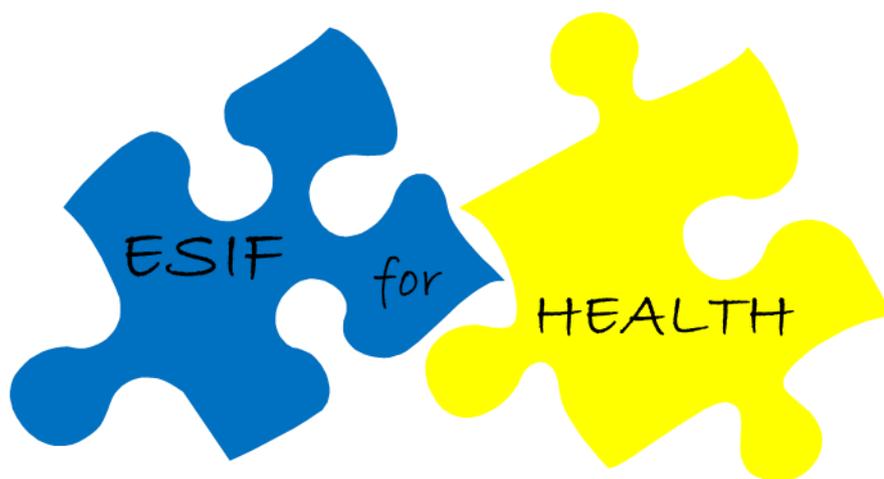


TECHNICAL TOOLKIT:

REFERENCE CHECKLIST: ESSENTIAL AND SUCCESS FACTORS FOR CALLS FOR PROPOSALS AND FOR THE ASSESSMENT OF PROJECT APPLICATIONS

Developed under the project “Provision of support for the effective use of European Structural and Investment (ESI) Funds for health investments”



31 January 2015

Contents

List of abbreviations	3
Introduction	4
1. Successful management of calls for proposals	5
1.1. Preparation of an indicative timetable for calls for proposals	5
1.2. Set-up and publication of individual calls	6
1.3. Evaluation of calls	9
2. Assessment and selection of project applications	10
2.1. Assessment process.....	10
2.2. Risk analysis	13
2.3. Project selection and grant award.....	14
Sources	15



List of abbreviations

CHAFEA	Consumers, Health and Food Executive Agency
DG SANCO	Directorate General for Health and Consumers
EC	European Commission
ESIF / ESI Funds	European Structural and Investment Funds
EU	European Union
IB	Intermediate Body
MoH	Ministry of Health
WP	Work Package

Introduction

This document “Reference checklists: essential and success factors for calls for proposals and for the assessment of project applications” forming a part of the Technical toolkit supporting the Guide for effective investments in health under ESI Funds is developed in the framework of a tender action on the provision of support for the effective implementation of European Structural and Investment Funds (hereinafter “ESIF”) for health investments, managed by the Consumers, Health and Food Executive Agency (CHAFEA) on behalf of the Directorate General for Health and Consumers (DG SANCO), being delivered by EY.

The Guide and its supporting documents (see the list of project outputs below) are based on broad analyses of collected case studies and EY expert opinion and do not represent official European Commission documents.

The project outputs developed within the framework of the tender action are as follows:

