

EVALUATION PROCESS

Annex no. 2 to the Call documentation – Evaluation process for the 11th call under the SIGMA programme Sub-Objective 4: Bilateral Cooperation

Ref. No.: TACR/583-3/2025

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INTRODUCTORY INFORMATION

This annex to the call documentation contains all the information that you will need for the evaluation of project proposals submitted to this call. All documents related to the launch of this call, information on the Technology Agency of the Czech Republic (hereinafter referred to as "TA CR"), applicable legislation and on the terminology used can be found on the TA CR website or directly in the TA CR shared information system (hereinafter referred to as "SISTA").

The conditions of this call under the SIGMA programme (sub-objective 4) are given in the call documentation or in other documents published on the day of the launch of the call.

If any condition or instruction in this document addresses all stages of the evaluation process, a general expression expert is used. Otherwise, specific terms (individual expert, rapporteur, Expert Advisory Body) are used for covering activities in individual stages of the evaluation process.

In case of divergence between the Czech version and the English translation of this document, the Czech version shall prevail.

Please note that after the evaluation process, all evaluation reports will be made available in an anonymous version to the applicants of the relevant project proposals in SISTA.

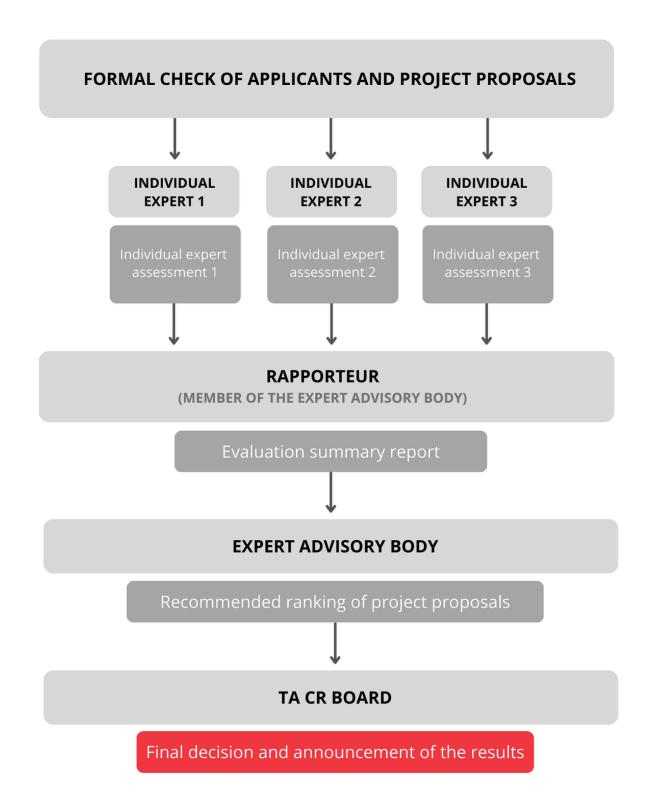
EVALUATION PROCESS

Each project proposal must be evaluated as follows:

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- 1. FORMAL CHECK OF APPLICANTS AND PROJECT PROPOSALS a committee for admission of project proposals will check the formalities of the project proposal and the eligibility of all applicants. Project proposals that have met all the conditions of the call will be evaluated in the following evaluation stages.
- 2. INDIVIDUAL EXPERTS each project proposal is evaluated independently by three individual experts according to the evaluation criteria. Each individual expert will study the project proposal and draw up an individual expert assessment.
- 3. RAPPORTEUR will study the project proposal, the individual expert assessments and will draw up an evaluation summary report (hereinafter referred to as the "ESR"). The rapporteur will conclude their ESR with a proposal of the final statement provided by the Expert Advisory Body.
- 4. **EXPERT ADVISORY BODY** this body is mainly composed of the representatives of Czech government departments. The Expert Advisory Body will provide a final statement on each project proposal and propose a preliminary ranking of project proposals for the TA CR Board.
- 5. TA CR BOARD will use as a basis the statement and ranking proposed by the Expert Advisory Body and will decide on the granting of funding to selected project proposals under the conditions of the allocation of funds established for this public call.



