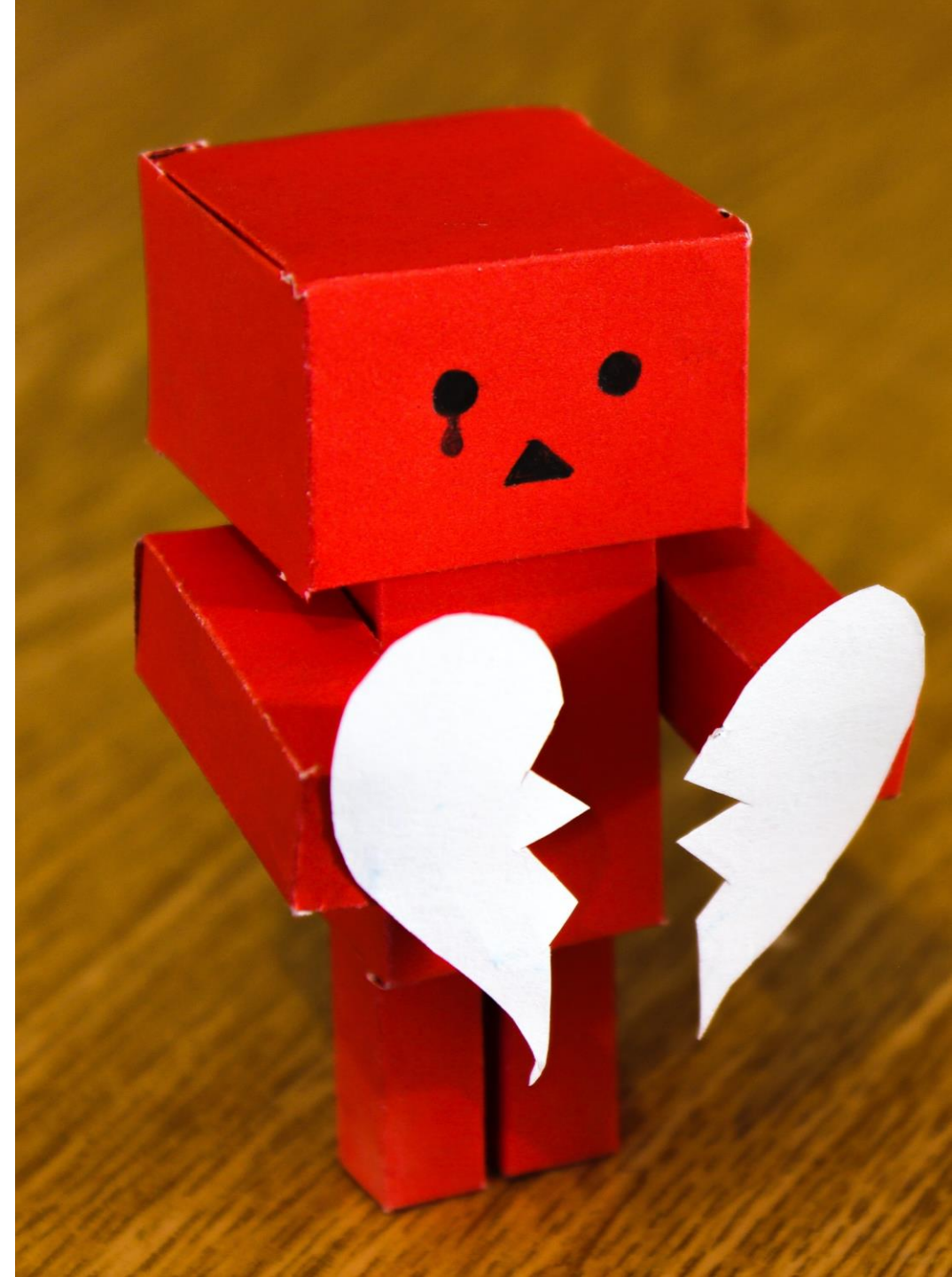


A bad review

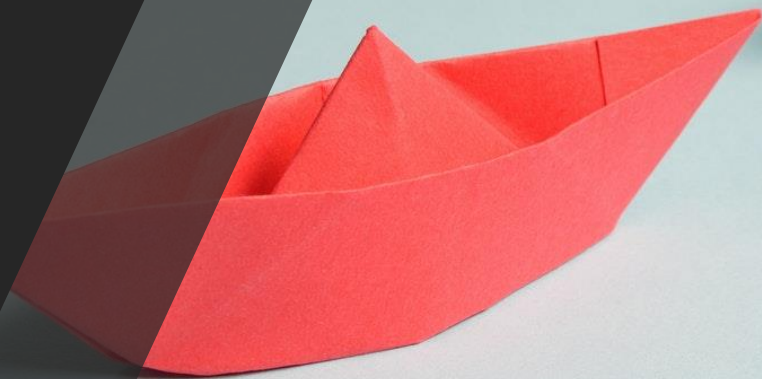
- You thought that the consortium is well-prepared for the review held in M19, but several surprises came along
- The reviewers were not satisfied with the efforts invested into dissemination, exploitation and sustainability while you planned these investments only in the second half of the project
- The reviewers found that you only achieved the scopes of the period partially
- The Commission rejected two deliverables – the work of three partners – that the reviewers did not approve
- There are several comments in the review report that you (your partners) do not agree with



How do you solve this issue as a coordinator?