- ▶ WP 1 MAPPING REPORT ON THE USE OF EUROPEAN STRUCTURAL AND INVESTMENT FUNDS IN HEALTH IN THE 2007-2013 AND 2014-2020 PROGRAMMING PERIODS
- ▶ WP 2 GUIDE FOR EFFECTIVE INVESTMENTS IN HEALTH UNDER ESI FUNDS
- ▶ WP 3 TECHNICAL TOOLKIT FOR EFFECTIVE INVESTMENTS IN HEALTH UNDER ESI FUNDS with the following documents under the toolkit:
 - ▶ WP 3 (1) CATEGORIZATION OF THE 2014-2020 ESI FUNDS INSTRUMENTS AND MECHANISMS
 - ▶ **WP 3 (2) REFERENCE CHECKLIST: ESSENTIAL AND SUCCESS FACTORS FOR CALLS FOR PROPOSALS AND FOR THE ASSESSMENT OF PROJECT APPLICATIONS**
 - ▶ WP 3 (3) SET OF INDICATORS USEFUL FOR THE FINAL EVALUATION OF ACTIONS
 - ▶ WP 3 (4) COMPENDIUM OF (NEW) CONCEPTS AND MODELS FOR INNOVATIVE, EFFECTIVE AND SUSTAINABLE HEALTH CARE
 - ▶ WP 3 (5) MANUAL ON HOW TO PLAN, IMPLEMENT AND SUSTAIN CAPITAL INVESTMENT IN HEALTH AND HEALTH CARE
 - ▶ WP 3 (6) REFERENCE DOCUMENT ON THE APPRAISAL OF INVESTMENT
 - ▶ WP 3 (7) REFLECTION OF ADDITIONAL ISSUES RAISED BY MEMBER STATES

This document has been developed for officials involved in programming and managing ESIF in health to support them in their successful management of calls for proposals and the project applications selection process. The whole document is designed to guide these officials through the process, outlining all essential steps and providing necessary recommendations on how to make them successful.

The document is divided in two parts **covering** the following topics:

- ▶ Chapter one addresses the main **procedural steps and principles of successful planning and management of calls** for proposals.
- ▶ Chapter two focuses on the project application procedure and the identification of **success factors for effective assessment and the selection process**.

The presented information is based on the official recommendations for the management of calls for proposals issued by the European Commission and interviews with relevant subjects in the ESIF implementation structure in various Member States.

1. Successful management of calls for proposals

A call for proposals is a process in which applicants for funding are invited to submit their project applications under specific conditions, as defined in the call. It is an activity managed by a Managing Authority or an Intermediate Body of an Operational Programme. It leads to the assessment of project applications and the selection of projects for funding.

The **process of managing the calls for proposals** can be divided into four stages:

- ▶ **Preparation of an indicative timetable for calls for proposals**
- ▶ **Set-up and publication of individual calls**
- ▶ **Assessment of project applications and selection of projects¹**
- ▶ **Evaluation of calls**

1.1. Preparation of an indicative timetable for calls for proposals

The aim of the preparation stage is to draft an indicative timetable for calls under an Operational Programme for the duration of the programming period. The indicative timetable should include information on the general scope of individual calls, their indicative start and end dates and duration, and their indicative financial allocations.

To make this stage successful, we have identified the following essential & success factors:

- ▶ **Reflect the performance framework of the Operational Programme**
 - ▶ Plan the calls in order to facilitate achieving the milestones for 2018 and the target values for 2022² of the set implementation steps in each priority axis
 - ▶ Take into consideration potential delays in projects implementation and financial drawing, while planning the timing and financial allocations of individual calls
- ▶ **Reflect the output and result indicators set for individual specific objectives**
 - ▶ Take into account the set target values of indicators and facilitate their fulfillment by timing the calls appropriately
- ▶ **Consider the absorption capacity of potential beneficiaries**
 - ▶ Plan the calls so that the necessary absorption capacity exists
 - ▶ Create additional absorption capacity where desirable
- ▶ **Take into account the underlying intervention strategy of the programme, interlinks between individual specific objectives, synergies and complementarities**
 - ▶ Coordinate the calls so that complementary actions can take place simultaneously and subsequent action can build on the results achieved
- ▶ **Engage all relevant stakeholders (other Managing Authorities, national coordinator, government and regional bodies) in this process to ensure coordination of the planning process and feasibility of the timetable**

¹ Assessment and selection of project applications is separately addressed in chapter 2 of this document, therefore this stage is not further detailed in this chapter.

² Status of implementation of the Partnership Contract in 2018 and 2022 in individual Member States is a subject of evaluation by the European Commission (mid-term evaluation of progress made by 31. 12. 2018 and ex-post evaluation of results achieved by 31. 12. 2022).

