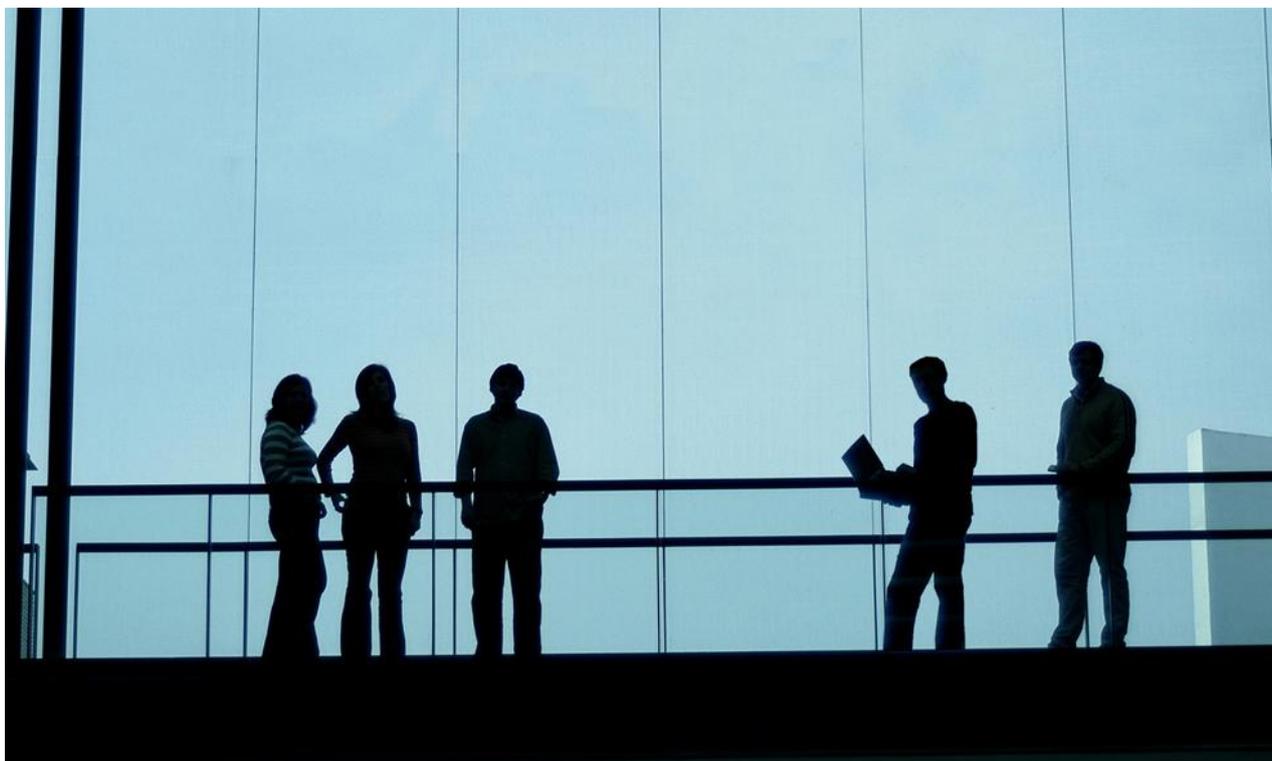


European Commission, Directorate General for Regional Policy

Final Report

February 2012

COMPARATIVE STUDY OF THE PROJECT SELECTION PROCESS APPLIED IN COHESION POLICY PROGRAMMES 2007-2013 IN A NUMBER OF MEMBER STATES **ANNEXES**



ANNEX 1: DETAILED WORK PLAN AND SCHEDULE OF THE STUDY

ANNEX 2: LIST OF SOURCES

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ANNEX 3: OVERVIEW OF WORKSHOPS AND INTERVIEWS CONDUCTED

Workshop Dates by Themes and Countries

Member State	Theme		
	Research & Development – Technology transfer	Innovations in SMEs	Urban Regeneration
Austria	July 6, 2011		July 5, 2011
Czech Republic	July 19, 2011	July 14, 2011	July 18, 2011
Germany	July 19, 2011	August 2, 2011	July 29, 2011
Netherlands	July 12, 2011		July 11, 2011
Slovakia	July 12, 2011	July 19, 2011	July 13, 2011
Slovenia	July 5, 2011		

Interviews Conducted by Themes and Countries

Member State	Theme		
	Research & Development – Technology transfer	Innovations in SMEs	Urban Regeneration
Austria	5	14 (small sample of only 22; rest of sample covered in online-survey)	5
Czech Republic	2 (only 2 beneficiaries; procedures not completed)	21	6
Germany	5	21	5
Netherlands	5	17 (closed projects; reluctance to participate)	5
Slovakia	5	17 (reluctance to participate; however, good response rate in survey to compensate)	5
Slovenia	4 (small sample; procedures not completed)	20	4 (reluctance to participate)

ANNEX 4: EVALUATION / SELECTION CRITERIA IN DETAIL BY THEME AND COUNTRY

Theme 1

Country	Call	Selection Criteria	Weight/Scoring
Austria	Guideline Promotion of Corporate Research and Development	Compliance with "public interest"	Judgement of IB - administrative discretion
		Contribution to developing regional fields of technological strengths	No scoring applied; qualitative judgement
		Degree of innovation and long-term contribution to developing future potentials in Styria	
		Coordination with initiatives and concepts at regional level	
		Long-term utilization perspective	
Czech Republic	Popularisation of Science and Technology	Availability of funds (Guideline, paragraph no. 5)	
		STEP A - Construction/investment part	Scoring: 0-10
		STEP B - Overall assessment of the quality of the project :	Scoring:
		The quality and attractiveness of the planned center	0 - 25
		Professional Team	0 - 15
		Management	0 - 20
	Information Infrastructure for R&D	Budget and financial sustainability of the project	0 - 20
		STEP A - Construction/investment part	Scoring: 0-10
		STEP B - Overall assessment of the quality of the project :	Scoring:
		The quality and attractiveness of the planned center	0 - 30
		Professional Team	0 - 15
		Management	0 - 20
Technology Transfer Centers	Budget and financial sustainability of the project	0 - 25	
	STEP A - Overall assessment of the quality of the project :	Scoring:	
	Proportionality of expenditures	0 - 10	
	Sustainability of the project, plan income	0 - 15	
	Quality and credibility of the project team	0 - 10	
	Quality of project plan	0 - 30	
	Management System	0 - 25	
	Integration of the project into a wider institutional context	0 - 10	
	Synergy	0 - 10	
		Scoring: 0 - 10	
Germany	Guideline R&D	Content criteria:	
		Joint R&D project with innovative and technology-oriented content serving to develop new or novel products and processes of xxx in the field of future technologies:	
		o Material sciences,	
		o Physical and chemical technologies,	
		o Biological research and technology,	
		o Micro systems engineering,	
		o Information technology,	
		o Manufacturing engineering,	
	o Medical engineering,		
	o Environmental engineering,		
	o Medical engineering		
	Allocation to „industrial research“ or „experimental development“	Exclusion criteria	
	The product/manufacturing process to be developed is not yet commercialized within the EU or it concerns the further development of a product/manufacturing process already on the market	Exclusion criteria	
	Through the purposeful division of labour and cooperation of all project partners, the available research and development potential is best exploited. Additionally, the technology transfer ensured as well as the problem-oriented research and development	No scoring applied; qualitative judgement	
Without the grant, the realization of the project for the requested amount faces an above average technical risk accompanied by a high financial risk	No scoring applied; qualitative judgement		
Proof of merchantability of the development results to be implemented in a product on the basis of a exploitation and marketing strategy.	No scoring applied; qualitative judgement		
Formal criteria:			
Target Group:			
- Legally independent commercial companies or business-related services with commercial units in Saxony in conjunction with the	Exclusion criteria		
- Research Institutes in Saxony			
Use of internal and external funds to ensure the total funding to a reasonable extent; not replaced or discounted by other financial assistance	No scoring applied; qualitative judgement		
Guideline technology transfer	Content criteria:		
	Transfer of already developed product or process innovations directly from the technology providers (universities, non-academic and non-university applied research institutions and enterprises) or with the assistance of a mediator technology to technology consumer (SMEs)	Exclusion criteria	
	Investments that are directly necessary for the implementation of a project can also be part of the funding	Exclusion criteria	
	Technology transfer contents are primarily assigned to the areas of future technology (materials sciences, physical and chemical technology, microsystems technology, information technology, manufacturing technology, energy technology, environmental technology, medical technology)	No scoring applied; qualitative judgement	
	Formal criteria:		
	Target group: SMEs as „technology-takers“ based in Saxony	Exclusion criteria	
	Technology intermediaries and technology providers must not be connected with the technology contractors (under company law or personnel wise)	Exclusion criteria	
	Use of internal or external funds to ensure the total funding to a reasonable extent.	No scoring applied; qualitative judgement	
At least 25% equity participation of the applicant to the eligible costs for investment are required	Exclusion criteria		
The maximum funding limit is 500,000 EUR per year and applicant			
The costs of tangible investments relative to the total project costs are only eligible up to 50%			
Netherlands	Strengthening knowledge clusters nutrition, health and technology	Permanent call: No selection between projects based on criteria Projects need to fulfil criteria to be eligible first come, first serve	not applicable

Slovakia	OPVaV-2009/2.2/05 Support of R&D centres, Support of R&D Scheme	Suitability and purpose of the project 1. Are the project objectives clear 2. Did the applicant prove that the project objectives are compliant with the aim and objectives of the OP 3. Does the needs analysis confirm the need to achieve the objectives 4. Are the project objectives contributing to the long-term objectives of the state R&D policy 5. Are the project objectives contributing to the objectives of the regional policy 6. Is the project compliant with the strategy and/or vision of the applicant's institution 7. Is the project achieving the aim to integrate research and education 8. Is the project achieving the aim to get closer research institutions and those who utilise the its results 9. Is the project contributing to knowledge transfer 10. Has the applying institution contractually bound customers 11. Are all specific project objectives directed to the achievement of the strategic objective 12. Are the results of activities directed to the achievement of the specific objectives 13. Are the objectives and their indicators measurable 14. Will the project contribute to the integration of the region to the transnational cooperation / development of regions 15. Will the project be used directly by at least 20/5 (5 valid for state support) students or researchers 16. Will the project be used directly by at least 5/2 (2 valid for state support) innovative companies or other organisations 17. Will the project contribute to the significant qualitative improvement of the concerned research 18. Will the project contribute to the inclusion of the applicant's organisation into the international cooperation 19. Is the gender equality principle applied 20. Is it possible to assume that the project will deliver benefits for the marginalised Roma group 21. Does the project contribute to the sustainable development 22. Can we assume that the project will contribute to the better quality and wider use of ICT, and competencies to use it	Scores and weight to a maximum of 40%
		Way of the project implementation 1. Are the proposed activities sufficient to achieve the objectives 2. Is the implementation of activities correct from the point of view of the set out objectives and related indicators 3. Did the applicant prove the steps ensuring the protection of intellectual rights 4. Is the project following the research activities or results of other research activities implemented by the applicant 5. Is the project supporting and promoting other research activities of the institution at the international level 6. Is the project complementary with the follow-up projects 7. Are the selected activities set out explicitly 8. Are the activities for individual specific objectives logical and time bound 9. Will the selected activities lead to the determined outputs 10. Are the time allocations for individual activities adequate for the determined outputs	Weight: maximum of 10 % based on scoring and weighing single criterions
		Budget and expenditure efficiency 1. All expenditures necessary and justified 2. Is it possible to say that every single item in the budget is for each activity is effective 3. None of the activities is missing the budget line necessary for its implementation 4. Did the applicant, based on the appended annexes, prove the ability to co-finance the project 5. Did the applicant, based on the previous experience with the financial management of similar projects, proved the ability to financially manage the project 6. Is it possible to say that the budget and financial tables do not include any obvious mistakes and the budget is clear 7. Are the individual budget items for the activities sufficiently specified 8. Did the applicant identified risks that could threaten achievement of outputs 9. Are the proposed measures sufficient to treat the risks	Weight: maximum of 9 % based on scoring and weighing single criterions
		Administrative and technical capacity of the applicant 1. Has the institution been dealing with R&D in Slovakia at least for 3 years 2. Does the long-term strategy of the institution exist 3. Has the applicant sufficient technical facilities to implement the project and use its results 4. Did the organisation implement at least 3 research projects in last 10 years 5. Did the organisation implement at least 15 research projects in last 10 years 6. Has the organisation been involved in at least 1 project of the EU Framework Programme 7. Has the organisation been involved in at least 7 projects of the EU Framework Programme 8. Has the organisation been involved in tertiary education or further education 9. Has the organisation registered at least 3 results of R&D within the intellectual property instruments in last 3 years 10. Has the organisation been awarded some local or international prize for the R&D in last 10years 11. Did the organisation declared membership in the international organisations, network associations reflecting its R&D abilities 12. Is the ability of the organisation sufficient to implement the project due to its financial allocation 13. Has the organisation sufficient procedures or institutional structures to manage the project 14. Are there any final opinions of the donor organisations or independent final reports assessing positively the implementation of the project by the applicant organisations 15. Is the capacity of technical staff adequate to the project objectives 16. Has the technical staff sufficient experience and did it prove the success in R&D 17. Is the quality of staff proved by the scientific publications issued in foreign recognized research journals 18. Has the applicant sufficient infrastructure to ensure project objectives 19. Has the technical staff guaranteed systematic tools for the good quality management of the project	Weight: maximum of 33 % based on scoring and weighing single criterions
	Sustainability 1. Did the applicant prove sustainability of the project benefits after its completion 2. Did the applicant prove ability of the organisation to provide benefits after the project completion 3. Does the applicant show ability to create sustainable partnerships 4. Are the mentioned partnerships at the national and local level directly beneficial for the project 5. Is the applicant involved in the international networks and partnerships that can be useful in relation to the project	Weight: maximum of 12.5 % based on scoring and weighing single criterions	
	OPVaV-2009/2.1/03 Support of Excellence Centres network as the pillar of regional development and support of supra-regional cooperation	Basically same system applied as in the previous call	
Slovenia	Public call for development centres of Slovene economy	Quality of partnership	25%
		Project impact on jobs and creation of new businesses	20%
		Project impact on competitiveness	20%
		Project impact on sustainable development	15%
		Management and organization of the project	10%
		Innovation and development activities	10%