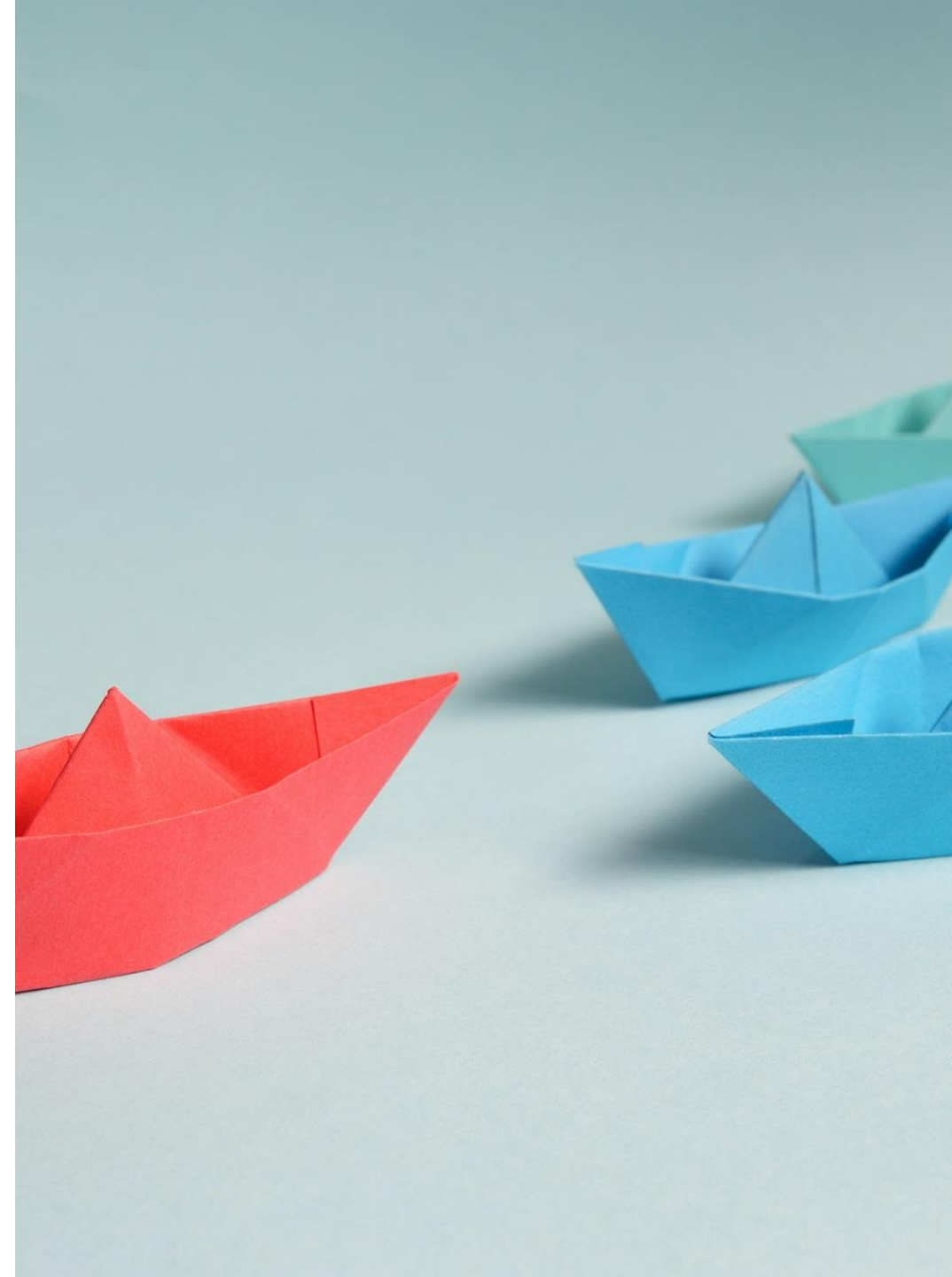
The quality of coordination



The quality of coordination

- There are two key technical partners in the consortium, the other partners are representing end-user organisations.
- The two technical partners are inexperienced in implementing HE projects. Whenever they ask a question, the coordinator is not replying for several weeks or sends the question directly to the project officer at the Commission.
- The coordinator is about to collect all input to the periodic report, and it turns out, several tasks are in delay and all deliverables due in M18 cannot be submitted.
- The coordinator is organising a call with all partners to discuss the situation.

 **What would you do? What is the process of discussing problems with the coordinator?**



Joint Responsibility



Joint responsibility

- The consortium was responsible for an end-user engagement activity
 - Organising an event
 - Invite end-users who would attend
 - Fill in a specific survey with end-users to be analysed
- One of the beneficiaries was responsible for the event and invitations
- The other beneficiary was responsible for the survey and the report on the data gathered
- The project officer checked the quality of the report and rejected it as only 15 attendees filled in the survey out of the 150 people. All costs related to the event was rejected, 15.000 EUR. The small NGO is now facing serious financial difficulties as they should pay back this money (part of advance payment received)



What do you think about this? How could you handle this?



Excess payment



Excess payment

- You (the coordinator) and your consortium are at the end of your project implementation period
- In the beginning you received a high pre-financing (85%) and you distributed it between partners in multiple instalments
- One of your partners, an NGO, was overpaid – they received much more money than they actually spent and reported. In this case, this should be given back to the EC
- The partner does not want to pay back the excess budget that they have not used
- This situation is blocking the last payment of all partners



What can you do about this? How could you solve this issue?



A white rectangular card is suspended from a thin, black and white braided string by a black clothespin. The card is centered horizontally and has the word "QUESTIONS?" printed in a bold, orange, sans-serif font. The background is a plain, light gray wall.

QUESTIONS?

Thank
you

for your attention

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