

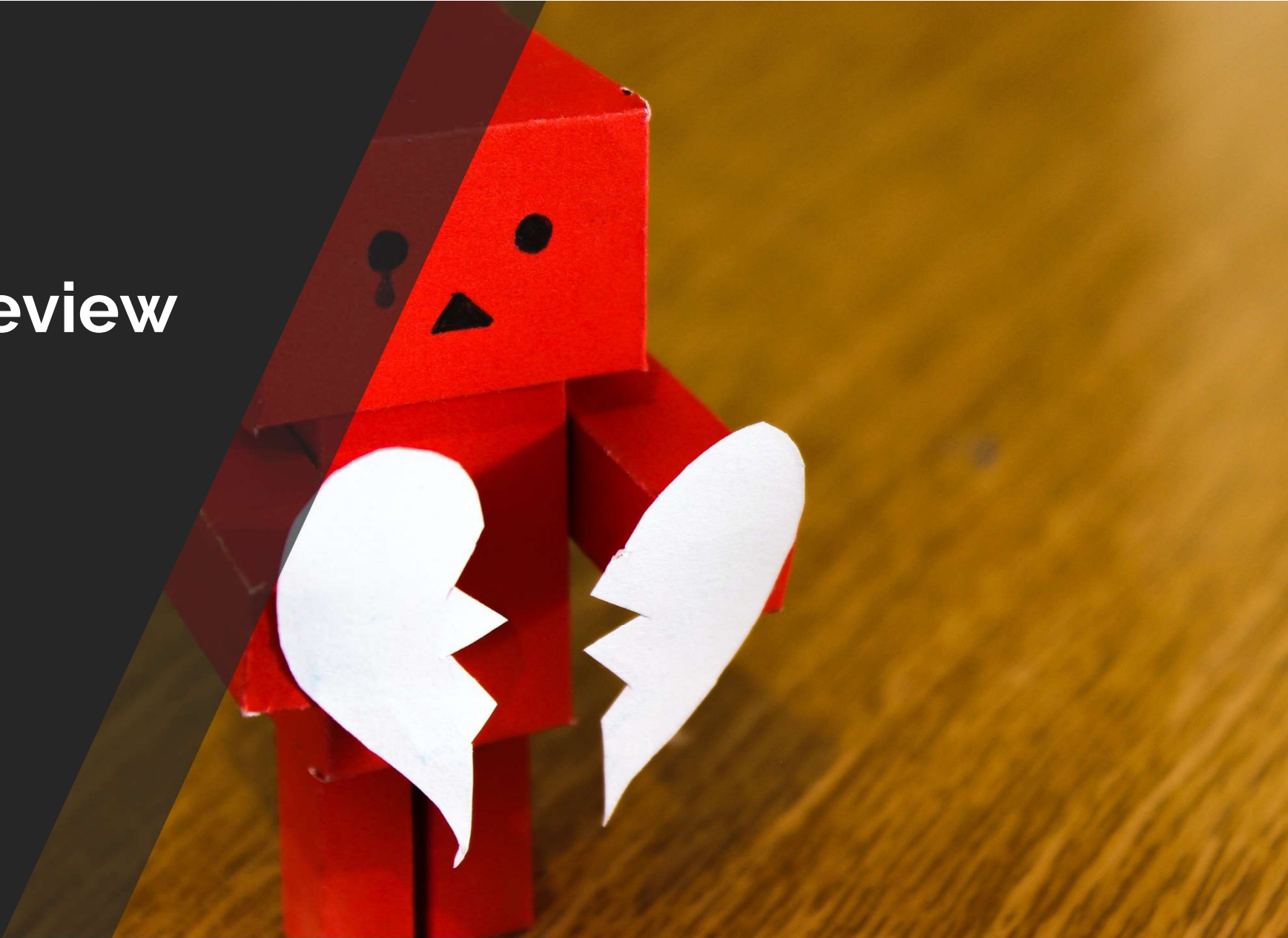


Europa Media Trainings

# Project Management Case Studies

**Master of Project Management and Reporting in Horizon 2020 & Horizon Europe**  
11-13 December 2023  
Vienna, Austria

**A bad review**

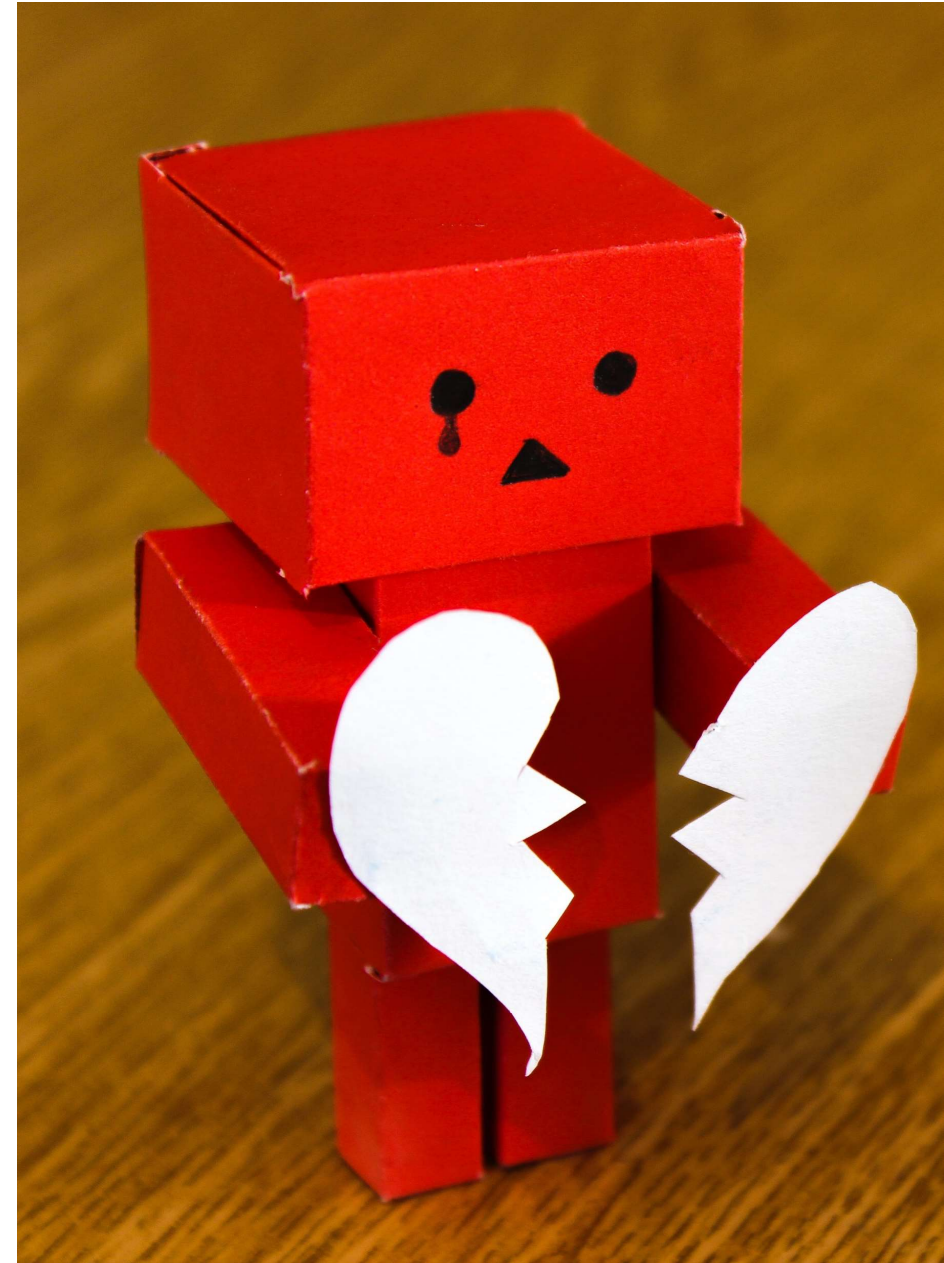


# A bad review

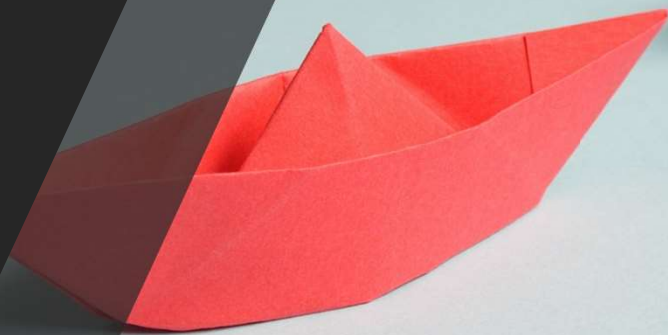
- You thought that the consortium is well-prepared for the review held in M19, but several surprises came along
- The reviewers were not satisfied with the efforts invested into dissemination, exploitation and sustainability while you planned these investments only in the second half of the project
- 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