- ▶ Regularly update the timetable and concretize it as additional information becomes available

1.2. Set-up and publication of individual calls

This stage consists of specifying the conditions for submission of project applications and of announcing the call publicly. The specific conditions in individual calls for proposals have to be defined in a way to make sure the proposed projects comply with the investment priorities and specific objectives of the Operational Programme. The task of the Managing Authority (Intermediate Body) is to set up the calls so that the selected projects will contribute to the achievement of specific objectives in an effective and direct way and will make the fulfillment of indicator target values possible.

This stage includes the following steps:

▶ Choosing the type of call

- With respect to aimed form of applicant addressing/selection:
 - ▶ **Open calls:** the call is publically announced and all applicants are free to submit a grant application (if they meet general requirements set by the call).
 - ▶ **Restricted/Invited calls:** pre-selected participants are invited to submit proposal. Selection of invitees might be a two-step procedure, where applicants first submit a concept note. Concept notes are assessed and scored and a shortlist of applicants that will be invited to submit a full proposal is made based on the scoring.
- With respect to aimed duration of the call:
 - ▶ **Non-competitive type of call:** the receipt and assessment of project applications runs continuously and the applications are usually only checked against exclusion and eligibility criteria. All projects meeting these criteria receive funding until the financial allocation of the call has been fully drawn.
 - ▶ **Competitive type of call:** the assessment of project applications for funding takes place after the end date of the project applications submission. The projects are also assessed against selection and award criteria and only projects with the best score receive funding.
- With respect to aimed type of projects supported by the call:³
 - ▶ **Call for classical projects:** covering all areas under a given investment priority / specific objective.
 - ▶ **Targeted call:** focusing on specific themes / impact regions / types of applicants / target groups.
 - ▶ **Call for strategic, innovative or pilot projects.**

▶ Setting the schedule of the call

- ▶ Date of public announcement of the call
- ▶ Start and end dates for submission of the project application
- ▶ Final date by which the implementation of all projects has to be finished

▶ Concretizing the scope of the call

- ▶ Supported actions
- ▶ Eligible applicants and partners
- ▶ Eligible geographical areas of impact
- ▶ Target groups
- ▶ Precise financial allocation

³ This type of call has been taken from the MED programme. For more information about this programme visit: <http://www.programmemed.eu/en/the-programme/about.html>.

- ▶ Form of support
- ▶ Minimum and maximum amount of support per one project
- ▶ Co-financing share and sources
- ▶ Eligible expense types and limits for categories of expenses
- ▶ Set of common compulsory indicators
- ▶ Set of optional indicators
- ▶ Criteria for project assessment and selection (see part 2 – Assessment and selection of project applications)
- ▶ **Defining the technical requirements for submission of project applications**
 - ▶ Required form (electronic template, paper version)
 - ▶ Required appendices
 - ▶ Web interface through which applications can be submitted
 - ▶ Requirements for underlying analysis or assessment of the planned project (i.e. Cost-Benefit Analysis, Health Technology Assessment etc.)
- ▶ **Public announcement of the call on a designated web page**

To make the set-up of individual calls successful in general, the following success factors apply:

- ▶ **Choosing the right type of call**
 - *Choose a competitive type of call where:*
 - ▶ Funding is limited and there is significant excess of demand for support over available funding
 - ▶ Quality of projects should be maximized through their mutual competition
 - *Choose a non-competitive type of call where:*
 - ▶ Demand more or less meets available resources
 - ▶ Support of a large number of similar projects is expected
 - ▶ Quality of projects can be ensured by the conditions stated in the call and the competition would not significantly increase the quality of the projects
 - ▶ Providing enough time for quality project preparation Take into account the time needs for a project design and the preparation of applications for funding. Allowing insufficient time can result in poor quality projects, which will not be prepared sufficiently well. If an underlying analysis or assessment is required, enough time to deliver such an analysis should be provided.
 - ▶ Take into account the necessary duration of project implementation with regard to the supported actions. Consider how long the funding and individual activities of a project should last in order to achieve the best results in terms of effectiveness and efficiency.
- ▶ **Defining the supported actions so that they clearly contribute to the specific objectives of the Operational Programme in a direct way**
 - ▶ The actions should be defined in a specific manner to prevent any ineffective activities or activities with little contribution towards programme objectives from receiving funding.
- ▶ **Defining eligible applicants in a non-discriminatory way**
 - ▶ Do not exclude any potential applicants (except for legal and financial stability reasons) if you do not wish to target the call at specific groups. Consider all possible bearers of the supported