Theme 2

Country	Call	Selection Criteria	Weight / Scoring
Austria	RTDI Guideline	<p>Programme complement to OP: enterprises with no R&D activities so far R&D project in innovative enterprises in structurally weak areas joint projects with research institutions improving equal opportunities in access to further R&D activities R&D activities targeted at enhancing energy and resource efficiency</p> <p>Manual FFG Basic Programme: project's quality project's economic potential an expected utilisation applicants' quality expected project's effectiveness and impact</p>	No ranking criteria applied
Czech Republic	Programme "INOVACE" - Innovation Projects (1.7.2009 - 31.12.2009)	<p>Full Application: Financial rating - financial "health" of applicant - Rating applicant - Assessment of economic links between entities</p> <p>Registration Application: A. Skills, experience and innovative potential of the applicant - Share of the net sales from new or innovative products, services - Implemented technology transfers within the last 3 years - Cooperation with R&D institutions and universities within the last 3 years - Cooperation with other firms in research and development - Education structure of employees - Regular market research, benchmarking identifying of customer needs - R&D department within the applicant company or company innovation strategy</p>	Assessment of risk - the minimum is C+ rating Scoring: 0 - 2
		<p>B. The need and relevance of the project - How does the project respond to the situation on the market? - What is the relationship of the project with the long-term business concept?</p> <p>C. Technical parameters of the innovation project - What is the type of innovation of the process (in terms of technical solutions) (0-6) - What is the type of innovation of the process (in relation to the market) (0-8) - What is the type of innovation of final product (in terms of technical solutions) (0-6) - What is the type of innovation of final product (in relation to the market) (0-10) - How is ensured foreign IPR protection (0-6) - How is ensured future IPR protection (0-2) - What are the objectives of the introduction of new / innovative product/process in relation to environment protection (0-4)</p>	0 - 6 0 or 3 Scoring: between 0-2 and 0-10 (see left, number in brackets)
		<p>D. The benefits of the innovation project for further development and competitiveness (innovation results) - Using of the results of R&D in the project (0-5) - Implementation of projects increase the requirements for further increasing of (re)qualification of employees (0-2) - Implementation of new standards of quality management or new management methods (0-1) - What are the economic goals leading to innovation? (0-2) - Is the project part of a larger project or linked to other projects within the supply chain or other value? (0-2) - The energy and material intensity of the project (0-2)</p>	Scoring: between 0-1 and 0-5 (see left, number in brackets)
		<p>Programme "INOVACE" - Industrial Property Rights (IRP) (16.6.2008 - 28.2.2009)</p>	No qualitative assessment
	<p>Programme "POTENCIAL" (start and end of calls:15.7.2008-30.11.2009)</p>	<p>Full Application: Financial rating - financial "health" of applicant - Rating applicant - Assessment of economic links between entities</p> <p>Registration Application: The need and relevance of the project - Type of business according to the technological level of products (high tech) - Implementation in region with State concentrated support - Expected level of innovation - Positive effects on environment or using of brownfield - Description of current position of company - How the project responds to current and prospective business needs in terms of position on the market Readiness of the applicant for project implementation - feasibility of the project with regard to the applicant's experience - efficiency of proposed activities and costs to needs of applicants - feasibility of the project with regard to the applicant's HR capacity - technical feasibility of the project - experienced partner in the project - description of the functioning/integration of development center</p> <p>Readiness of the applicant for project implementation - feasibility of the project with regard to the applicant's experience - efficiency of proposed activities and costs to needs of applicants - feasibility of the project with regard to the applicant's HR capacity - technical feasibility of the project - experienced partner in the project - description of the functioning/integration of development center</p> <p>The benefits of the project for further development and competitiveness of the applicant - The applicant has a clear idea of the quality of technical change parameters of a project carried out R & D results in relation to their implementation and applicability in the market - The applicant declares the economic benefits of the investment project for the company - Company will be involved in external cooperation in R & D and innovation - Overall assessment of future benefit (impact) of the project</p>	Assessment of risk - the minimum is C+ rating Scoring, qualitative assessment 0 - 40 0 - 40 0 - 20

Germany	Guideline on Innovation Support	1. Comprehensible core competencies of the research partners	no scoring applied, qualitative judgement
		2. Degree of innovation of the scientific-technical concept	no scoring applied, qualitative judgement
		3. Technical feasibility, product quality	no scoring applied, qualitative judgement
		4. Transferability of results, technology and knowledge transfer into further branches	no scoring applied, qualitative judgement
		5. Joint-project character/ Joint-structure/ qualification of the consortium	no scoring applied, qualitative judgement
		6. Customer value/ merchantability/market strategy	no scoring applied, qualitative judgement
		7. Refinancing/technical and economic potential	no scoring applied, qualitative judgement
		8. Contribution of the project towards the positioning of the company/ consortium on the market in the future	no scoring applied, qualitative judgement
		9. Utilisation Plan	no scoring applied, qualitative judgement
Netherlands	Strengthening knowledge clusters nutrition, health and technology; Strengthening innovation and business competitiveness	Permanent call: No selection between projects based on criteria Project need to fulfil criteria to be eligible First come, first served	not applicable
Slovakia	KaHR-111SP-0902 Innovation and technology transfers, sub-measure 1.1.1 Support for introducing innovation and technology transfers (de minimis)	Suitability and purpose of the project - to which extent project achieves objectives of the NSRF, OP - how consistent are the proposed project activities with the needs of the region - to which extent the project contributes to the sustainable development and growth of the competitiveness in the industry and services - to which extent the project determines the needs of the target groups and the beneficiaries and how suitable is the project proposal for them - to which extent the project contributes to the sustainable development in its three elements / environmental, social and economic/ - how strong is the assumption that the project will contribute to the higher quality and wider spread of the ICT use - to which extent the project contributes to the gender equality - to which extent the project contributes to the horizontal priority marginalized Roma communities - to which extent the project contains innovative elements	Scale 1-4 for all questions /4 the best/ Weight 0,25-3
		Way of the project implementation - What is the level of complementarity of activities from OP C&EG and OP Employment and Social Inclusion - What is the coherence of activities with its results and objectives - How the project showed that the proposal is ready for the implementation - How useful is the project in terms of contribution to the fulfilment of indicators of the priority axis 1 OP C&EG - How useful is the project in terms of contribution to the fulfilment of indicators of the priority axis 1 OP E&SI - How useful is the proposed management system of the project	
		Budget and expenditure efficiency - To which extent is the budget and planned items in compliance with the CFP - Is the budget and item planned adequate to implement the project objectives - How are the project expenditures specified in relation to the achievement of the project objectives and activities - What is the ration between expected expenditures and expected results - How clear is the budget and explanation for activities items - Are the items specified so that they could be considered eligible - Are the expenditures necessary to implement the project	
		Administrative and technical capacity of the applicant - How the project proved that the applicant, its staff and/or its partners have sufficient technical expertise to implement it - How the project proved that the applicant, its staff and/or its partners have sufficient capacities /staff, equipment, budget/ - How the applicant proved its ability to manage the risks /economic, legal, personal/ - What is the level of project preparation	
		Sustainability - To which extent the applicant considered external risks, their management after the project completion - How are the risks of non-achievement of the indicators treated - To which extent the applicants proved continuation of the project activities after the completion of the SF support - How is the demand of products/services ensured after the project completion	
	KaHR-13DM-0901 Support of innovation activities in enterprises (de minimis)	Suitability and purpose of the project 1. to which extent project achieves objectives of the NSRF, OP 2. to which extent project achieves objectives consistent with the Framework programme of the Community for research, development and innovation 3. to which extent project contributes to the increased competitiveness of the applicant and growth of its added value 4. how consistent are the proposed project convenient for the region and consistent with the needs of the region 5. to which extent the project contributes to the sustainable development in its three elements / environmental, social and economic/ 6. how strong is the assumption that the project will contribute to the higher quality and wider spread of the ICT use 7. to which extent the project contributes to the gender equality 8. to which extent the project contributes to the horizontal priority marginalized Roma communities 9. to which extent the project contains innovative elements 10. what type of the final innovative product is the subject of the project /new, improved, modified, not identified, none/	Scale 0-4 for all questions /4 the best/ Weight 1,75 for question 1, 2, 9, 10 1,5 for question 2,3, 11 0,25 for question 5-8
		Way of the project implementation 1. What is the coherence of activities with the objectives 2. To which extent are the project activities connected to its indicators 3. Suitability of indicators in relation to the project objectives and likelihood of their achievements 4. To which extent the applicant identified current risks connected with the project implementation 5. To which extent is the project dealing with the implementation of new management standards or methods, or increased qualification or requalification of the staff	
		Budget and expenditure efficiency 1. What is the structure and quality of the budget 2. How it is proved that the project expenditures are needed for the implementation? To which extent are the eligible expenditures specified so that they can be considered eligible 3. How are the project activities linked from the time related point of view 4. What is the ratio between estimated expenditures and expected results	
		Administrative and technical capacity of the applicant 1. What sort of experience has the applicant with the implementation of similar activities 2. Are the expected procedures technically implementable 3. To what extent is the applicant providing continual training of the staff in the area related to the project	
		Sustainability 1. To which extent are the results of the project financially sustainable 2. What is the project influence on the increase of cooperation with the local and foreign subjects 3. Are the project results sustainable in long term, will there be a structure built enabling continuation of the activities 4. How are the external risks taken into account, after the project completion 5. Does the project include solution of environmental impacts, will it be environmentally sustainable	

Slovakia	KaHR-111SP-1001 Innovation and technology transfers, sub-measure 1.1.1 Support for introducing innovation and technology transfers (state aid)	<p>Suitability and purpose of the project</p> <ol style="list-style-type: none"> 1. to which extent project achieves objectives of the NSRF, OP and the scheme of assistance 2. to which extent the project contributes to the competitiveness and added value of the applicant 3. how consistent is the project with the needs of the region and how suitable it is 4. to which extent the project contributes to the sustainable development in its three elements / environmental, social and economic/ 5. how strong is the assumption that the project will contribute to the higher quality and wider spread of the ICT use 6. to which extent the project contributes to the gender equality 7. to which extent the project contributes to the horizontal priority marginalized Roma communities 8. to which extent the project contains innovative elements 	<p>Scale 1-4 for all questions /4 the best/ Weight 0,25-3</p> <p>min – max score 25-50</p>
		<p>Way of the project implementation</p> <ol style="list-style-type: none"> 1. To which extent are the project activities linked with its objectives 2. To which extent are the project activities linked with the indicators 3. Suitability of the indicators in relation to the objectives and the probability of their achievements 4. How good is the market/ marketing research for the project 5. To which extent did the applicant identified possible current risks linked with the project implementation 	<p>min – max score 5-10</p>
		<p>Budget and expenditure efficiency</p> <ol style="list-style-type: none"> 1. What is the quality and structure of the project budget 2. Is it proved that the proposed expenditures are necessary for the project implementation? To which extent are the eligible expenditures specified 3. How are the project activities linked from the time point of view 4. What is the ratio between estimated expenditures and expected results 	<p>min – max score 5-10</p>
		<p>Administrative and technical capacity of the applicant</p> <ol style="list-style-type: none"> 1. What are the experiences of the applicant with the implementation of similar activities 2. Has the applicant introduced the quality management system 3. To which extent is the applicant providing continual training of its staff in the area related to the project 	<p>min – max score 5-11</p>
	<p>Sustainability</p> <ol style="list-style-type: none"> 1. To which extent are the results sustainable from the financial point of view 2. How the applicant ensured sale of the production after the project completion/ are the customers identified 3. To which extent the applicants proved continuation of the project activities 4. To which extent did the applicant taken into account external risks after the project completion, how is the risk of non-achievement of objectives treated 5. Does the project include solution for environmental impacts 	<p>min – max score 10-20</p>	
	DOP2008-SIP001 Support for starting entrepreneurs (common call of the OP CEG and OP Employment and Social Inclusion)	<p>Suitability and purpose of the project</p> <ul style="list-style-type: none"> -to which extent is the project contributing to the achievement of the objectives of the priority axis 1, measure 1.1.2 of the OP C&EG - to which extent project achieves objectives of the priority axis 1, measure 1.1.2 of the OP C&EG - to which extent project achieves objectives of the NSRF, OP and de minimis scheme - how consistent are the proposed project activities with the needs of the region - to which extent the project comprises innovation elements - to which extent the project contributes to the sustainable development and growth of the competitiveness in the industry and services - to which extent the project contributing to the decrease of disparities in the area of employment and the increase of adaptability - to which extent the project determines the needs of the target groups and the beneficiaries and how suitable is the project proposal for them - to which extent the project contributes to the sustainable development in its three elements / environmental, social and economic/ - how strong is the assumption that the project will contribute to the higher quality and wider spread of the ICT use - to which extent the project contributes to the gender equality - to which extent the project contributes to the horizontal priority marginalized Roma communities - how the project confirmed the utilization of its results in other regions 	<p>Scale 1-4 for all questions /4 the best/ Weight 1-3</p> <p>3 for question 1-4 2 for question 6 and 8 1 for question 5, 7, 9-13</p>
		<p>Way of the project implementation</p> <ul style="list-style-type: none"> - What is the level of complementarity of activities from OP C&EG and OP Employment and Social Inclusion - What is the coherence of activities with its results and objectives - How the project showed that the proposal is ready for the implementation - How useful is the project in terms of contribution to the fulfilment of indicators of the priority axis 1 OP C&EG - How useful is the project in terms of contribution to the fulfilment of indicators of the priority axis 1 OP E&SI - How useful is the proposed management system of the project 	<p>Scale 1-4 for all questions Weight 1-3</p> <p>2 for question 1 1 for the rest of question</p>
		<p>Budget and expenditure efficiency</p> <ul style="list-style-type: none"> - To which extent is the budget and planned items in compliance with the CFP - Is the budget and item planned adequate to implement the project objectives - How are the project expenditures specified in relation to the achievement of the project objectives and activities - What is the ration between expected expenditures and expected results - How clear is the budget and explanation for activities items - Are the items specified so that they could be considered eligible - Are the expenditures necessary to implement the project 	<p>Scale 1-4 for all questions Weight 1-3</p> <p>1 for the rest of question</p>
<p>Administrative and technical capacity of the applicant</p> <ul style="list-style-type: none"> - How the project proved that the applicant, its staff and/or its partners have sufficient technical expertise to implement it - How the project proved that the applicant, its staff and/or its partners have sufficient capacities /staff, equipment, budget/ - How the applicant proved its ability to manage the risks /economic, legal, personal/ - What is the level of project preparation 		<p>Scale 1-4 for all questions Weight 1-3</p> <p>2 for question 1 1 for the rest of question</p>	
<p>Sustainability</p> <ul style="list-style-type: none"> - To which extent the applicant considered external risks, their management after the project completion - How are the risks of non-achievement of the indicators treated - To which extent the applicants proved continuation of the project activities after the completion of the SF support - How is the demand of products/services ensured after the project completion 	<p>Scale 1-4 for all questions Weight 1-3</p> <p>1 for question 1,2,5 2 for question 3 3 for question 4</p>		

Slovenia	Direct incentives for joint development-investment projects - DIP 09	TECHNOLOGICAL SET OF CRITERIA	60%
		Technological excellence of the project	24%
		Technological perspectiveness	21%
		Quality and competence of the consortium	9%
		Ecological contribution	6%
		BUSINESS – RELATED CRITERIA	40%
		Business effects of the project	18%
		Lead partner	12%
		Project's organization	10%
			60%
	Strategic research-development projects in companies	TECHNOLOGICAL SET OF CRITERIA	60%
		technological and business perspectiveness of the results of the project developed at the level of prototype	12%
		ration between technological excellence and risk of the project	12%
		technological excellence of the project (innovativeness, pretentiousness, quality,...)	6%
		influence of the results to the environment	6%
		qualifications of partners and key personnel for the implementation of the project	6%
		cooperation of the companies with research institutions	6%
		justified usage of resources (appropriateness of planned extent of R&D work)	6%
		influence of the project on technological development and competitiveness of partners	6%
		BUSINESS-RELATED SET OF CRITERIA	30%
		R&D and innovation activities of the lead partner, its competitiveness and market share in Slovene and foreign markets	9%
		ratio between business effects and risks	6%
		project is in line with the strategic plan of the company or group of partners	5%
		business effects on partners	5%
		percentage of own co-financing of partners compared to the total project's value	2%
		size of partners and balanced participation of partners	2%
		PROJECT – RELATED CRITERIA	10%
		Quality of the planned implementation of the project	10%
	Public call for co-financing of purchase of new technology equipment in period 2009-2011	The introduction of modern technology in conjunction with new or radically improved products / services	25%
		Increase in value added per employee /average of years 2008 and 2012	20%
Innovativeness in connection with a project		15%	
Project impact on competitiveness of a company/applicant		10%	
Direct sales outside the market of the Republic of Slovenia (average of years 2008 and 2012)		10%	
Market orientation in conjunction with a new project		10%	
No. of employees in company		50%	
The impact of investment on the environment - max 5 points	50%		