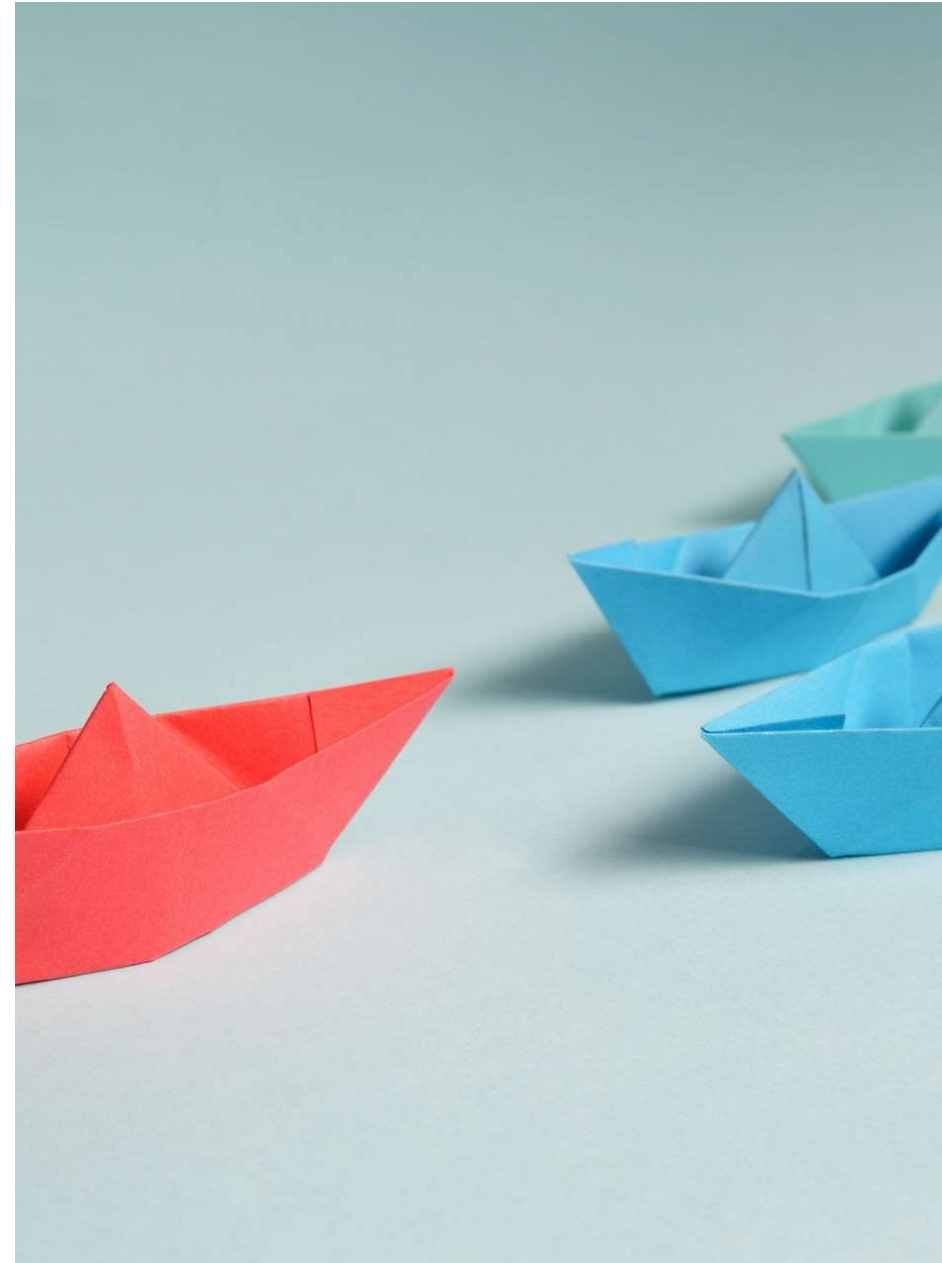


# The quality of coordination

- There are two key technical partners on 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?**