activities under a given call and do not discriminate against any of them, unless justified reasons exist.

- ▶ Consult the stakeholders from a relevant area of action to know all potential applicants and their activities.
- ▶ Engage stakeholders to transfer information about the prepared calls to potential applicants to ensure their awareness.
- ▶ **Defining allocation and amount of funding per project**
 - ▶ Consider the required amount of investment per one action with regard to efficiency and economy when setting the span of investment per one project.
- ▶ **Selecting relevant indicators from a list of indicators defined for the Operational Programme for given specific objectives**
- ▶ **Providing transparent assistance to allow even less experienced applicants or applicants lacking the necessary administrative expertise to get access to funding and to submit quality projects**
 - ▶ Providing online guidance with specific examples on how to fill in the application
 - ▶ Offering additional customized guidance on request
 - ▶ Ensuring sufficient human resource capacity and expertise
 - ▶ Ensuring correct and easy-to-follow functionality of the web interface for submission of applications

When setting up calls for proposals with regard to health care investment, we recommend the following approach:

- ▶ ***Involve experts from relevant department in the Ministry of Health in the in the process of setting the scope of calls (applicable when Ministry of Health is an Intermediate Body).***

In cases where the Ministry of Health is not formally involved in implementation of the given priority axis, the Ministry of Health should be invited in the process of setting the scope of calls which cover investment priorities in the area of health care under the given Operational Programme as a subject matter expert.

- ▶ ***Consider targeting calls at selected health topics. Targeting helps focus resources on areas in need, to maximize effect, and to simplify and speed up the phase of application assessment and selection. We recommend targeting calls in the following cases:***
 - ▶ *Concentration of funding on **one type of action** or in **one geographical area** is necessary to achieve the desired effect. This is relevant especially with regard to investment priorities under thematic objective No. 9 aimed at promoting social inclusion, combating poverty and any discrimination. Depending on the specific objectives defined, calls should be targeted at:*
 - ▶ *Geographical areas, where poor access to care exists due to a lack of accessible infrastructure*
 - ▶ *Socially excluded target groups of the population (due to ethnic background, immigration origin or health status)*
 - ▶ *Investment in **an area in need of action or a geographical area** is necessary, but projects in this area would not be competitive enough against other projects in a broadly defined call (due to an overall lower level of efficiency of investment in certain areas of action or lower levels of overall development in some regions).*

- ▶ *Health is one of many areas, where funding can go, i.e. with regard to the research and innovation thematic objective. In this case, calls can be targeted at one or several specific research topics, some of which can be in the area of health.*
- ▶ *When designing a call targeted at the area of health, the Managing Authority should cooperate with the Ministry of Health and other stakeholders depending on the focus of the call (regional and local authorities, research institutions, etc.) to make sure the call is well-defined (i.e. it does not exclude any type of action under the given target theme without justifications).*
- ▶ ***Engage the Ministry of Health to help raise awareness of the calls published among health care subjects, even if the calls are not targeted at health topics but do not exclude their financing. This can bring additional funding into the area of health through activities which overlap health care.***

1.3. Evaluation of calls

After implementation of projects selected for funding under specific call, the results of calls shall be compared with the planned values to identify possible underlying causes for existing differences. This stage is very important and should not be underestimated, because it provides data for the future publication of calls. Based on the information collected, the Managing Authority should adjust the indicative timetable for calls and reflect the information in a specification of condition for individual calls. It can also provide information on the overall set-up and management of the Operational Programme and implementation of its priorities.