Theme 3

Country	Call	Selection Criteria	Weight/Scoring
Austria	Contribution to the integrated development of selected target areas covered by the City Development Plan and Other operations targeted at urban development	Compliance with targets set out	Max 75 points
		Compliance with targets at level of priority axis, operation, horizontal objectives	Max 30
		Focus on results	Max 25
		Degree of innovation	Max 20
		Quality of project design	Max 70 points
		Quality of project design	Max 25
Cost (resource) efficiency	Max 25		
Visibility (quality of communication activities)	Max 20		
Czech Republic	3.1-04: Development Poles of the Region	PROJECTS OVER 10 MIO CZK (400 000 EUR)	Scoring: 0 – 100 %; qualitative judgment
		1. Applicant - personal capacity - experience - formal quality of application	Weight 10 %
		2. Quality of the project - feasibility - quality of application - sustainability - risk management	Weight 40 %
		3. Importance of the project - Fulfilling of the objectives of the ROP - optimum and innovation assessment - Fulfilling the objectives of the ROP - assessment of focus of the project - Synergy - The need for and benefits of the project – Cost Benefit Analysis	Weight 45 %
		4. Horizontal priorities - Environment - Equal opportunities	Weight 5 %
		PROJECTS UP TO 10 MIO CZK (400 000 EUR)	Scoring: 0 – 100 %; qualitative judgment
Germany	Directive on Urban Regeneration	Importance of the project - Inclusion of the project according to the prevailing theme of the ROP - Fulfilling the objectives Integrated urban development plan (IUDP) - Benefits of the project	Weight 45 %
		3.2-03: Sub-regional centres - Infrastructure for education and leisure	See above
Germany	Directive on Urban Regeneration	Support of municipalities :	
		1. No compulsory task for the community	Y/N
		2. No expenditures for a measure which is not eligible for funding according to the guideline for sustainable city development associated with EU-regulation	Y/N
		3. Can the measure be derived from the current INSEK of the city?	Y/N
		4. Does the measure contribute to the correction of the economic, ecological and problems of the city?	Y/N
		5. Can the measure be associated with an action field in accordance with no. 2 NSER?	Y/N
		6. Is the gender-mainstreaming principle considered?	Qualitative judgement
		7. Is the principle of non-discrimination fulfilled?	Qualitative judgement
		8. Does the measure generate income and is this income considered in the total financing.	Y/N
		9. Evidence for sustainability of ecological, economical and social aspects	Qualitative judgement
		10. Undertaking/project not conducted/funded by a different authority	Y/N
		11. Development of the project based on an interdisciplinary approach (i.e. civic participation, department spanning planning group)	Qualitative judgement
		12. Proof of co-financing	Y/N
		13. Coordination of the planning of the project with the relevant authorities of the administrative district and of the Land	Y/N
		14. Availability of the relevant construction permits	Y/N
		Funding of SME:	
		1. No other funding	Y/N
		2. Own funds of the applicant	Y/N
		3. The SME commits itself to request a confirmation at the responsible municipality that the measure is in line with the themes and aims of the guideline and that the regional focal point corresponds to the INSEK. The municipality also has to confirm that it provides the municipal co-payment and that the measure can be implemented within two years.	Y/N
		4. The start of the project has to take place after the approval of the grant. Planning, ground surveys and acquisition of land are permitted as long as they are not the subject of the grant themselves and can be considered as preparation of the investments.	Exclusion criteria
5. Chances of success need to be ascribed to the project. The measure must not be feasible without the funding.	Qualitative judgement		
6. The overall financing of the project must be ensured	Y/N		
7. Project meets at least one of the following criteria: - Creating work places within the urban area - Settlement: An enterprise is established within the city area and the project has an important impact. - Expansion and modernization: The plant gets expanded, streamlined or modernized within the city area and the funded project has an important impact. - Business start-up: A project funded according to this guideline is implemented with profit-maximization goals from which a business start-up within the city area evolves. This entrepreneurial activity has to contribute to sustainable economic development of the location. - Innovation: With new production, environmental and energy technologies, an innovative entrepreneurial activity that serves to safeguard the company profile and location within the city is conducted. - Formation: It is invested in commercial buildings and structural works. The project funded according to the guideline contributes essentially helping to shape the urban environment, to avoid outplacement and upgrade the city area. - Economic structure: The supply of locally needed goods and services which are important for a balanced structure or complementing the value chain are secured within the urban area. - Integration: A new operational measure is performed which, in addition to the internal/operational effects also improves the economic	Qualitative		

Netherlands	<p>Programme City Rotterdam: Improving the business climate and living climate</p> <p>Programme City Amsterdam: Improving the business climate and living climate</p> <p>Programme City The Hague: Improving the business climate and living climate</p> <p>Programme City Utrecht: Improving the business climate and living climate</p>	<p>Permanent call: No selection between projects based on criteria Project need to fulfil eligibility criteria First come, first served</p>	Eligibility criteria
Slovakia	ROP-4.1c-2009/01 Regeneration of settlements (individual demand-driven projects)	<p>Suitability and purpose of the project</p> <ol style="list-style-type: none"> 1. Project compliance with the objectives of ROP, priority axis and measure 2. Compliance of the project with the ROP strategy 3. Focus of the project on the socially disadvantaged communities 4. Number of people in marginalised Roma communities 5. Contribution of the project to the horizontal priority Information Society 6. Contribution of the project to the horizontal priority Sustainable development 7. Contribution of the project to the horizontal priority gender equality 8. Contribution of the project to the horizontal priority Marginalised Roma communities 	<p>Weight 1-9 Score 0-4 for all groups</p> <p>Min and max score 45-80</p>
		<p>Approach to project implementation</p> <ol style="list-style-type: none"> 1. Contribution of the project to the improvement of spatial condition of the environment 2. Assessment of the project from the point of view of compliance with the legal conditions 3. Contribution of the project to the safety of the environment 4. Contribution of the project to the new elements of the public area 5. Contribution of the project to the spread and creation of new services 6. Contribution of the activities to the achievement of the project objectives 7. Assessment of the relevance, explicitly, logic and time sequence of the project activities 	<p>Min and max score 16-44</p>
		<p>Budget and expenditure efficiency</p> <ol style="list-style-type: none"> 1. Financial efficiency from the point of view of the indicators/ benchmarks 2. Formal assessment of the budget 3. Subject assessment of the budget 	<p>Min and max score 13-28</p>
		<p>Administrative and technical capacity of the applicant</p> <ol style="list-style-type: none"> 1. Proof of the sufficient personal and technical capacities of the applicant to implement the project 	<p>Min and max score 4-4</p>
		<p>Sustainability</p> <ol style="list-style-type: none"> 1. Financial sustainability of the project 2. Compliance with the strategic documents at the national level 3. Compliance with the strategic documents at the local level 4. Prove of the project continuation after the completion of its activities 5. Coherence of the project with other activities/ projects in the region 6. Involvement in the development programmes 	<p>Min and max score 12-44</p>
		<p>Suitability and purpose of the project</p> <ol style="list-style-type: none"> 1. Project compliance with the objectives of ROP, priority axis and measure 2. Compliance of the project with the ROP strategy 3. Compliance with the principle of area concentration for ROP interventions 4. Contribution of the project to the eligible activities of the measure 5. Purpose and focus of the project 6. Suitability of the project taking into account the starting position 7. Contribution of the project to the horizontal priority Information Society 8. Contribution of the project to the horizontal priority Sustainable development 9. Contribution of the project to the horizontal priority gender equality 10. Contribution of the project to the horizontal priority Marginalised Roma communities 	<p>Weight 1-6 Score 0-4 for all groups</p> <p>Min and max score 48-86</p>
		<p>Approach to project implementation</p> <ol style="list-style-type: none"> 1. Contribution of the project to the improvement of spatial condition of the environment 2. Contribution of the project to the new elements of the public area, spread and creation of new services 3. Contribution of the project to the cultural heritage preservation 4. Contribution of the activities to the achievement of the project objectives 5. Assessment of the relevance, explicitly, logic and time sequence of the project activities 6. Contribution of the project to the safety of public areas 	<p>Min and max score 22-40</p>
<p>Budget and expenditure efficiency</p> <ol style="list-style-type: none"> 1. Financial efficiency from the point of view of the indicators/ benchmarks 2. Formal assessment of the budget 3. Subject assessment of the budget 	<p>Min and max score 16-30</p>		
<p>Administrative and technical capacity of the applicant</p> <ol style="list-style-type: none"> 1. Proof of the sufficient personal and technical capacities of the applicant to implement the project 	<p>Min and max score 4-4</p>		
<p>Sustainability</p> <ol style="list-style-type: none"> 1. Environmental sustainability of the project 2. Sustainability of the project from the demographic point of view 3. Compliance with the strategic documents at the national level 4. Financial sustainability of the project 5. Sustainability concerning ownership rights to the real estate 6. Coherence of the project with other activities/ projects in the region 7. Involvement in the development programmes 	<p>Min and max score 20-40</p>		

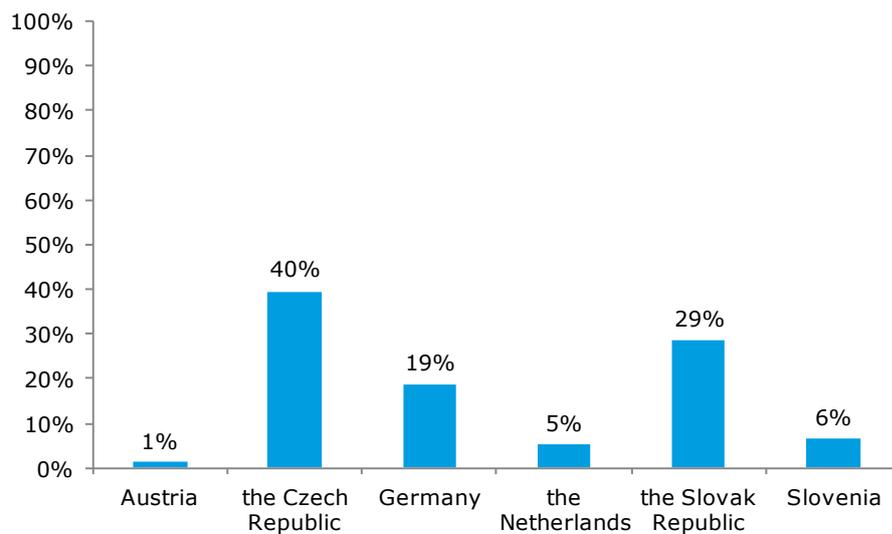
Slovenia	Public open calls for proposals for co-financing operations under activity field "Regional Development Programmes"	Regional importance	not specified
		Influence on improvement of workplaces or improvement of the environment and criteria set in the OP	not specified
		objectives of the operation are in line with objectives stated in the OP	Qualitative judgement
		operation is included in the investment plan	Y/N
		value of investment operation is at least 600,000 € and of non-investment operation at least 150,000 €	Y/N
		the financial construction is closed	Y/N
		co-financing by the beneficiary (local community) is at least 15 %	Y/N
		the operation is included in the budget of the local community	Y/N
		proposal is submitted on the foreseen form	Y/N
		applicant has to sign a statement, that he fulfils all conditions and that he knows the regulations	Y/N
		specific condition 1: for investment operation, the applicant has to submit investment documentation	
		specific condition 2: for non-investment operations, the applicant has to submit project's disposition	
specific condition 3: for investment operation, the investment documentation has to prove, that environmental standards have been included and respected			
specific condition 4: co-financing is not State Aid!			

ANNEX 5: DEMOGRAPHIC BACKGROUND OF SURVEY RESPONDENTS

National distribution

All six countries covered in the study were represented among the survey respondents. The highest share of respondents came from the Czech Republic, the Slovak Republic, and Germany (Figure 53). A lower response rate was achieved in Slovenia, the Netherlands, and Austria -- mostly due to a small sample size.

Figure 1: What country are you from? – Responses

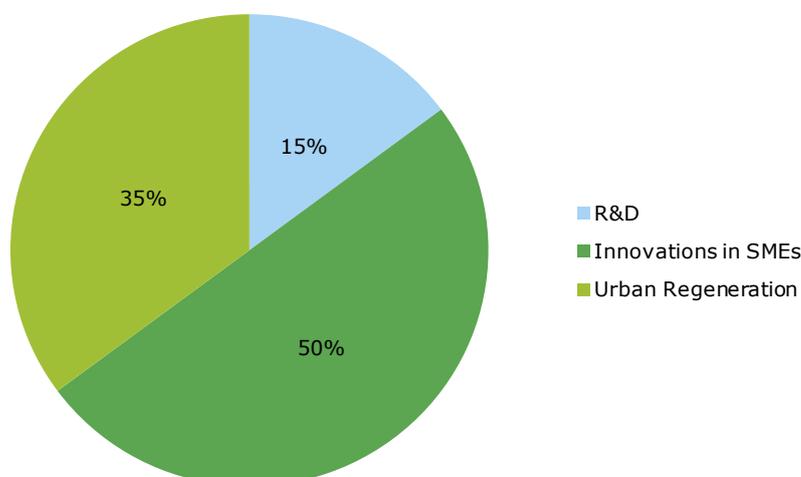


Source: Rambøll Management Consulting, Online-Survey
N = 500

Themes

Similarly, all three themes covered in the study were represented among the survey respondents. A majority of respondents had applied for funding within theme 2, Innovations in SMEs, followed by Urban Regeneration and Research & Development (Figure 54).

Figure 2: Distribution across themes

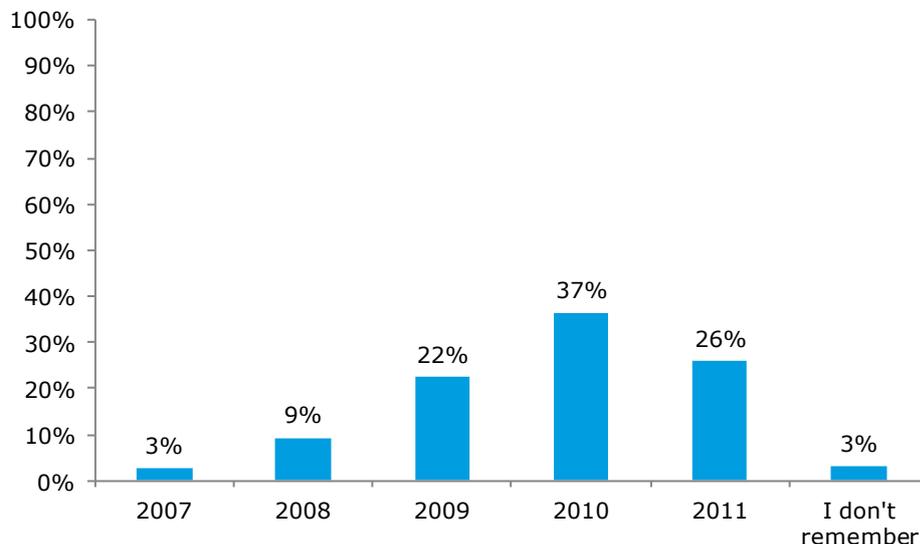


Source: Rambøll Management Consulting, Online-Survey
N = 500

Year of application

A majority of respondents had applied for funding in the year 2009 to 2011. The highest share of applications was submitted in 2010 (Figure 55).