1. INDIVIDUAL EXPERTS

For each project proposal, the individual expert:

- evaluates the SUBSTANTIVE PART (according to set evaluation criteria):
 - o in case of the **binary criterion**, they assess, whether it was met by the project proposal and they support their decision with a written commentary;
 - they evaluate each scored criterion using a score scale and accompany the awarded score with a written justification;
- summarise **the positives and the negatives** in the conclusion of their individual expert assessment (a system of bullet points is suitable for better clarity and orientation in the text);
- draw up their personal final statement on a given project proposal, leading to recommending / not recommending it for funding.

The individual expert **must not** recommend the project proposal for funding if:

- the binary criterion has not been met and/or
- any of the scored criteria has not been met; therefore, it was scored 0 points and/or
- the total number of points awarded is **less than 60**.

The total number of points which can be awarded by an individual expert, is **90**. The project proposal may, therefore, be awarded up to **270** points.

Each individual expert must ensure that the **awarded points and the written comments are consistent** (coherence of the evaluation). If the expert awards the **full number of points**, the comments should contain the positives of the project proposal. If the individual expert reduces the number of points, he must state the specific negatives so that the list of shortcomings corresponds to the overall score awarded to the project proposal.

In the justification of their assessment, individual experts will clearly summarize their views on the project proposal. In the event of a **positive assessment**, they will state the main positives of the project proposal and other reasons relevant for its funding. Even a positive statement may contain negatives, which should, however, be reflected in the awarded score. On the other hand, in the case of a **negative assessment**, they will state all the arguments why the project proposal should not be recommended for funding.

2. RAPPORTEUR

The rapporteur will draw up the **ESR** in which they will express an opinion on the evaluation of individual experts, will summarise the positives and negatives of the project proposal, and will state whether they recommend the project proposal for funding or not. Furthermore, the rapporteur will address the overall point evaluation and the adequacy of a financial plan.

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The rapporteur who draws up the ESR for the eventually funded project proposal, also usually becomes the project's rapporteur in the implementation stage.¹

SECTIONS OF EVALUATION SUMMARY REPORT AND INSTRUCTIONS FOR FILLING THESE SECTIONS:

ASSESSMENT OVERVIEW

In this part of the ESR, there is an overview of the individual experts' assessments in each evaluation criterion.

RAPPORTEUR'S COMMENTS

Comments on the binary criterion

The rapporteur comments on the binary criterion if:

- they have doubts about the fulfillment of the binary criterion (arguments should be provided why they marked the criterion as not met or why, despite doubts, they leaned towards the evaluation "met") and/or
- any of the individual experts marked the binary criterion as not met. If that happens, the rapporteur is obligated to comment on it and provide their own clear statement on whether they consider the binary criterion met or not.

Comments on differences in scored criteria between individual experts and an eventual proposal of the overall score adjustment

In this textbox, the rapporteur will comment on differences in the evaluation of individual scored criteria by individual experts. Comments need to be provided in every case when the experts differ by two and more points. Rapporteur also comments on any discrepancy in the final statements of individual experts and the total awarded score. However, at their discretion, the rapporteur may also mention any other discrepancies considered significant for the overall assessment (the individual experts, for example, may have awarded very similar scores, while having major differences in the related comments and arguments).

A point correction is proposed by the rapporteur only if there has been a significant error in the evaluation made by any individual expert. However, any proposal to change the point evaluation must be duly justified. The rapporteur is entitled to propose a point adjustment even if the assessment provided by the individual experts does not significantly differ (in that case, they may claim what level of the score scale they find corresponding to the quality of the project proposal). Proposals for adjusting the overall point evaluation shall be presented by the rapporteur **in indents** with regard to the order of scored criteria, by indicating the number of points, specifying the individual expert's assessment, and explaining why, according to the rapporteur, the points were incorrectly awarded by the individual expert.