When evaluating calls for proposals the following principles shall apply:

- ▶ **Formalize intended goals and rules in a planning** document that could support management of the calls. The document shall specify intended goals, expected financial allocations and indicative timetable of funds utilization and achieving of planned goals.
- ▶ **The very minimum to be monitored** for the purpose of evaluating calls is as follows:
 - *Allocation of funds:*
 - ▶ Allocation given by the acts of granting aid
 - ▶ Amount of funding concerned in registered payment applications
 - ▶ Amount of funding accounted based on authorized payment applications
 - ▶ Balance of funds in aggregated applications authorized by the Managing Authority
 - *Fulfillment of performance indicators/goals set:*
 - ▶ Real values of indicators vs. planned values for end of each monitoring period.
- ▶ **To fully utilize potential of evaluation, the following aspects of administration of calls shall also be monitored and evaluated to improve management of the calls under given Operational Programme or management of the Operational Programme itself:**
 - ▶ Information about **changes in calls**
 - ▶ Information about **compliance with the administration deadlines in the selection process and implementation processes**
 - ▶ Information about the **suitability of criteria for assessment and selection of project applications**
- ▶ **The evaluation shall be made on an ongoing basis in a given time interval and after completion of all tasks/projects under the given call.**

2. Assessment and selection of project applications

The assessment and selection of project applications is a transparent process through which the submitted applications are checked and evaluated against a set of criteria, leading to the selection of projects which receive funding. **The aim of the process** is to select projects:

- ▶ Eligible for funding under a given call
- ▶ With sufficient degree of certainty regarding the ability of the beneficiary to implement the project
- ▶ Contributing most effectively and efficiently to the Operational Programme's objectives and financial targets

This process has the following **stages**:

- ▶ **Assessment process**
- ▶ **Risk analysis**
- ▶ **Selection of projects for funding**
- ▶ **Award of funding**

2.1. Assessment process

Within the assessment process, submitted project applications shall be evaluated against the criteria set to identify projects appropriate for funding with respect to their:

- ▶ **Eligibility of project application**
 - ▶ **Eligibility criteria** check the compliance with the specific call conditions with regard to the type of legal entity of the applicant, planned actions, types of expenses requested, ownership of necessary certification etc.
- ▶ **Ability of the applicant to financially and legally comply with the rules** governing the receipt of funding
 - ▶ **Exclusion criteria** are set irrespective of the focus of the call, as they check the general ability of an applicant to financially and legally comply with the rules governing the receipt of funding.
- ▶ **Quality of the project**
 - ▶ **Evaluation (quality assessment) criteria** are the criteria which directly influence the quality and specific focus of projects selected for funding. The definition of these criteria so that they would suit the purpose of quality assessment, as well as their evaluation, is more demanding, and for some criteria it is subjective. For this reason, we develop the section on these criteria in more detail, providing advice on how to define them and giving examples.

To make this stage successful, we have identified the following essential & success factors:

- ▶ **Have a thorough knowledge of all possible types of projects which can be submitted under a given call from the point of view of:**
 - ▶ Size and scope of the project
 - ▶ Total project costs
 - ▶ Time and costs related to preparation of a project application
 - ▶ Types of applicants

- ▶ **Choose a suitable assessment model with regard to the type of projects at which the call is targeted**
 - ▶ Choose the **single step assessment model** if the call is aimed at a large number of smaller, easier to prepare projects.
 - In the area of health, this includes calls aimed at purchasing standard medical equipment and other infrastructure projects of a smaller scale, training and education of medical staff, preventive campaigns and projects in the field of healthy aging.
 - ▶ Choose the **two steps assessment model** if the call is aimed at large projects and projects, where preparation costs are high (i.e. innovative and pilot projects), and if communication between the Managing Authority and applicants regarding the project is important to increase its quality.
 - In the area of health, this includes large infrastructure projects and e-health projects which are part of the health care system's reform and projects in the field of medical research and innovation, the preparation of which is linked with significant costs and resources engagement.