Figure 3: In what year did you most recently apply for ERDF funding? – Responses

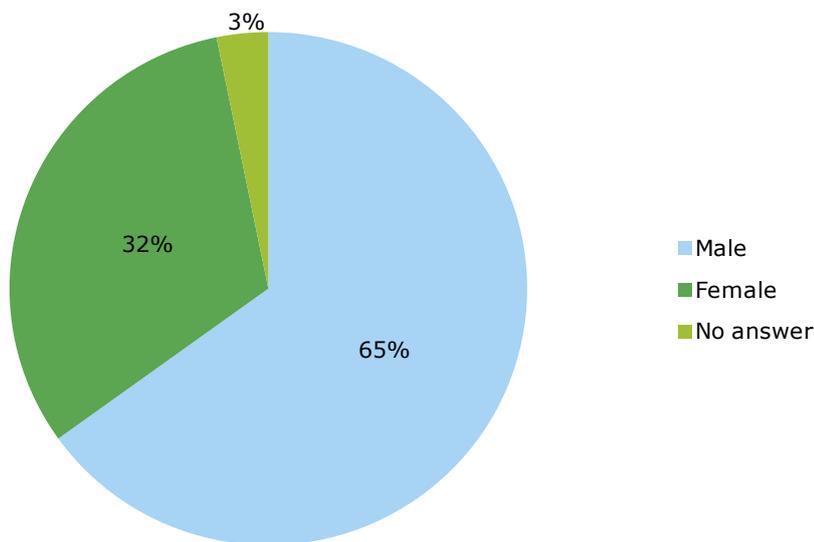


Source: Rambøll Management Consulting, Online-Survey
N = 545

Gender and age distribution

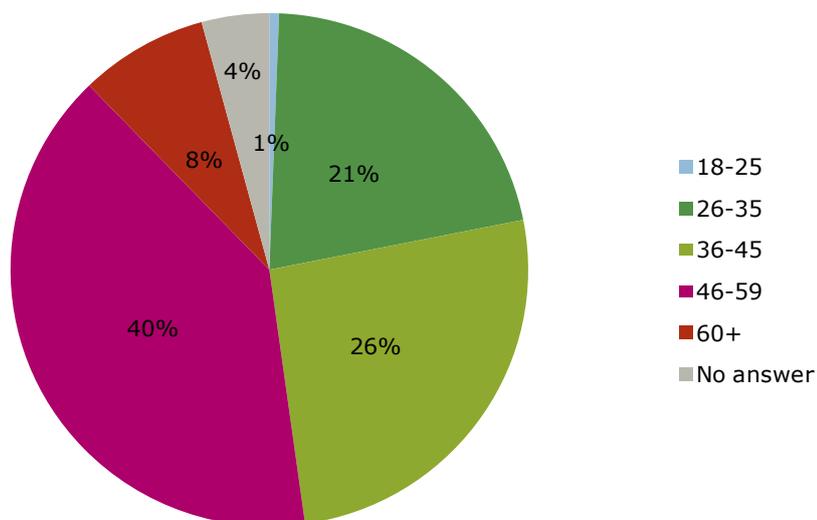
65 percent of respondents were male, 32 percent were female (Figure 56). Respondents were distributed evenly across age groups. A majority of respondents were 46 to 59 or 36 to 45 years old (Figure 57).

Figure 4: Are you male or female? - Responses



Source: Rambøll Management Consulting, Online-Survey
N = 500

Figure 5: What is your age? – Responses

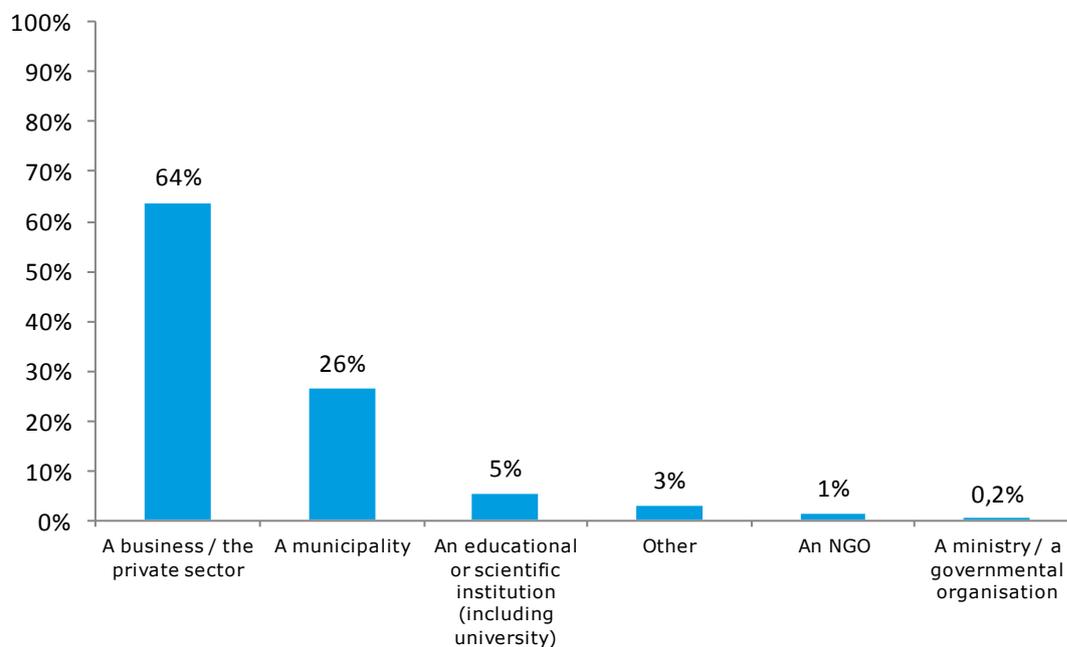


Source: Rambøll Management Consulting, Online-Survey
N = 500

Type of organisation and private sector

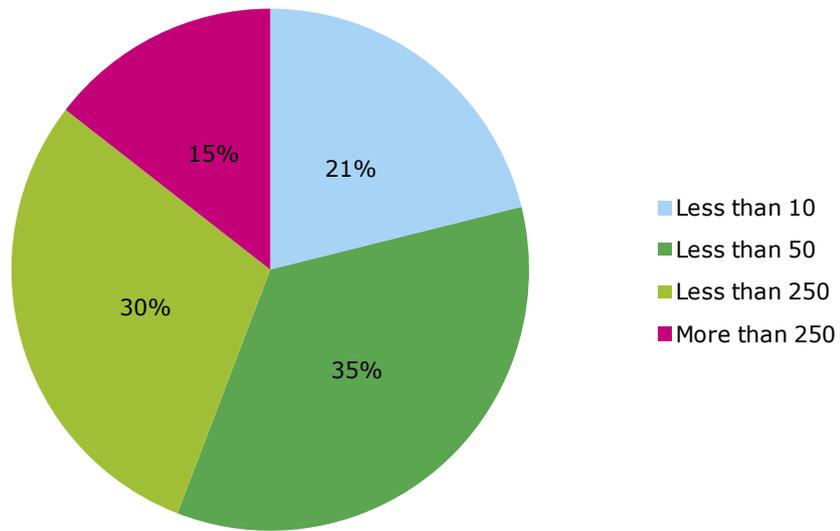
A majority of respondents worked in the business / private sector and municipalities. Only a small group of five percent worked in an educational or a scientific institution (Figure 58). Respondents working in the private sector were also asked to indicate the size of their organisation; all size groups of businesses were represented among respondents (Figure 59).

Figure 6: What kind of organisation / institution do you work for? - Responses



Source: Rambøll Management Consulting, Online-Survey
N = 500

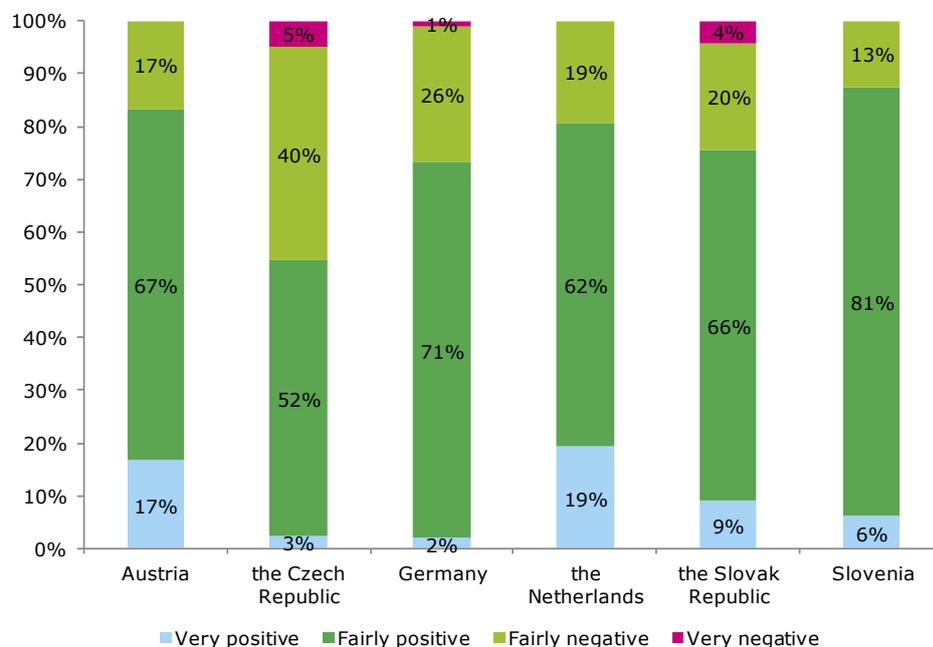
Figure 7: How many people work in your organisation? – Responses



Source: Rambøll Management Consulting, Online-Survey
N = 317

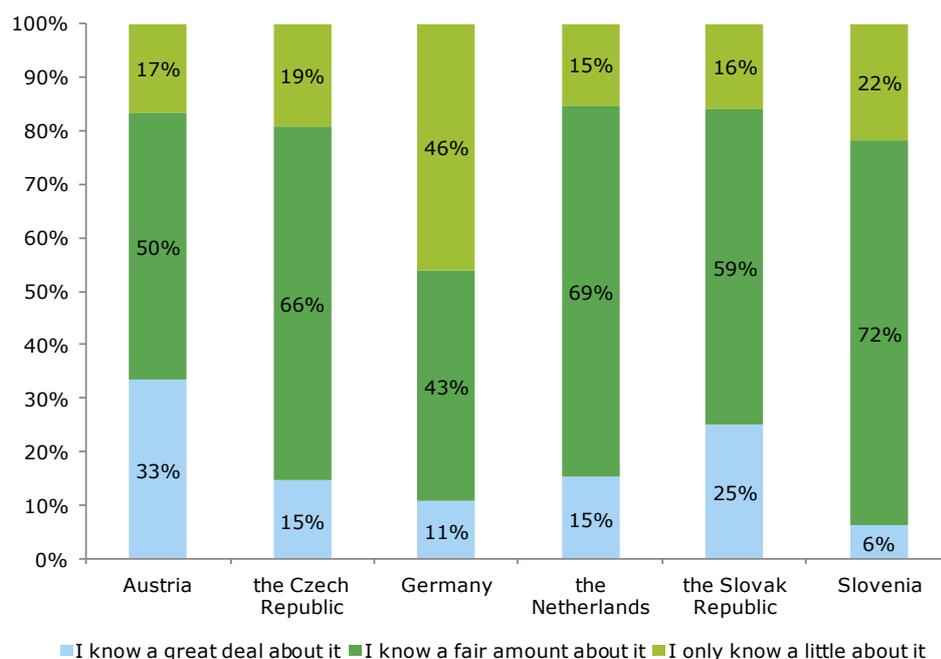
ANNEX 6: COUNTRY-SPECIFIC ANALYSES OF KEY SURVEY QUESTIONS

Figure 8: In general, would you say that what you see, read or hear about the European Union is very positive, fairly positive, fairly negative or very negative? – Responses by Countries



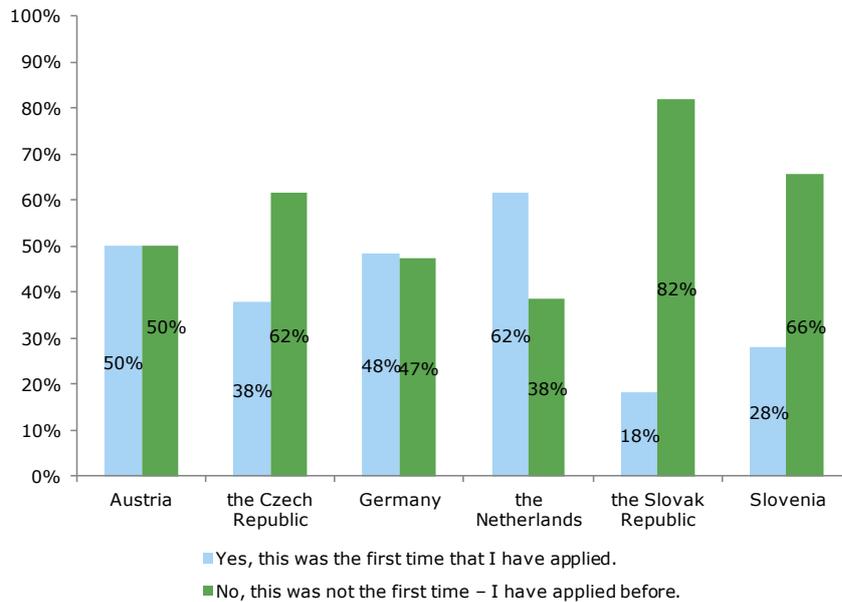
Source: Rambøll Management Consulting, Online-Survey
N = 500

Figure 9: How much do you feel you generally know about ERDF funding, its goals and funded projects in your country? - Responses by Countries



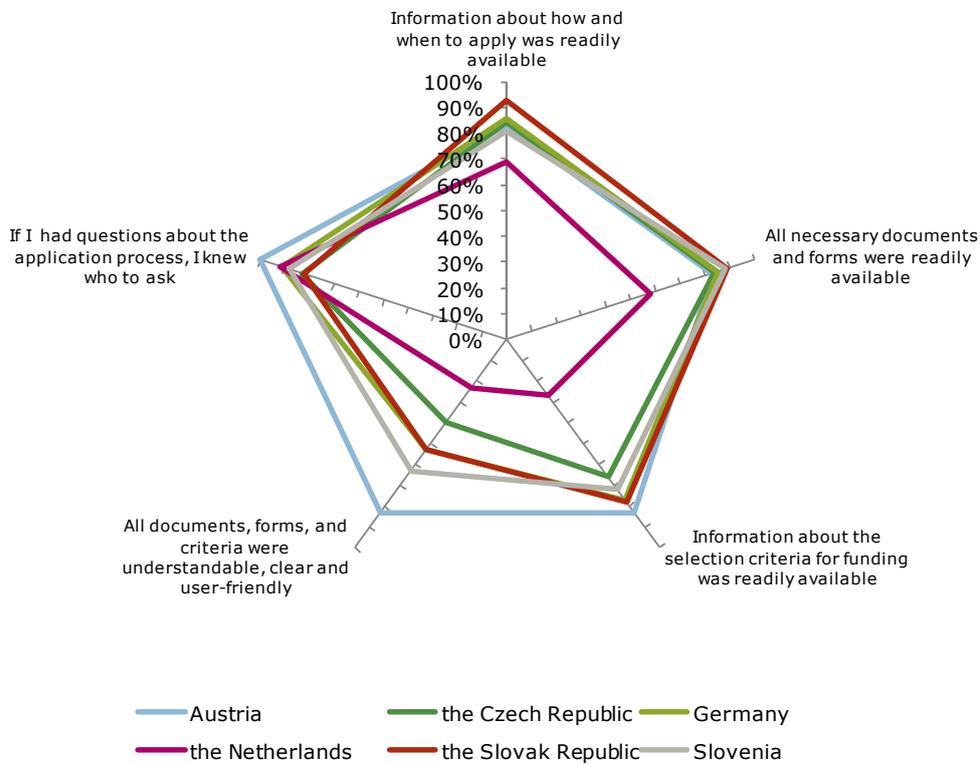
Source: Rambøll Management Consulting, Online-Survey
N = 500