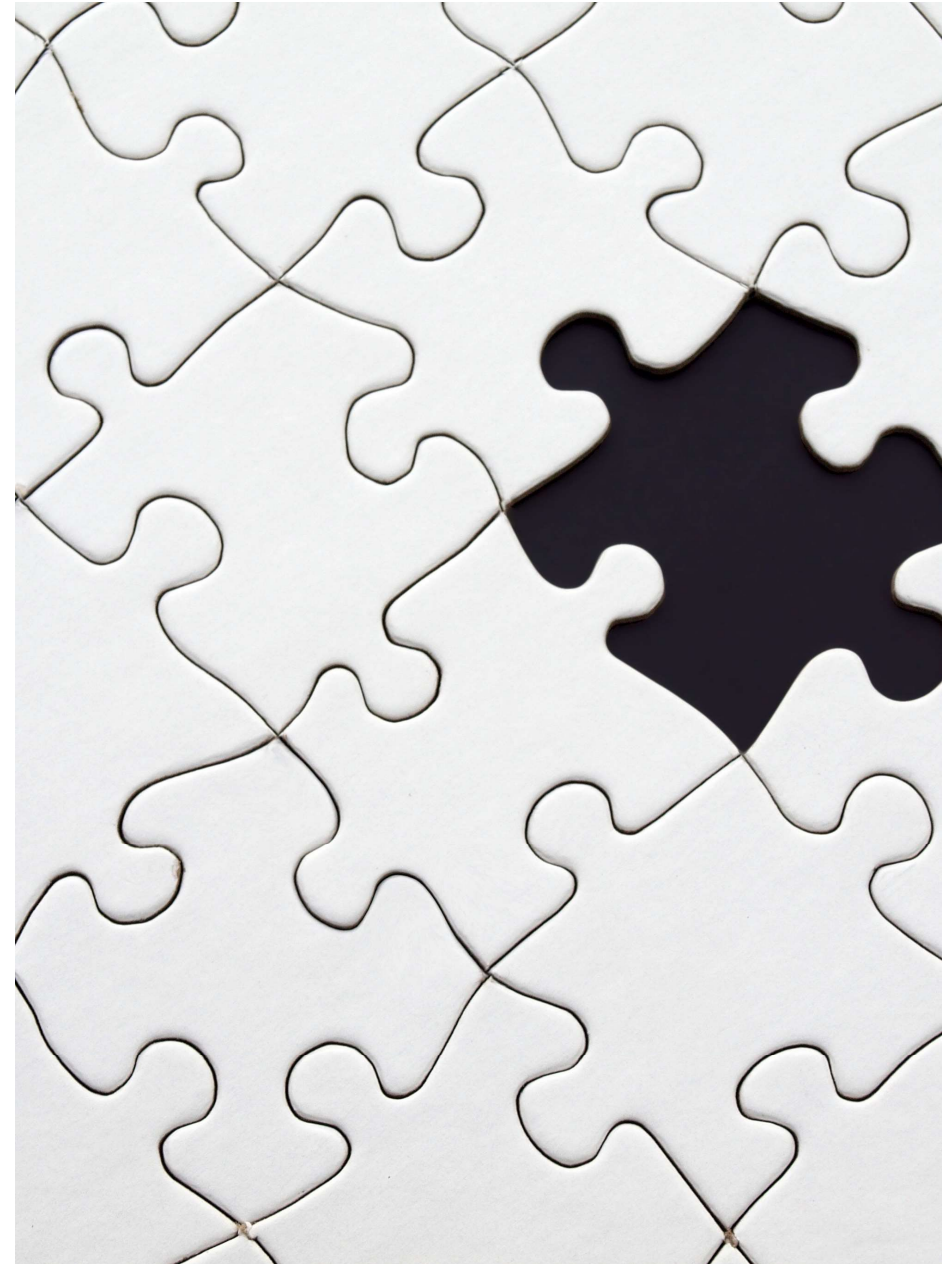
# Joint Responsibility



# 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?**



**Lump sum #1:  
Delay in project  
delivery**



# Delay in project delivery

- Your project started 6 months ago and there seems to be a delay already in the research WPs (WP1 and WP2).
- This project has too many WPs that are too dependent on each other, so the delay in research WPs will result in delay in all upcoming WPs (WP3-9) and the whole project implementation will face serious problems.
- It's time to act before the domino effect kicks in.

 **What would you do? What is your next step?**



# Lump sum #2: Underbudgeted WP



# Underbudgeted WP

- We've solved the first problem, and here's the next one. During the first internal reporting (M9), one of your partners, a for profit SME, indicated that they cannot implement the WP4 and WP6 prototyping activities with the foreseen LS share.
- This partner is asking for more LS share, otherwise staying in this project will generate a significant financial loss for them, so they would rather leave the project.
- Your SME Partner wants you to response as quick as possible.

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



**Lump sum #3**  
**Partially**  
**completed WP**



# Partially completed WP

- The changes initiated in the previous two scenarios just could not be properly implemented, so at the end of the project there were problems with several WPs.
- WP 7 was implemented by 3 Partners. Let's call them Partner A, B and C.
- All three Partners worked hard, but unfortunately Partner C did not define properly the testing process and despite its efforts, they did not manage to carry out the minimum number of tests, for which Partner A and B provided all the necessary input.
- Therefore WP 7 was reported as 80% completed WP, which was accepted by the PO, thus 80% of the LS part was paid. 80K EUR instead of 100K EUR.