- ▶ **Define responsibilities**
 - ▶ Define who is responsible for individual stages of the assessment process.
 - ▶ Define the information record to ensure transparency of the process: define which information has to be recorded in the system and a mutual information exchange between various subjects involved in the process.

- ▶ **Set relevant criteria**

Criteria are normally defined by the Managing Authority or the Intermediate Body responsible for the call management, following the conditions defined in the call.

 - ▶ Include relevant experts in criteria selection and designing. Being an Intermediate Body, the Ministry shall engage relevant internal capacities in the process defining of selection criteria and evaluation of project applications. However, in case of calls not in direct competency of the Ministry of Health covering investment priorities with health funding potential, Ministry of Health shall be invited as a subject matter expert and support defining and assessing evaluation criteria. These criteria have to reflect the focus of the call, the investment priority and the specific objective to which the projects under the call shall contribute to fulfilling.

While setting the quality assessment criteria for health focused projects, we recommend including the following aspects (as applicable with regard to the nature of the supported actions):

▶ **Impact of the project on the cost-efficiency and sustainability of health care systems**

Criterion example: Does the proposed project demonstrate a positive impact on the cost-efficiency and sustainability of the national health system?

▶ **The project's capacity to reduce inequalities in health status and access to health care**

Criterion example: To what extent does the project reduce inequalities and promote social cohesion through improved access to health care?

▶ **The effectiveness of the project: capacity of the project's results to contribute to the programme specific objective, which is to be achieved through the call**

Criterion example: To what extent do the proposed project outcomes contribute to the achievement of the call's underlying specific objective?

▶ **The need for the project, i.e. project relevance in relation to the current situation in an area (country, region)**

Criterion example: To what extent does the project tackle the main causes of early retirement?

▶ **Project efficiency, i.e. "value for money". The aim of the criterion reflecting this aspect is to select projects where the costs incurred generate maximum value added.**

Criterion example: Are the costs of the project justified in relation to the increased efficiency in health care service provision and health gains it will generate?

Project efficiency can be assessed based on a **cost-benefit analysis** and **contribution to the target values of indicators** (change in indicator values) compared to project costs.

▶ **Project economy, i.e. "budget of the project". The aim of this criterion is to assess whether the budget is reasonable with relation to the outcomes of the project.**

Criterion example: Are the costs within budget lines justified and in line with current market prices?

▶ **Feasibility of the project: The feasibility of the project indicates the applicant's ability to successfully implement the project through the solution provided in the proposal and to maintain it.**

Criteria example:

Does the project application sufficiently and plausibly explain how the goals are to be achieved?
Is the project team qualified enough and sufficient in numbers to ensure quality project implementation and management?

▶ **Consistency with horizontal principles (as defined in Articles 5, 7 and 8 in the Common Provisions Regulations)⁴**

Criterion example: Are the proposed actions environmentally positive or neutral, non-discriminatory and do they favor equal opportunities?

⁴ Regulation (EU) No 1303/2013 of the European Parliament and of the Council of 17 December 2013, laying down common provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund, the European Agricultural Fund for Rural Development and the European Maritime and Fisheries Funds and laying down general provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund, and the European Maritime and Fisheries Funds and repealing Council Regulation (EC) No 1083/2006 ("Common Provisions Regulation").