Figure 10: Was this the first time you applied for ERDF funding or have you applied before? – Responses by Countries¹



Source: Rambøll Management Consulting, Online-Survey
N = 545

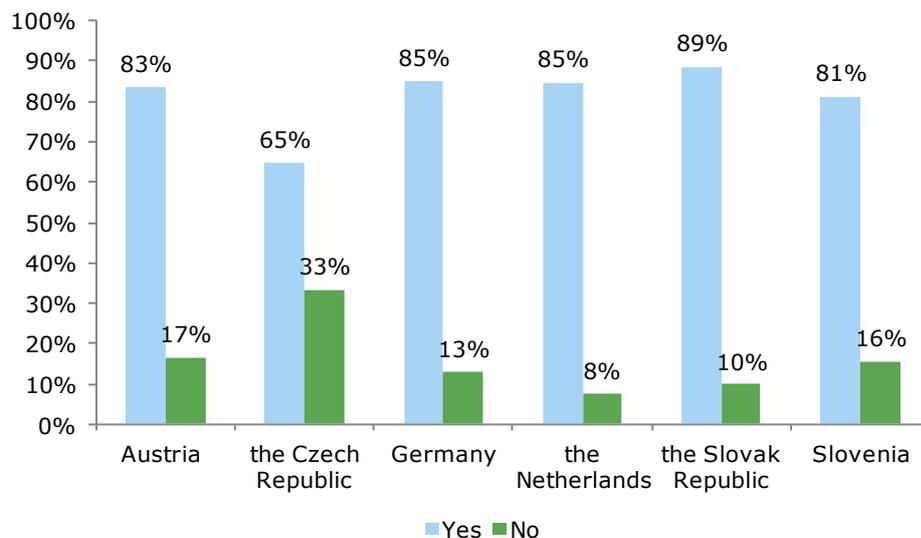
Figure 11: To the best of your recollection, please share your overall experiences of collecting information and preparing for your application. – Agreement by Countries



Source: Rambøll Management Consulting, Online-Survey
N = 500

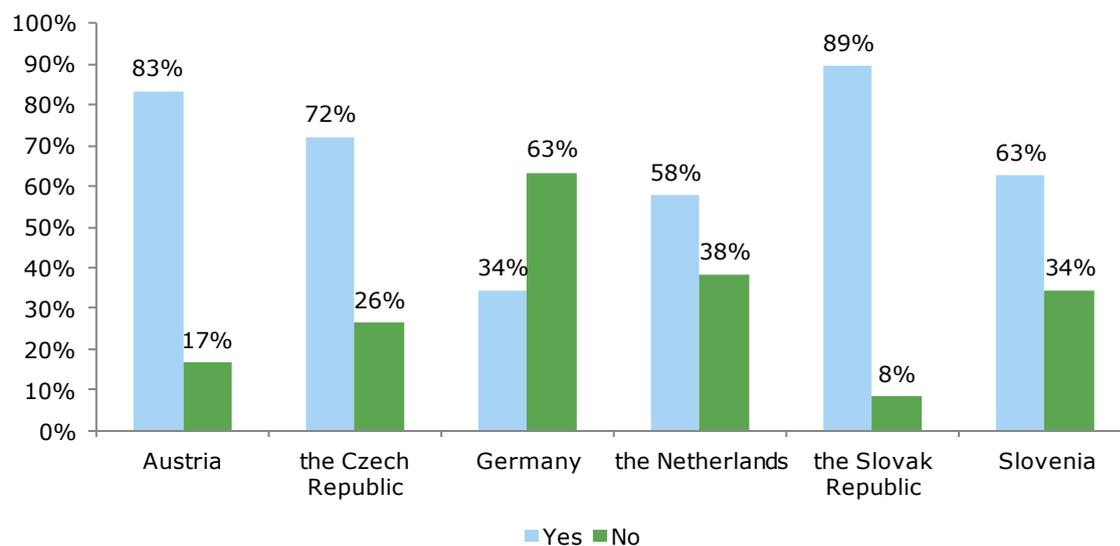
¹ "Don't know" responses not shown.

Figure 12: Were you in direct contact with any authorities to obtain information on funding possibilities and the application process? – Responses by Countries²



Source: Rambøll Management Consulting, Online-Survey
N = 500

Figure 13: Did you receive any external support from outside experts / consultants in the application process? – Responses by Countries³

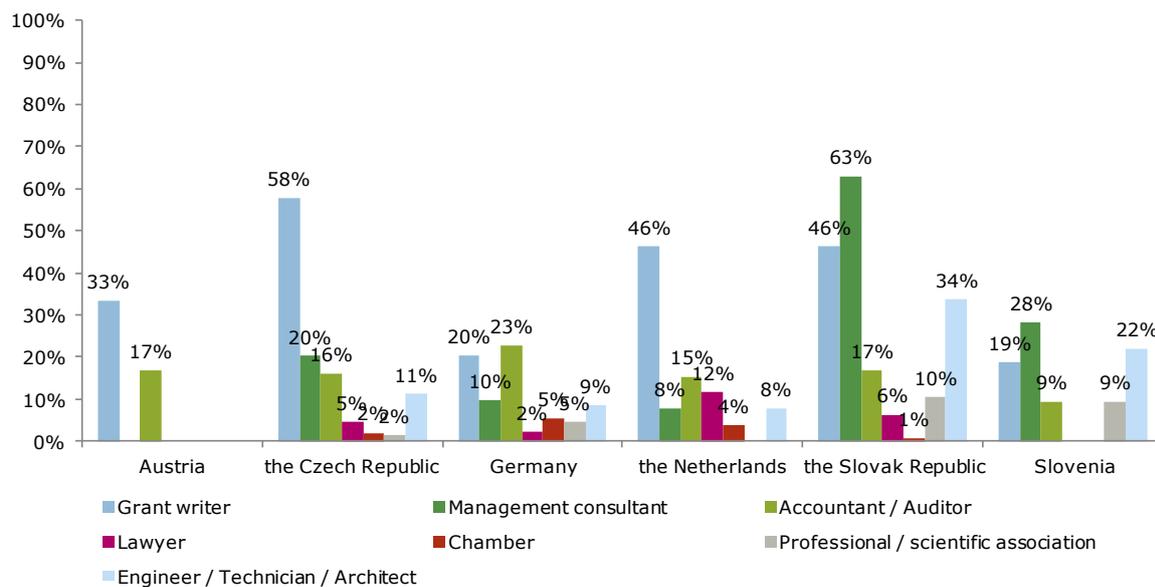


Source: Rambøll Management Consulting, Online-Survey
N = 500

² "Don't know" responses not shown.

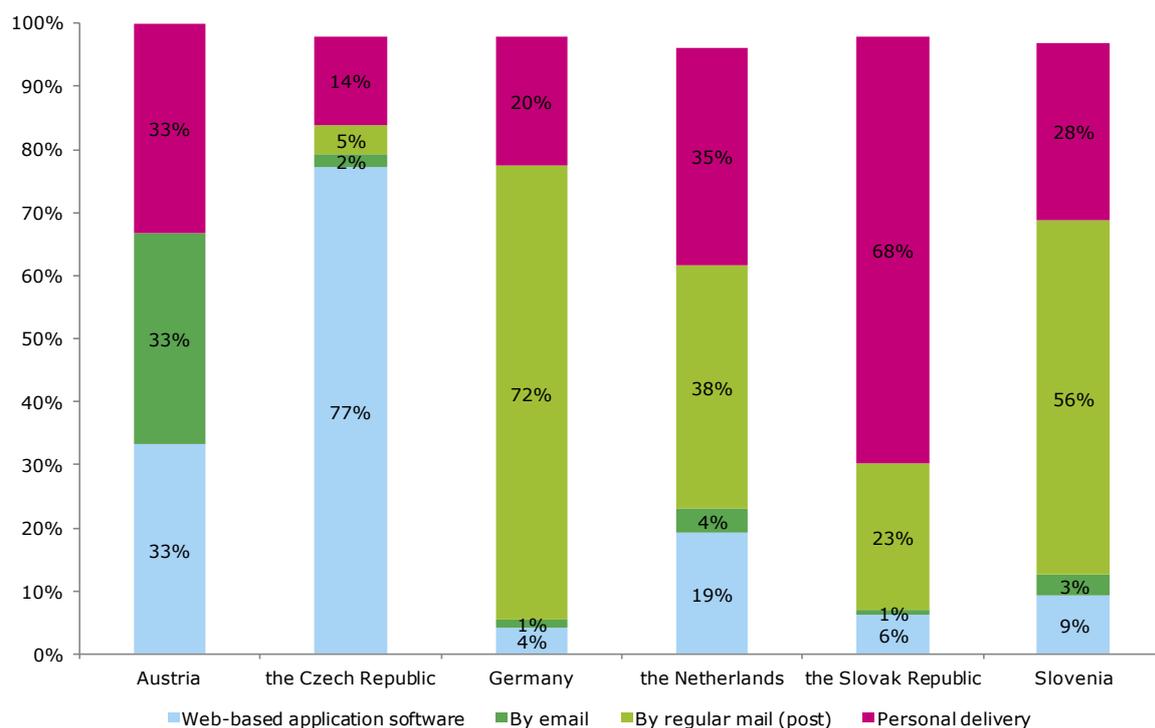
³ "Don't know" responses not shown.

Figure 14: What kind of outside experts / consultants did you involve? – Responses by Countries⁴



Source: Rambøll Management Consulting, Online-Survey
N = 500

Figure 15: How did you submit the application? – Responses by Countries⁵

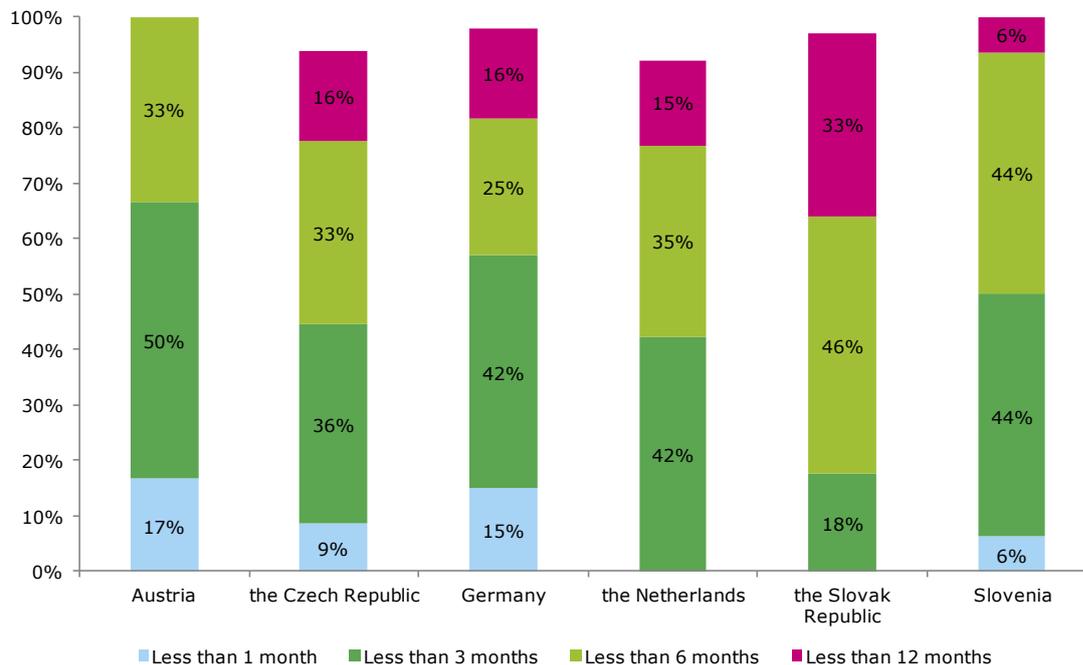


Source: Rambøll Management Consulting, Online-Survey
N = 500

⁴ Respondents were able to select one or more answers. Percentages may therefore add up to more than 100%.

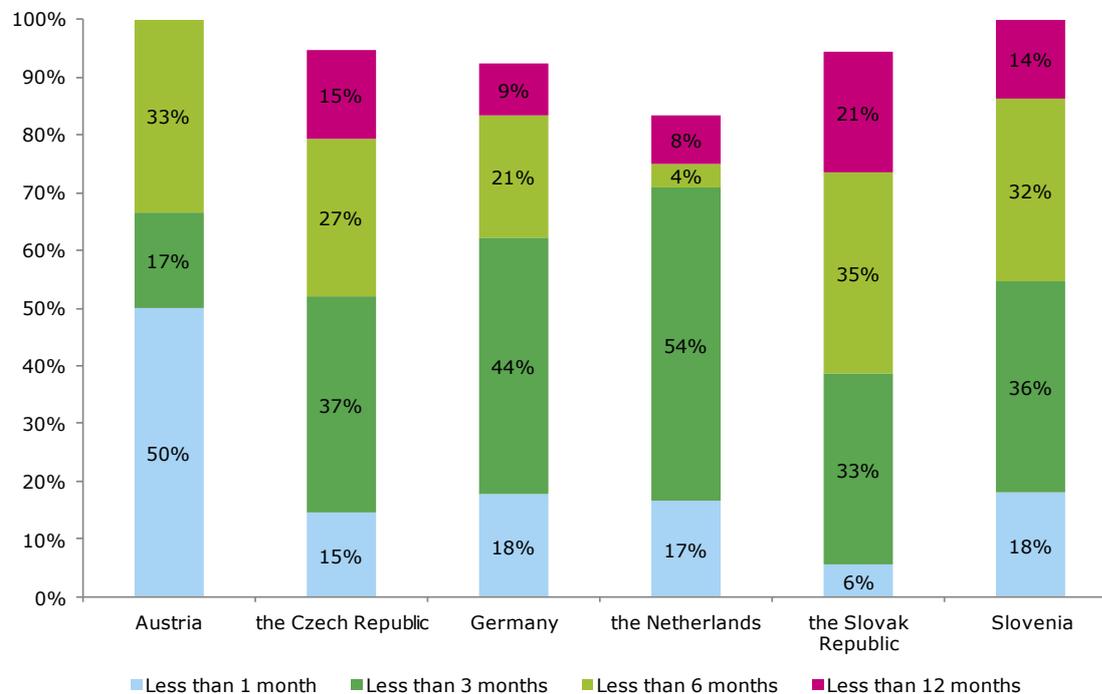
⁵ "Don't know" responses not shown.