**How would you distribute the 80K among the partners involved in this WP?**



**Lump sum #4**  
**Joint Responsibility**



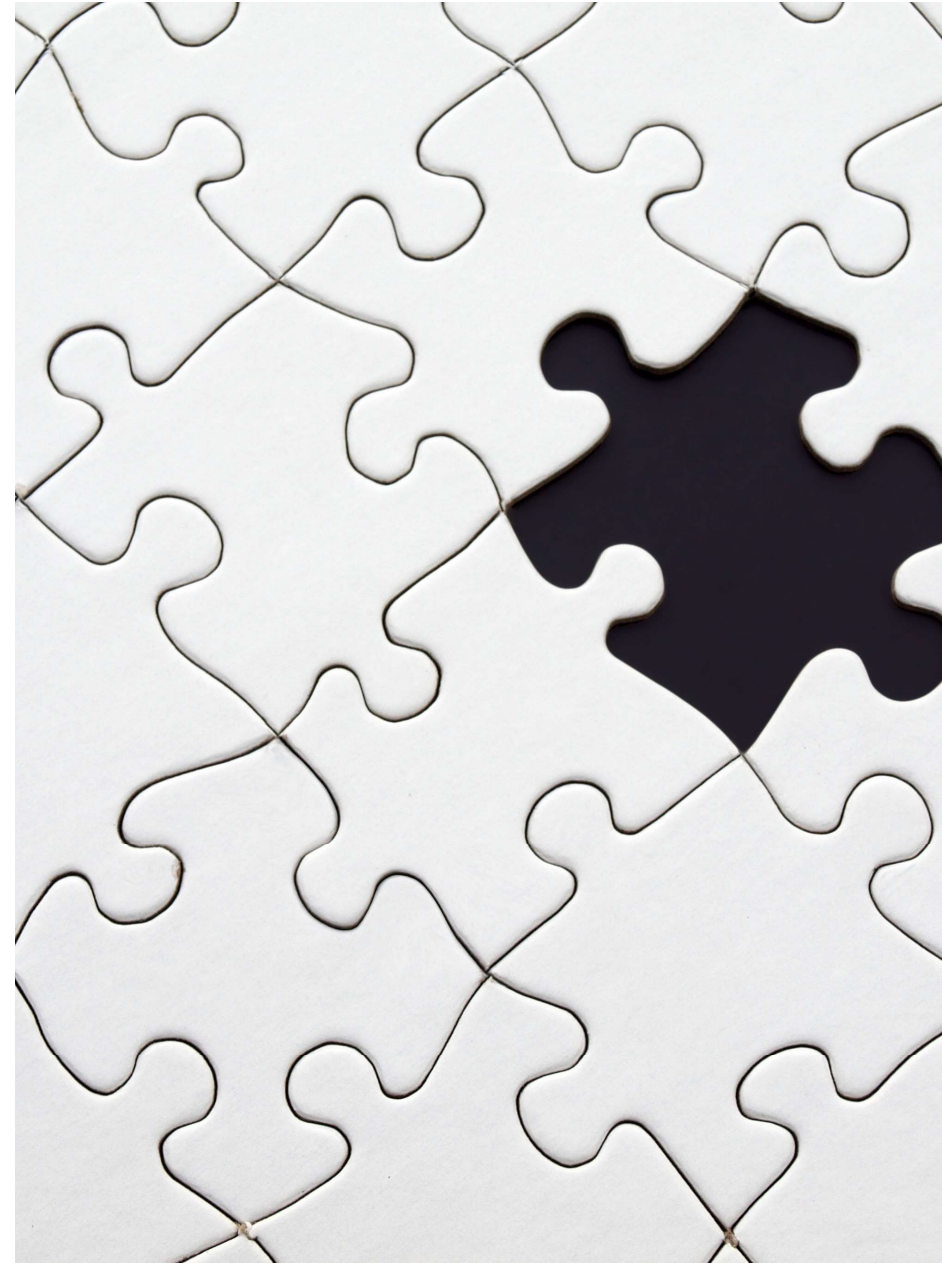


## Joint responsibility

- Unfortunately, the situation is even worse with WP8. Partner C did not deliver quality work even after several warning from the Coordinator and the other two partners (Partner A and B) involved in the WP.
- To make things better, Partner A and B did some of Partner C's tasks at the last minute, but unfortunately essential parts have not been carried out and not been replaced with equivalent work.
- The WP was declared as partially completed WP, but the PO rejected the entire WP.
- As a result, although Partner A and B completed their tasks and took over a sub-task from Partner C, their work was not reimbursed.
- They believe that this is entirely the fault of Partner C.
- Partner A and Partner B claim that Partner C should compensate them for their losses and admit liability.



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





**QUESTIONS?**

Thank  
you

*for your attention*



**FOLLOW US!**  
@EuropaMedia

© Europa Media

It is strictly prohibited to use or distribute the content and design of this presentation without Europa Media's prior consent.