- ▶ Define exactly what will be assessed and how. Specify evaluation methodology, including formulas, scale and range.
- ▶ As a third step, in the process of setting criteria, each of the above-mentioned aspects (and resulting criteria) should be given its **percentage weight** (expressing its **relative significance**), based on the aim of the call and the nature of the supported projects. The following considerations are to be taken into account:
 - ▶ **Effectiveness of a project** may be lower for projects submitted by applicants from disadvantaged / remote / less developed regions, but the need for the project is higher in such areas. Based on the objective to be achieved, decide which of these aspects will be given bigger relevance in the applications evaluation.
 - ▶ **Project capacity** to reduce inequalities in access to care may be neutral, while its impact on effectiveness and cost-efficiency for the health system will be important. Again, based on the focus of the call, the maximum points awarded for each criterion shall differ.
- ▶ Check, if the defined criteria meet the following requirements:
 - ▶ The criterion is defined in an **unambiguous and clear manner**
 - ▶ The criteria are **specific and concrete, minimizing the degree of generality**
 - ▶ There is **no hidden emphasis of certain aspects**: two criteria should not assess the same aspect
- ▶ **Decide on the entities that will carry out the project applications assessment and evaluation. While selecting these subjects**
 - ▶ Consider their independence and expertise – stress the importance of relevant experts and the involvement of the Ministry of Health (in case MoH has not formal competencies in implementation of investment priorities with possible health impacts under given Operational Programme)
 - ▶ Educate evaluators who will perform the assessment of the projects
 - ▶ Prepare an internal checklist for evaluators

2.2. Risk analysis

As a part of a project assessment and selection process, assessment of the risks associated with its implementation is essential.

- ▶ **Ask whether the application plausibly explains what the potential risks are and if it includes the necessary measures to mitigate these risks. Among the risks which should be assessed are:**
 - ▶ Financial instability,
 - ▶ Lack of interest of the target group,
 - ▶ Delays in project implementation,
 - ▶ Project team fluctuation, lack of qualified capacities to ensure quality project leadership,
 - ▶ Unsustainability of the project after the funding is discontinued,
 - ▶ Fraud (mutual relations between respective subjects).
- ▶ **Require additional guarantees, but do not impose an additional administrative burden on applicants unless necessary.**

2.3. Project selection and grant award

▶ Project selection

Following the assessment stage of the project applications, the final selection of projects to receive funding is performed based on the assessment results.

The selection has to be carried out **transparently**. The reasons why the projects have been selected must be **unambiguous and verifiable** at any future moment. The standard process orders the projects based on the amount of points they have received, and the projects with the highest number of points shall be selected up to the amount of total allocation per call. If the call is a non-competitive type of call, then all the projects meeting the exclusion and eligibility criteria are selected to receive support in order of their submission.

Successful as well as unsuccessful applicants shall be informed about the results of the selection process. The right to submit a request for review within a certain period of time shall be granted to all unsuccessful applicants and shall be dealt with accordingly.

The successful applicants are then informed about the grant award procedure.

▶ Grant award

The legal act, through which a grant is awarded, is issued for the selected projects. It represents a legally binding document setting conditions with which the beneficiary has to comply; and sanctions applicable in case of failure to comply.

Sources

EU Regulation:

- ▶ Regulation (EU) No 1303/2013 of the European Parliament and of the Council of 17 December 2013, laying down common provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund, the European Agricultural Fund for Rural Development and the European Maritime and Fisheries Funds and laying down general provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund, and the European Maritime and Fisheries Funds and repealing Council Regulation (EC) No 1083/2006 (“Common Provisions Regulation”).

Other sources:

- ▶ INTERACT Handbook: Project Application and Assessment in European Territorial Cooperation Programmes, February 2012. Available at:
http://admin.interact-eu.net/downloads/4838/INTERACT_Handbook_Project_application_and_assessment_02_2012.pdf
- ▶ INTERACT Handbook: Territorial Cooperation projects 2007-2013: Project Evaluation and Selection Manual, March 2007. Available at:
http://admin.interact-eu.net/downloads/24/INTERACT_Hanbook_Project_Evaluation_and_Selection_Manual_2007_2013_03_2007.pdf
- ▶ The Ministry of Regional Development Czech Republic: Methodological Guideline for the management of calls, evaluation and selection of projects in the programming period 2014-2020, version 3, June 2014. Available at:
http://www.strukturalni-fondy.cz/getmedia/e8d0dc27-63db-4e04-84b6-1750551f3f5c/MP_rizeni_vyzev_hodnoceni_vyber_projektu-v3_final.pdf