Figure 16: To the best of your recollection: please estimate the following time spans; Time span between submission of the application and information about the selection decision – Responses by Countries⁶



Source: Rambøll Management Consulting, Online-Survey
N = 500

Figure 17: To the best of your recollection: please estimate the following time spans; Time span between selection of your proposal and settling of the contract – Responses by Countries⁷

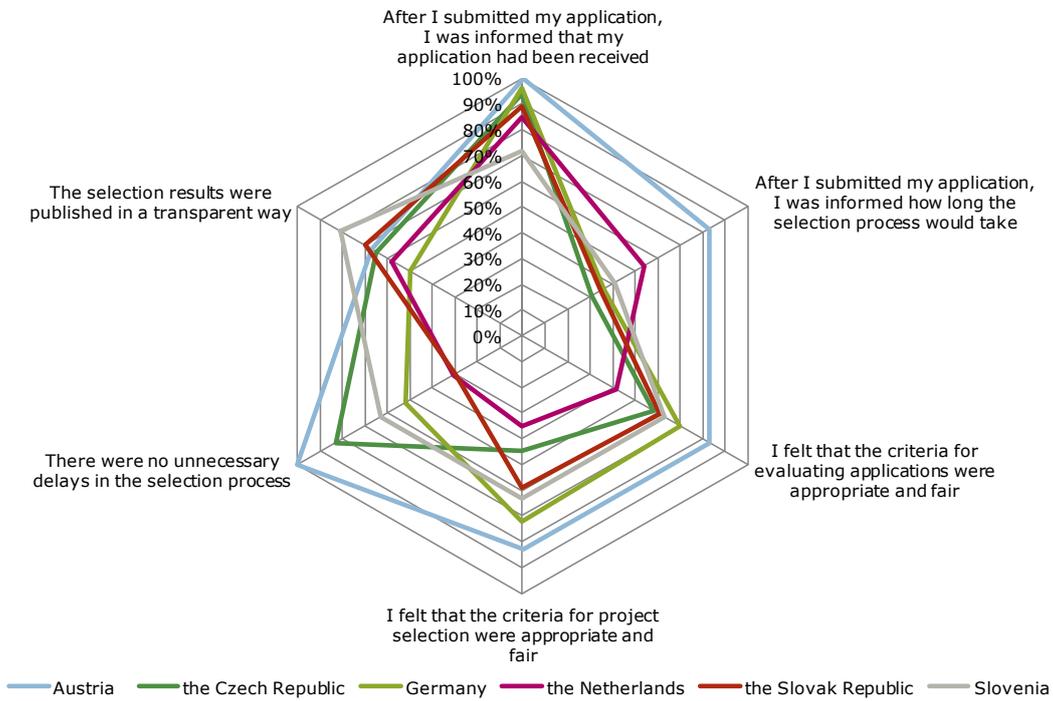


Source: Rambøll Management Consulting, Online-Survey
N = 500

⁶ "Don't know" responses not shown.

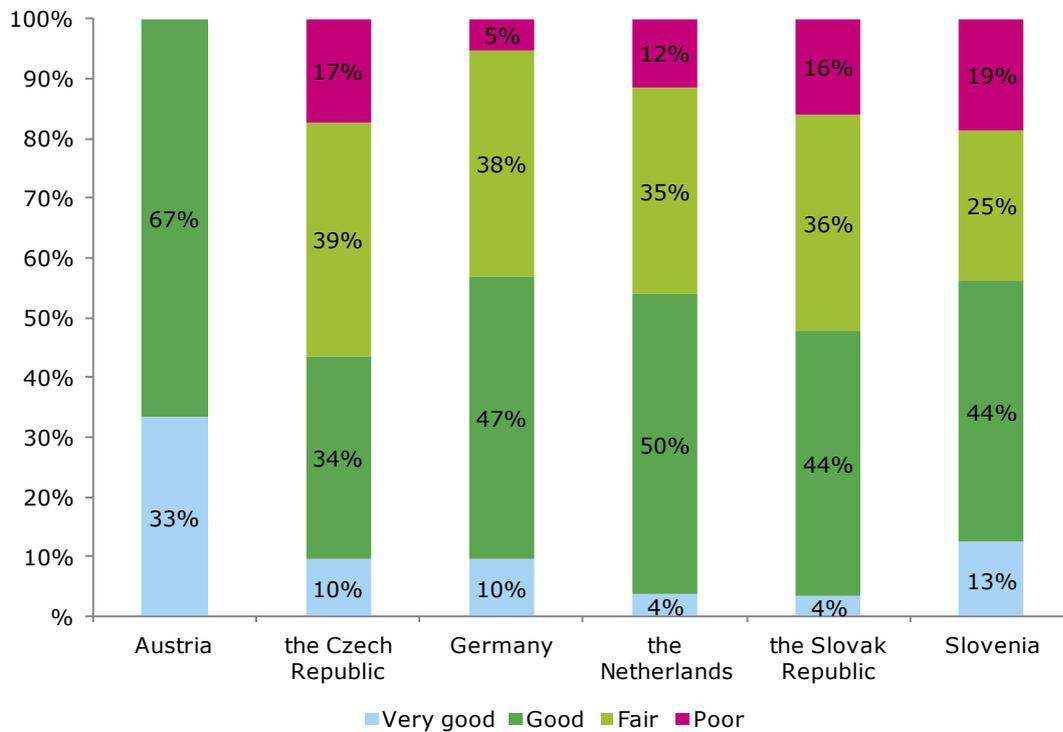
⁷ "Don't know" responses not shown.

Figure 18: To the best of your recollection, please share your overall experiences of the submission and selection process. – Agreement by Countries



Source: Rambøll Management Consulting, Online-Survey
N = 500

Figure 19: Overall I would rate the application and the selection process as... – Responses by Countries



Source: Rambøll Management Consulting, Online-Survey
N = 500

ANNEX 7: METHODOLOGICAL INFORMATION ON THE EU STANDARD COST MODEL (SCM)

The assessment of administrative costs and burdens was based on the basic principles of the EU Standard Cost Model (EU SCM). The EU SCM is a method for determining the administrative costs and burdens for businesses, the public sector, the voluntary sector, and citizens, imposed by legislation.⁸ The EU SCM breaks down administrative costs imposed by legal acts into components that can be assessed with reasonable accuracy. The SCM does not aim at producing statistically valid results, but creates credible estimates (i.e. figures based on relatively small samples or expert judgments). To do otherwise would not be cost-efficient (considering the level of detail and the number of parameters involved).

Legal acts impose costs and bring benefits of different types to different groups (private sector, public sector and households/citizens). However, the EU SCM does not address or question the benefit of legislation. As such, the measurement and analysis focus only on the administrative activities that must be undertaken in order to comply with regulation, not on the benefits that accrue and not on whether the regulation itself is justified. The focus is on administrative costs, and leaves out financial costs and substantive compliance costs. Administrative costs are defined as the costs incurred by businesses, households/citizens, the voluntary sector, and public authorities in meeting legal obligations to provide information on their action or production, either to public authorities or to private parties. These legal obligations are called Information Obligations (IOs). Every Information Obligation has attributes that describe the:

- content of information required (what must be provided),
- target group (who must provide it), and
- frequency (when it must be provided).

According to the EU SCM, administrative burdens should be assessed on the basis of the average cost of the required action for a public body or applicant/beneficiary in meeting the legal Information Obligation (known as P – for Price) multiplied by the total number of actions performed per year (known as Q – for Quantity).

$$\Sigma P \times Q$$

where P (for Price) = Tariff x Time + Equipment and Outsourcing costs
and Q (for Quantity) = Number of entities concerned x Frequency.

The average cost per action is estimated by multiplying a tariff (based on average labour cost per hour including prorated overheads⁹) by the time required per action. Where appropriate, other types of cost, such as the cost of equipment or supplies and/or external or outsourcing costs (costs for contracting out administrative activities), are taken into account. The quantity is calculated as the frequency of required actions multiplied by the number of entities concerned.

However, in accordance with the Terms of Reference, this study is not a pure cost measurement; the cost measurement is rather one task among others. Taking account of this relative importance of the cost assessment in the entire study as well as the specific context of the ERDF project selection procedures, the EU SCM was partly adapted and tailored for the specific study context. In this section, the specific methodological approach to the cost part of the study is described step-by-step, including a description of the adaptations to the model. For the purposes of this project, administrative costs incurred by the (public) bodies involved in the project selection procedures on

⁸ The description of the EU Standard Cost Model is based on Annex 10 of the EU Impact Assessment guidelines; http://ec.europa.eu/governance/impact/commission_guidelines/docs/iag_2009_annex_en.pdf.

⁹ The overhead covers a number of costs related to the individual employee and represents costs in addition to direct pay costs. The overhead covers costs in connection with fixed administration costs, such as expenses for premises (rent or building depreciation), telephone, heating, electricity, IT equipment, etc. An overhead percentage of 25% has been applied.

administration's side and applicants/beneficiaries of ERDF-funding were in scope of the assessment.

Mapping of process steps and activities

No analysis of specific EU or implementing national legislations was carried out in order to identify information obligations. Instead the pre-defined process steps of the project selection procedure¹⁰ for both sides, the (public) bodies involved in the project selection procedure on administration's side and applicants/beneficiaries of ERDF-funding, were used as 'measurement unit'. For the cost inquiry at the applicant's side, the process steps were combined with resp. broken down on the activities relevant in terms of SCM, where relevant.

Collecting information on time spent, employee types involved, equipment and external/outsourcing costs

The cost relevant data associated with the project selection procedures on the *administrations' side* was gathered in one workshop each with the Managing Authorities, Intermediary Bodies and other stakeholders involved in the process where relevant per Member State and theme. The data gathering was based on a generic description of the pre-defined process steps as presented in Chapter 1 and adapted ad hoc during the workshops, where possible, to cover the particularities of the described processes also in quantitative terms. The workshop participants were asked to estimate the time spent on average per applicant/application and/or the total time spent per process step. Equipment costs were not covered. Partly the workshop results were complemented by written statements of the public bodies afterwards.

The outcome of this estimation exercise was quite diverse between the Member States and themes. In the Member States with permanent calls (AT, DE and NL) the focus of the estimations was on the average time spent. Hence, a bottom-up approach was used to calculate the totals per process step, i.e. the totals were calculated by multiplying the average time spent per process step/activity with the respective quantity. In the young Member States with temporary calls (CZ, SK and SI) a mixed bottom-up and top-down approach was applied as partly average times per applicant/application and partly only totals per process step were provided.

Overall, one has to keep in mind that the figures collected mostly are not extracted from time recording systems, but represent estimates. As several of the process steps are quite complex, involving several people over a longer period of time, the estimation of the time spent was partly difficult or even impossible for the workshop participants. Hence, the datasets per countries/themes are partly fragmented and incomplete; estimations could not be provided resp. collected for each and every process step. In addition, one has to keep in mind that there is a great variety in the composition and arrangements of the administrative processes for project selection between MS and themes, as detailed in the comparative process analysis in Chapter 3. This variation could only partly be reflected in the generic process model required for making processes comparable. Subjecting processes to a consistent and integrative assessment of the associated administrative costs was therefore not always possible. These limitations to comparability have to be kept in mind when looking at the figures presented in the sections on administrative costs above.

In terms of the *applicants/beneficiaries*, information on the time spent per process step/activity as well as on acquisition/equipment costs and external/outsourcing costs was collected through the interviews and the survey. The number of responses and response rates vary to a great extent between the Member States per theme; the bases for the cost assessment per theme and Member State are hence very heterogeneous.

Below, an overview of the number of cost related responses and response rate per process step including the interviews and the survey is provided, sorted by themes. For each theme two tables are presented. The first table illustrates the response rate per process step regarding the internal resources/time, i.e. how many of the total respondents indicated time estimates per process step.

¹⁰ The process steps were pre-defined in the proposal based on the Technical Specifications and partly adapted during the inception phase.

The second table shows the share of respondents making use of external support and the share of respondents who quantified the external/outsourcing costs.

Theme 1 – Research & Development – Technology Transfer

Table 1: Theme 1 – Response rates regarding resources spent/internal costs

Process step	Response rate per process step					
	AT	CZ	DE	NL	SK	SI
Total number of responses	22	5	38	6	12	9
1. Informing/Getting acquainted with the funding possibilities and gathering all relevant information / documents	100%	100%	100%	100%	100%	67%
1a. Informal pre-procedure: drawing up and submitting project ideas/project outlines	50%	20%	61%	83%	8%	44%
4. Drawing up and submitting proposals/applications	100%	40%	100%	83%	75%	100%
7. Agreeing on ERDF support/preparing documents for contracting	77%	100%	89%	50%	58%	78%

Table 2: Theme 1 – Response rates regarding external/outsourcing costs

	Number and shares of responses					
	AT	CZ	DE	NL	SK	SI
Total number of responses	22	5	38	6	12	9
Share of respondents making use of external support	18%	60%	21%	100%	42%	89%
Share of respondents who quantified external costs	18%	40%	16%	100%	33%	89%

Theme 2 – Innovation in SME's

Table 3: Theme 2 – Response rates regarding resources spent/internal costs

Process step	Response rate per process step					
	AT	CZ	DE	NL	SK	SI
Total number of responses	20	195	26	26	47	37
1. Informing/Getting acquainted with the funding possibilities and gathering all relevant information / documents	100%	100%	100%	46%	100%	97%
1a. Informal pre-procedure: drawing up and submitting project ideas/project outlines	5%	0%	0%	23%	13%	30%
3a. Submitting applications for pre-qualification (APQ)		89%	85%			
4. Drawing up and submitting proposals/applications	100%	99%	96%	100%	83%	100%
7. Agreeing on ERDF support/preparing documents for contracting	75%	70%	92%	50%	77%	76%

Table 4: Theme 2 - Response rates regarding external/outsourcing costs

	Number and shares of responses					
	AT	CZ	DE	NL	SK	SI
Total number of responses	20	195	26	26	47	37
Share of respondents making use of external support	15%	73%	23%	69%	74%	59%
Share of respondents who quantified external costs	10%	67%	4%	65%	68%	43%

Theme 3 – Urban Regeneration

Table 5: Theme 3 – Response rates regarding resources spent/internal costs

Process step	Response rate per process step					
	AT	CZ	DE	NL	SK	SI
Total number of responses	21	23	24	17	108	9
1. Informing/Getting acquainted with the funding possibilities and gathering all relevant information / documents	100%	96%	100%	71%	100%	100%
1a. Informal pre-procedure: drawing up and submitting project ideas/project outlines	19%	9%	38%	53%	10%	33%
4. Drawing up and submitting proposals/applications	100%	100%	100%	100%	100%	100%
7. Agreeing on ERDF support/preparing documents for contracting	76%	74%	88%	65%	82%	67%

Table 6: Theme 3 - Response rates regarding external/outsourcing costs

	Number and shares of responses					
	AT	CZ	DE	NL	SK	SI
Total number of responses	21	23	24	17	108	9
Share of respondents making use of external support	43%	61%	75%	53%	92%	67%
Share of respondents who quantified external costs	29%	48%	46%	47%	85%	56%

Collecting Quantities (Q's)

The Quantities, i.e. the number of interested applicants, APQ and project outlines (where applicable), selected and rejected projects, were mainly collected from the Member State's authorities. The table below describes the relevant Quantity per Process Step:

Table 7: Description of Quantities per Process Step

Process step	Description of Quantity
1. Informing/Getting acquainted with the funding possibilities and gathering all relevant information / documents	Number of interested (potential) applicants
1a. Informal pre-procedure: drawing up and submitting project ideas/project outlines	Number of APQ submitted/received
3a. Submitting applications for pre-qualification (APQ)	Number of project ideas/outlines submitted/received
4. Drawing up and submitting proposals/applications	Number of applications received
7. Agreeing on ERDF support/preparing documents for contracting	Number of selected projects

The Quantities for the informal Process Step 1a were not available in several Member States, as it was only revealed during the survey that a kind of informal pre-procedure seems to be in place almost everywhere, i.e. the possibility to submit a project idea/rough project outline to the authorities. These were calculated on the basis of the share of respondents who indicated time spent on a pre-procedure from the survey.

Standardisation – determining the 'normal efficient' process

The objective of the standardisation exercise in an EU SCM measurement is to come up with a single estimate for a 'normal efficient' applicant/beneficiary to complete each process step/activity as well as for the external/outsourcing and equipment costs. Therefore, a critical and qualitative

assessment of the data collected through interviews and survey is carried out in order to identify the most reliable process and costs of a 'normally efficient' applicant.

Internal time spent

However, in the light of the comparably large number of data points/responses and the characteristics of an online survey it was impossible to carry out such a qualitative assessment of the data collected. Instead, the median amount of time spent by applicants per process step as resulting from the combined interviews and survey data was used as a basis to calculate the total *internal costs* per process step.

It may have been useful to distinguish between different groups of applicants/beneficiaries on the basis of the types (municipalities, businesses/SME's, NGO's, Scientific/educational institutes, etc.), and for businesses furthermore on the basis of their size. This was reflected in the selection of interviewees and included as a question in the online survey. However, due to the comparably low number of responses of applicants from the different groups in some Member States, a separate analysis of the data collected from different applicant's groups was not possible/meaningful.

External/outsourcing costs

As regards the external/outsourcing costs, standardisation on the basis of the interview and survey results was not reasonable. The external/outsourcing costs would have to be standardised in the light of the internal time spent. In the case of outsourcing certain activities associated with e.g. the application for ERDF funds to a grant writer or external consultant the internal time/costs spent by the applicant himself logically would decrease. This relation is however not reflected by the interview and survey results. Hence, the external costs were not included in the calculation of the administrative burdens, but the findings are provided in Chapter 5.

Acquisition/equipment costs

As for the external costs, standardisation of the acquisition/equipment costs on the basis of the interview and survey results was not reasonable, however due to different reasons. Generally, the acquisition/equipment costs consist of all material and supplies costs associated with the application for ERDF funding a 'normal efficient applicant/beneficiary' faces during the process. Estimates in interviews throughout themes and Member States were provided only in a small number of cases. In the survey, applicants were asked to describe their equipment costs and quantify them. However, even within themes and Member States, the cost figures provided refer to different types of acquisitions and often one figure includes several types of acquisitions. Furthermore, several descriptions of equipment costs imply out of scope costs, as they

- do not represent equipment costs in the sense of the SCM (such as e.g. travel costs which are rather opportunity costs than equipment costs),
- refer to external/outsourcing costs covered separately (as e.g. costs for external assistance/consultation),
- refer to the internal costs which are also covered separately (as e.g. wages for the project team), or
- are not directly related to the application for ERDF funds, but to the project resp. other legislation (such as e.g. the costs for an energy audit, project documentation for the building permit, preparation of the internal layout and configuration of the building, architectural study, static report, meetings with the bank and the production of documents on the financing of the project, etc.).

Calculation of costs and burdens

Based on the time estimates per process step for the administration's side collected through the workshops and the median time per process step spent by applicants (see above), the total costs per process step were calculated for each theme and Member State. Beside the time spent, the employee types and related hourly wages are the key factor to calculate the internal costs.

In order to assure consistency and comparability of the labour costs across the Member States, Standard Classification of Occupations (ISCO) developed by the International Labour Organization

(ILO)¹¹ was used. ISCO groups jobs together in occupations and more aggregated groups mainly on the basis of the similarity of skills required to fulfil the tasks and duties of the jobs. It delivers data for EU-27. ISCO is structured in ten major groups at the top level of aggregation of which the first nine are used for EU SCM measurements. The groups are:

1. Legislators, senior officials and managers
2. Professionals
3. Technicians and associate professionals
4. Clerks
5. Service workers and shop and market sales workers
6. Skilled agricultural and fishery workers
7. Craft and related trades workers
8. Plant and machine operators and assemblers
9. Elementary occupations
10. Armed forces

For this study, the first four major groups were selected. The hourly wages associated with the different groups include 25% overhead and other labour costs.¹² The table below provides an overview of the hourly wages per major group and Member State:

Table 8: Hourly wage per selected major group and Member State

Selected ISCO major group	Hourly wages (in euro)					
	AT	CZ	DE	NL	SK	SI
1. Legislators, senior officials and managers	52	12	46	37	8	18
2. Professionals	39	8	43	35	5	19
3. Technicians and associate professionals	29	6	31	28	4	12
4. Clerks	22	5	25	22	3	10

However, to facilitate calculating the costs per process step, theme and Member State at the applicant's side, only the two first major groups were used.

In the workshops, interviews and the survey, the authorities and applicants were asked about the employee types involved in the different process steps. At the administration's side, it is mostly Professionals, and partly Senior Officials and Managers being involved in the project selection procedures. To facilitate the calculation of administrative burdens on applicants, a simplified approach was used: the interviews and survey revealed that the major part of the efforts is spent by Managers, as e.g. heads of department, and Professionals. For the calculation the total amount of time was split by two on these two groups.

¹¹ <http://www.ilo.org/public/english/bureau/stat/isco/isco88/intro.htm>

¹² The set of hourly wages was re-used from the large-scale SCM measurement carried out by Ramboll Management in Consortium with Capgemini and Deloitte on behalf of DG Enterprise & Industry.

ANNEX 8: RESULTS OF THE MULTI-CRITERIA-ANALYSIS BY COUNTRY AND THEME

ToR Aspects	ToR Study Questions	Descriptors and Indicators	Criteria
INFORMATION AND GUIDANCE	Level of applicants' information on eligibility rules, selection criteria etc.?	Knowledge of ERDF funding?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1
		Information about how and when to apply readily available?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1
		All necessary documents and forms readily available?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1
		Information about selection criteria for funding readily available?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1
	Degree of guidance provided to applicants?	All documents, forms, and criteria understandable, clear and user-friendly?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1
		If there were questions, applicants knew whom to ask about the application process?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1
Direct contact with authorities?		Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	
COMPLEXITY	Degree of complexity / extensiveness of selection process?	Number of involved bodies in the whole selection process?	2 bodies or less = 1; 3 or 4 bodies = 0; 5 or more bodies = -1
		Number of application documents to be provided?	Less than mean (- 5%) = 1; Mean (+ or - 5%) = 0; More than mean (+5 %) = -1
		Number of pages of application documents to be provided?	Less than mean (- 5%) = 1; Mean (+ or - 5%) = 0; More than mean (+5 %) = -1
		Pre-qualification procedure part of the procedure?	No = 1; Yes = -1
EFFECTIVENESS	What is the overall effectiveness of the project selection process?	Overall rating of the project selection process?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1
		Project evaluation based on exclusive or ranking / mix criteria?	Ranking / mix = 1; Exclusive = -1
		Are stakeholders involved in preparing the calls?	Yes = 1; No = -1
		Are external evaluators involved in the selection process?	Yes = 1; No = -1
		Relation between approved and rejected project applications?	< 50% = 1; > 50% and < 75% = 0; > 75% = -1
EFFICIENCY	What is the overall efficiency of the project selection process?	Time span between submission of the application and information about the selection decision?	Less than mean (- 5%) = 1; Mean (+ or - 5%) = 0; More than mean (+5 %) = -1
		Time span between selection of your proposal and settling of the contract	Less than mean (- 5%) = 1; Mean (+ or - 5%) = 0; More than mean (+5 %) = -1
		No unnecessary delays in the selection process?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1
		Possible to submit application online?	Yes = 1; No = -1
		Administrative Burden: median time spent per applicant	Better than mean (+20 %) = 1; Mean (+ or - 20%) = 0; Worse than mean (- 20%) = -1
		Administrative Cost: average time spent on providing guidance, evaluating APQ/project outline (where relevant) and application per (potential) applicant	Better than mean (+20 %) = 1; Mean (+ or - 20%) = 0; Worse than mean (- 20%) = -1
TRANSPARENCY	What is the overall degree of transparency of the project selection process?	Applicants judge the criteria for evaluating applications as appropriate and fair?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1
		Applicants judge the criteria for selecting projects as appropriate and fair?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1
		Selection results published in a transparent way?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1

Country		Austria							
Theme				1: R&D		2: Innovations in SMEs		3: Urban Regeneration	
ToR Aspects	ToR Study Questions	Descriptors and Indicators	Criteria	Assessment	Total for Aspect	Assessment	Total for Aspect	Assessment	Total for Aspect
INFORMATION AND GUIDANCE	Level of applicants' information on eligibility rules, selection criteria etc.?	Knowledge of ERDF funding?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1	0,33	-1	-0,11	1	0,89
		Information about how and when to apply readily available?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	-1		-1			
		All necessary documents and forms readily available?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	0		-1			
		Information about selection criteria for funding readily available?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1		-1			
		All documents, forms, and criteria understandable, clear and user-friendly?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1		1			
	Degree of guidance provided to applicants?	If there were questions, applicants knew whom to ask about the application process?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	0		1			
		Direct contact with authorities?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1		1			
		Number of interactions with authorities?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	-1		-1			
	Possible to submit project ideas beforehand?	Yes = 1; No = -1	1	1					
COMPLEXITY	Degree of complexity / extensiveness of selection process?	Number of involved bodies in the whole selection process?	2 bodies or less = 1; 3 or 4 bodies = 0; 5 or more bodies = -1	0	0,75	0	0,75	-1	0,50
		Number of application documents to be provided?	Less than mean (- 5%) = 1; Mean (+ or - 5%) = 0; More than mean (+5 %) = -1	1		1			
		Number of pages of application documents to be provided?	Less than mean (- 5%) = 1; Mean (+ or - 5%) = 0; More than mean (+5 %) = -1	1		1			
		Pre-qualification procedure part of the procedure?	No = 1; Yes = -1	1		1			
EFFECTIVENESS	What is the overall effectiveness of the project selection process?	Overall rating of the project selection process?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1	-0,20	1	-0,60	1	0,20
		Project evaluation based on exclusive or ranking / mix criteria?	Ranking / mix = 1; Exclusive = -1	-1		-1			
		Are stakeholders involved in preparing the calls?	Yes = 1; No = -1	-1		-1			
		Are external evaluators involved in the selection process?	Yes = 1; No = -1	1		-1			
		Relation between approved and rejected project applications?	< 50% = 1; > 50% and < 75% = 0; > 75% = -1	-1		-1			
EFFICIENCY	What is the overall efficiency of the project selection process?	Time span between submission of the application and information about the selection decision?	Less than mean (- 5%) = 1; Mean (+ or - 5%) = 0; More than mean (+5 %) = -1	1	0,67	1	0,50	1	0,67
		Time span between selection of your proposal and settling of the contract	Less than mean (- 5%) = 1; Mean (+ or - 5%) = 0; More than mean (+5 %) = -1	1		1			
		No unnecessary delays in the selection process?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1		1			
		Possible to submit application online?	Yes = 1; No = -1	1		1			
		Administrative Burden: median time spent per applicant	Better than mean (+20 %) = 1; Mean (+ or - 20%) = 0; Worse than mean (- 20%) = -1	1		0			
		Administrative Cost: average time spent on providing guidance, evaluating APQ/project outline (where relevant) and application per (potential) applicant	Better than mean (+20 %) = 1; Mean (+ or - 20%) = 0; Worse than mean (- 20%) = -1	-1		-1			
TRANSPARENCY	What is the overall degree of transparency of the project selection process?	Applicants judge the criteria for evaluating applications as appropriate and fair?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1	1,00	1	0,00	1	0,33
		Applicants judge the criteria for selecting projects as appropriate and fair?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1		-1			
		Selection results published in a transparent way?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1		0			

Country		Czech Republic							
Theme				1: R&D		2: Innovations in SMEs		3: Urban Regeneration	
ToR Aspects	ToR Study Questions	Descriptors and Indicators	Criteria	Assessment	Total for Aspect	Assessment	Total for Aspect	Assessment	Total for Aspect
INFORMATION AND GUIDANCE	Level of applicants' information on eligibility rules, selection criteria etc.?	Knowledge of ERDF funding?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1	0,00	0	0,11	0	-0,22
		Information about how and when to apply readily available?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1		0		-1	
		All necessary documents and forms readily available?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	0		0		-1	
		Information about selection criteria for funding readily available?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	-1		0		-1	
	Degree of guidance provided to applicants?	All documents, forms, and criteria understandable, clear and user-friendly?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	-1		0		-1	
		If there were questions, applicants knew whom to ask about the application process?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	-1		0		0	
		Direct contact with authorities?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	-1		0		0	
COMPLEXITY	Degree of complexity / extensiveness of selection process?	Number of involved bodies in the whole selection process?	2 bodies or less = 1; 3 or 4 bodies = 0; 5 or more bodies = -1	0	0,25	0	-0,75	0	-0,25
		Number of application documents to be provided?	Less than mean (- 5%) = 1; Mean (+ or - 5%) = 0; More than mean (+5 %) = -1	-1		-1		-1	
		Number of pages of application documents to be provided?	Less than mean (- 5%) = 1; Mean (+ or - 5%) = 0; More than mean (+5 %) = -1	1		-1		-1	
		Pre-qualification procedure part of the procedure?	No = 1; Yes = -1	1		-1		1	
EFFECTIVENESS	What is the overall effectiveness of the project selection process?	Overall rating of the project selection process?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	-1	0,20	0	0,60	-1	-0,20
		Project evaluation based on exclusive or ranking / mix criteria?	Ranking / mix = 1; Exclusive = -1	1		1		1	
		Are stakeholders involved in preparing the calls?	Yes = 1; No = -1	-1		1		1	
		Are external evaluators involved in the selection process?	Yes = 1; No = -1	1		1		-1	
		Relation between approved and rejected project applications?	< 50% = 1; > 50% and < 75% = 0; > 75% = -1	1		0		-1	
EFFICIENCY	What is the overall efficiency of the project selection process?	Time span between submission of the application and information about the selection decision?	Less than mean (- 5%) = 1; Mean (+ or - 5%) = 0; More than mean (+5 %) = -1	1	0,67	0	0,00	-1	-0,67
		Time span between selection of your proposal and settling of the contract	Less than mean (- 5%) = 1; Mean (+ or - 5%) = 0; More than mean (+5 %) = -1	1		0		-1	
		No unnecessary delays in the selection process?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1		0		-1	
		Possible to submit application online?	Yes = 1; No = -1	1		1		-1	
		Administrative Burden: median time spent per applicant	Better than mean (+20 %) = 1; Mean (+ or - 20%) = 0; Worse than mean (- 20%) = -1	1		0		0	
		Administrative Cost: average time spent on providing guidance, evaluating APQ/project outline (where relevant) and application per (potential) applicant	Better than mean (+20 %) = 1; Mean (+ or - 20%) = 0; Worse than mean (- 20%) = -1	-1		-1		0	
TRANSPARENCY	What is the overall degree of transparency of the project selection process?	Applicants judge the criteria for evaluating applications as appropriate and fair?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	-1	-1,00	0	0,00	-1	-0,67
		Applicants judge the criteria for selecting projects as appropriate and fair?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	-1		0		-1	
		Selection results published in a transparent way?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	-1		0		0	

Country		Germany							
Theme				1: R&D		2: Innovations in SMEs		3: Urban Regeneration	
ToR Aspects	ToR Study Questions	Descriptors and Indicators	Criteria	Assessment	Total for Aspect	Assessment	Total for Aspect	Assessment	Total for Aspect
INFORMATION AND GUIDANCE	Level of applicants' information on eligibility rules, selection criteria etc.?	Knowledge of ERDF funding?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	0	0,00	-1	0,44	-1	-0,22
		Information about how and when to apply readily available?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	0		0		0	
		All necessary documents and forms readily available?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	0		1		0	
		Information about selection criteria for funding readily available?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	0		1		0	
		All documents, forms, and criteria understandable, clear and user-friendly?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	0		1		0	
	Degree of guidance provided to applicants?	If there were questions, applicants knew whom to ask about the application process?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	0	0	1	-1		
		Direct contact with authorities?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	0	1	0			
		Number of interactions with authorities?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	-1	-1	-1			
		Possible to submit project ideas beforehand?	Yes = 1; No = -1	1	1	1			
		COMPLEXITY	Degree of complexity / extensiveness of selection process?	Number of involved bodies in the whole selection process?	2 bodies or less = 1; 3 or 4 bodies = 0; 5 or more bodies = -1	-1	0,50	0	0,25
Number of application documents to be provided?	Less than mean (- 5%) = 1; Mean (+ or - 5%) = 0; More than mean (+5 %) = -1			1	1	1			
Number of pages of application documents to be provided?	Less than mean (- 5%) = 1; Mean (+ or - 5%) = 0; More than mean (+5 %) = -1			1	1	1			
Pre-qualification procedure part of the procedure?	No = 1; Yes = -1			1	-1	1			
EFFECTIVENESS	What is the overall effectiveness of the project selection process?	Overall rating of the project selection process?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	0	-0,80	1	-0,20	1	-0,40
		Project evaluation based on exclusive or ranking / mix criteria?	Ranking / mix = 1; Exclusive = -1	-1		-1		-1	
		Are stakeholders involved in preparing the calls?	Yes = 1; No = -1	-1		-1		-1	
		Are external evaluators involved in the selection process?	Yes = 1; No = -1	-1		1		-1	
		Relation between approved and rejected project applications?	< 50% = 1; > 50% and < 75% = 0; > 75% = -1	-1		-1		0	
EFFICIENCY	What is the overall efficiency of the project selection process?	Time span between submission of the application and information about the selection decision?	Less than mean (- 5%) = 1; Mean (+ or - 5%) = 0; More than mean (+5 %) = -1	0	0,17	1	0,50	1	0,50
		Time span between selection of your proposal and settling of the contract	Less than mean (- 5%) = 1; Mean (+ or - 5%) = 0; More than mean (+5 %) = -1	1		1		1	
		No unnecessary delays in the selection process?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	-1		1		-1	
		Possible to submit application online?	Yes = 1; No = -1	-1		1		-1	
		Administrative Burden: median time spent per applicant	Better than mean (+20 %) = 1; Mean (+ or - 20%) = 0; Worse than mean (- 20%) = -1	1		0		1	
		Administrative Cost: average time spent on providing guidance, evaluating APQ/project outline (where relevant) and application per (potential) applicant	Better than mean (+20 %) = 1; Mean (+ or - 20%) = 0; Worse than mean (- 20%) = -1	1		-1		0	
TRANSPARENCY	What is the overall degree of transparency of the project selection process?	Applicants judge the criteria for evaluating applications as appropriate and fair?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	0	-0,33	0	-0,33	1	0,67
		Applicants judge the criteria for selecting projects as appropriate and fair?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	0		0		1	
		Selection results published in a transparent way?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	-1		-1		0	

Country		The Netherlands								
Theme				1: R&D		2: Innovations in SMEs		3: Urban Regeneration		
ToR Aspects	ToR Study Questions	Descriptors and Indicators	Criteria	Assessment	Total for Aspect	Assessment	Total for Aspect	Assessment	Total for Aspect	
INFORMATION AND GUIDANCE	Level of applicants' information on eligibility rules, selection criteria etc.?	Knowledge of ERDF funding?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1	-0,22	1	-0,11	-1	-0,33	
		Information about how and when to apply readily available?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	-1		-1				
		All necessary documents and forms readily available?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	-1		-1				
		Information about selection criteria for funding readily available?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	-1		-1				
	Degree of guidance provided to applicants?	All documents, forms, and criteria understandable, clear and user-friendly?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	-1		0		-1		0
		If there were questions, applicants knew whom to ask about the application process?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	-1		0		0		
		Direct contact with authorities?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	0		0		0		
		Number of interactions with authorities?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1		1		1		
	Possible to submit project ideas beforehand?	Yes = 1; No = -1	1	1	1					
COMPLEXITY	Degree of complexity / extensiveness of selection process?	Number of involved bodies in the whole selection process?	2 bodies or less = 1; 3 or 4 bodies = 0; 5 or more bodies = -1	0	0,75	0	0,75	-1	0,50	
		Number of application documents to be provided?	Less than mean (- 5%) = 1; Mean (+ or - 5%) = 0; More than mean (+5 %) = -1	1		1		1		
		Number of pages of application documents to be provided?	Less than mean (- 5%) = 1; Mean (+ or - 5%) = 0; More than mean (+5 %) = -1	1		1		1		
		Pre-qualification procedure part of the procedure?	No = 1; Yes = -1	1		1		1		
EFFECTIVENESS	What is the overall effectiveness of the project selection process?	Overall rating of the project selection process?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	0	0,00	0	0,00	0	-0,40	
		Project evaluation based on exclusive or ranking / mix criteria?	Ranking / mix = 1; Exclusive = -1	-1		-1		-1		
		Are stakeholders involved in preparing the calls?	Yes = 1; No = -1	1		1		1		
		Are external evaluators involved in the selection process?	Yes = 1; No = -1	1		1		-1		
		Relation between approved and rejected project applications?	< 50% = 1; > 50% and < 75% = 0; > 75% = -1	-1		-1		-1		
EFFICIENCY	What is the overall efficiency of the project selection process?	Time span between submission of the application and information about the selection decision?	Less than mean (- 5%) = 1; Mean (+ or - 5%) = 0; More than mean (+5 %) = -1	1	0,17	-1	-0,50	-1	-0,67	
		Time span between selection of your proposal and settling of the contract	Less than mean (- 5%) = 1; Mean (+ or - 5%) = 0; More than mean (+5 %) = -1	1		-1		-1		
		No unnecessary delays in the selection process?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	0		0		-1		
		Possible to submit application online?	Yes = 1; No = -1	1		1		1		
		Administrative Burden: median time spent per applicant	Better than mean (+20 %) = 1; Mean (+ or - 20%) = 0; Worse than mean (- 20%) = -1	-1		-1		-1		
		Administrative Cost: average time spent on providing guidance, evaluating APQ/project outline (where relevant) and application per (potential) applicant	Better than mean (+20 %) = 1; Mean (+ or - 20%) = 0; Worse than mean (- 20%) = -1	-1		-1		-1		
TRANSPARENCY	What is the overall degree of transparency of the project selection process?	Applicants judge the criteria for evaluating applications as appropriate and fair?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1	1,00	-1	-0,67	-1	-1,00	
		Applicants judge the criteria for selecting projects as appropriate and fair?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1		-1		-1		
		Selection results published in a transparent way?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1		0		-1		

Country		Slovakia							
Theme				1: R&D		2: Innovations in SMEs		3: Urban Regeneration	
ToR Aspects	ToR Study Questions	Descriptors and Indicators	Criteria	Assessment	Total for Aspect	Assessment	Total for Aspect	Assessment	Total for Aspect
INFORMATION AND GUIDANCE	Level of applicants' information on eligibility rules, selection criteria etc.?	Knowledge of ERDF funding?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	0	0,56	-1	-0,11	1	0,00
		Information about how and when to apply readily available?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1		0		0	
		All necessary documents and forms readily available?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1		0		0	
		Information about selection criteria for funding readily available?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1		0		0	
		All documents, forms, and criteria understandable, clear and user-friendly?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1		0		0	
	Degree of guidance provided to applicants?	If there were questions, applicants knew whom to ask about the application process?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	0	0	0	0	0	
		Direct contact with authorities?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1	0	0	0	0	
		Number of interactions with authorities?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1	1	0	0	0	
		Possible to submit project ideas beforehand?	Yes = 1; No = -1	-1	-1	-1	-1	-1	
COMPLEXITY	Degree of complexity / extensiveness of selection process?	Number of involved bodies in the whole selection process?	2 bodies or less = 1; 3 or 4 bodies = 0; 5 or more bodies = -1	0	-0,25	0	0,75	0	0,25
		Number of application documents to be provided?	Less than mean (- 5%) = 1; Mean (+ or - 5%) = 0; More than mean (+5 %) = -1	-1		1		-1	
		Number of pages of application documents to be provided?	Less than mean (- 5%) = 1; Mean (+ or - 5%) = 0; More than mean (+5 %) = -1	-1		1		1	
		Pre-qualification procedure part of the procedure?	No = 1; Yes = -1	1		1		1	
EFFECTIVENESS	What is the overall effectiveness of the project selection process?	Overall rating of the project selection process?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	-1	0,60	0	0,40	0	-0,40
		Project evaluation based on exclusive or ranking / mix criteria?	Ranking / mix = 1; Exclusive = -1	1		1		1	
		Are stakeholders involved in preparing the calls?	Yes = 1; No = -1	1		-1		-1	
		Are external evaluators involved in the selection process?	Yes = 1; No = -1	1		1		-1	
		Relation between approved and rejected project applications?	< 50% = 1; > 50% and < 75% = 0; > 75% = -1	1		1		-1	
EFFICIENCY	What is the overall efficiency of the project selection process?	Time span between submission of the application and information about the selection decision?	Less than mean (- 5%) = 1; Mean (+ or - 5%) = 0; More than mean (+5 %) = -1	-1	0,33	-1	-0,33	-1	0,00
		Time span between selection of your proposal and settling of the contract	Less than mean (- 5%) = 1; Mean (+ or - 5%) = 0; More than mean (+5 %) = -1	1		-1		0	
		No unnecessary delays in the selection process?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1		0		-1	
		Possible to submit application online?	Yes = 1; No = -1	1		1		1	
		Administrative Burden: median time spent per applicant	Better than mean (+20 %) = 1; Mean (+ or - 20%) = 0; Worse than mean (- 20%) = -1	-1		-1		0	
		Administrative Cost: average time spent on providing guidance, evaluating APQ/project outline (where relevant) and application per (potential) applicant	Better than mean (+20 %) = 1; Mean (+ or - 20%) = 0; Worse than mean (- 20%) = -1	1		0		1	
TRANSPARENCY	What is the overall degree of transparency of the project selection process?	Applicants judge the criteria for evaluating applications as appropriate and fair?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1	1,00	0	0,33	-1	-0,33
		Applicants judge the criteria for selecting projects as appropriate and fair?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1		0		0	
		Selection results published in a transparent way?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1		1		0	

Country		Slovenia										
Theme				1: R&D		2: Innovations in SMEs		3: Urban Regeneration				
ToR Aspects	ToR Study Questions	Descriptors and Indicators	Criteria	Assessment	Total for Aspect	Assessment	Total for Aspect	Assessment	Total for Aspect			
INFORMATION AND GUIDANCE	Level of applicants' information on eligibility rules, selection criteria etc.?	Knowledge of ERDF funding?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	-1	0,00	-1	-0,44	1	0,33			
		Information about how and when to apply readily available?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	0		-1		0				
		All necessary documents and forms readily available?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	0		0		1				
		Information about selection criteria for funding readily available?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	0		0		1				
	Degree of guidance provided to applicants?	All documents, forms, and criteria understandable, clear and user-friendly?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1		1		1		1	1	1
		If there were questions, applicants knew whom to ask about the application process?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1		-1		1		1	1	
		Direct contact with authorities?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1		0		0		0	0	
		Number of interactions with authorities?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	-1		-1		-1		-1	-1	
Possible to submit project ideas beforehand?	Yes = 1; No = -1	-1	-1	-1	-1	-1						
COMPLEXITY	Degree of complexity / extensiveness of selection process?	Number of involved bodies in the whole selection process?	2 bodies or less = 1; 3 or 4 bodies = 0; 5 or more bodies = -1	0	-0,25	0	0,50	0	0,75			
		Number of application documents to be provided?	Less than mean (- 5%) = 1; Mean (+ or - 5%) = 0; More than mean (+5 %) = -1	-1		0		1				
		Number of pages of application documents to be provided?	Less than mean (- 5%) = 1; Mean (+ or - 5%) = 0; More than mean (+5 %) = -1	-1		1		1				
		Pre-qualification procedure part of the procedure?	No = 1; Yes = -1	1		1		1				
EFFECTIVENESS	What is the overall effectiveness of the project selection process?	Overall rating of the project selection process?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	0	0,20	0	0,40	1	-0,20			
		Project evaluation based on exclusive or ranking / mix criteria?	Ranking / mix = 1; Exclusive = -1	1		1		1				
		Are stakeholders involved in preparing the calls?	Yes = 1; No = -1	-1		-1		-1				
		Are external evaluators involved in the selection process?	Yes = 1; No = -1	1		1		-1				
		Relation between approved and rejected project applications?	< 50% = 1; > 50% and < 75% = 0; > 75% = -1	0		1		-1				
EFFICIENCY	What is the overall efficiency of the project selection process?	Time span between submission of the application and information about the selection decision?	Less than mean (- 5%) = 1; Mean (+ or - 5%) = 0; More than mean (+5 %) = -1	1	0,33	1	0,50	1	0,17			
		Time span between selection of your proposal and settling of the contract	Less than mean (- 5%) = 1; Mean (+ or - 5%) = 0; More than mean (+5 %) = -1	1		0		1				
		No unnecessary delays in the selection process?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1		1		0				
		Possible to submit application online?	Yes = 1; No = -1	-1		-1		-1				
		Administrative Burden: median time spent per applicant	Better than mean (+20 %) = 1; Mean (+ or - 20%) = 0; Worse than mean (- 20%) = -1	-1		1		-1				
		Administrative Cost: average time spent on providing guidance, evaluating APQ/project outline (where relevant) and application per (potential) applicant	Better than mean (+20 %) = 1; Mean (+ or - 20%) = 0; Worse than mean (- 20%) = -1	1		1		1				
TRANSPARENCY	What is the overall degree of transparency of the project selection process?	Applicants judge the criteria for evaluating applications as appropriate and fair?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	-1	-0,33	0	0,67	1	1,00			
		Applicants judge the criteria for selecting projects as appropriate and fair?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	-1		1		1				
		Selection results published in a transparent way?	Better than mean (+5 %) = 1; Mean (+ or - 5%) = 0; Worse than mean (- 5%) = -1	1		1		1				

	1: R&D						
	Austria	Czech Republic	Germany	the Netherlands	Slovakia	Slovenia	TOTAL
INFORMATION AND GUIDANCE	● 0,33	● 0,00	● 0,00	● -0,22	● 0,56	● 0,00	● 0,11
COMPLEXITY	● 0,75	● 0,25	● 0,50	● 0,75	● -0,25	● -0,25	● 0,29
EFFECTIVENESS	● -0,20	● 0,20	● -0,80	● 0,00	● 0,60	● 0,20	● 0,00
EFFICIENCY	● 0,67	● 0,67	● 0,17	● 0,17	● 0,33	● 0,33	● 0,39
TRANSPARENCY	● 1,00	● -1,00	● -0,33	● 1,00	● 1,00	● -0,33	● 0,22
TOTAL	● 0,51	● 0,02	● -0,09	● 0,34	● 0,45	● -0,01	

	2: Innovations in SMEs						
	Austria	Czech Republic	Germany	the Netherlands	Slovakia	Slovenia	TOTAL
INFORMATION AND GUIDANCE	● -0,11	● 0,11	● 0,44	● -0,11	● -0,11	● -0,44	● -0,04
COMPLEXITY	● 0,75	● -0,75	● 0,25	● 0,75	● 0,75	● 0,75	● 0,42
EFFECTIVENESS	● -0,60	● 0,60	● -0,20	● 0,00	● 0,40	● 0,00	● 0,03
EFFICIENCY	● 0,50	● 0,00	● 0,50	● -0,50	● -0,33	● 0,00	● 0,03
TRANSPARENCY	● 0,00	● 0,00	● -0,33	● -0,67	● 0,33	● 0,00	● -0,11
TOTAL	● 0,11	● -0,01	● 0,13	● -0,11	● 0,21	● 0,06	

3: Urban Regeneration						
Austria	Czech Republic	Germany	the Netherlands	Slovakia	Slovenia	TOTAL
● 0,89	● -0,22	● -0,22	● -0,33	● 0,00	● 0,33	● 0,07
● 0,50	● -0,25	● 0,50	● 0,50	● 0,25	● 0,75	● 0,38
● 0,20	● -0,20	● -0,40	● -0,40	● -0,40	● -0,20	● -0,23
● 0,67	● -0,67	● 0,50	● -0,67	● 0,00	● 0,17	● 0,00
● 0,33	● -0,67	● 0,67	● -1,00	● -0,33	● 1,00	● 0,00
● 0,52	● -0,40	● 0,21	● -0,38	● -0,10	● 0,41	

ANNEX 9: PROJECT SELECTION PROFILES BY THEME AND COUNTRY

Please see separate Excel files.