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¹ Once a year, the rapporteur draws up a statement on the applicants' annual report, in which they comment on any eventual changes occurring in the project. The rapporteur may be also asked to cooperate when an administrative and financial inspection, a monitoring visit, or a project evaluation are required for a given project. Eventually, the rapporteur is informed about their duties in more detail during the project implementation.

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Proposal for a point correction

In this numerical box, the rapporteur states **the exact number** of points proposed as an adjustment of the overall score, according to the justification outlined in the textbox above. The proposal to change the point evaluation may be in the range of \pm **50 points**. The total sum of points after the proposed correction must not exceed the maximum possible number of 270 points. In the event that, according to the rapporteur's evaluation, a larger correction of points is needed, the rapporteur shall propose a maximum of 50 points numerically in this box, but the verbal comment in the textbox above may anticipate a need for a higher correction. Any additional corrections may be performed by the Expert Advisory Body and/or the TA CR board.

Comments on the project proposal's budget

The rapporteur shall comment on the adequacy of the budget. In the event that the rapporteur considers the budget to be inadequate, they are entitled to propose (with a duly justification):

- a reduction in the total costs or costs of one of the applicants (the reduction is stated in %). It is not possible to propose a reduction in costs in a single cost category (e.g., personnel costs by 20%), but only a reduction in the total costs of the project proposal or the total costs of one of the applicants of the project proposal. A proposal for a reduction in costs must be duly justified, e.g., by overestimated personnel costs and specific grounds, where and why they are overestimated, or by unreasonably high travel costs without a clear link to the planned output/result.
- an adjustment of the IR/ED ratio (for all applicants or for one of the applicants).

While proposing a budget adjustment, the rapporteur must also explicitly state which years of the project implementation their proposal addresses.

Positives and negatives of the project proposal

In this part of the ESR, the rapporteur summarizes the positives and negatives of the project proposal (a system of bullet points is suitable for better clarity and orientation in the text). For this summary, they can use the arguments given in the individual experts' assessments. Listed positives and negatives should clearly reflect the quality of the given project proposal with respect to the evaluation criteria as well as to the overall score.

FINAL SUMMARY

Rapporteur's recommendation of the project proposal for funding

In this box, the rapporteur will state whether they recommend the project proposal for funding or not.

The rapporteur **must not** recommend a project proposal for funding if:

- the binary criterion has not been met and/or
- any of the scored criteria has not been met; therefore, it was scored 0 points and/or

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• the project proposal was awarded less than 180 points (in total for all three individual expert assessments, considering also the later possible point correction of any of them made by the rapporteur).

Justification of the rapporteur's assessment on the provision of funding

In this box, the rapporteur summarizes their assessment of the project proposal. Here, the rapporteur states the main positives and negatives of the project proposal, which must clearly demonstrate why the project proposal is recommended for funding or not.

ADDITIONAL INFORMATION (not available to applicants)

Draft of the final statement on behalf of the following collective body

This is a draft of the final statement serving as a basis for deliberations of the Expert Advisory Body. The rapporteur writes this justification on behalf of the Expert Advisory Body, in the third person singular. The rapporteur will state the main positives and negatives of the project proposal, from which it must be clear why the project proposal is recommended for funding or not.

If the rapporteur proposes any point correction and/or budget adjustment, they will state the proposal on behalf of the Expert Advisory Body at the end of this statement. Any proposed changes must be clearly described and carefully justified.

Example:

The Expert Advisory Body recommends to decrease/increase the total sum of points by X points, namely:

- decrease/increase the score of criterion no. X by X points by the expert no. X due to...
- decrease/increase the score of criterion no. X to the level of X points due to...

Evaluation of the quality of individual experts' assessments

Furthermore, the rapporteur assesses the quality of the individual expert assessments of the project proposal. This evaluation serves as the feedback to individual experts and at the same time as a basis for assessing the work of experts by TA CR.

The rapporteur marks the individual expert assessments for:

- coherence consistency of the score and verbal comments;
- **credibility** professional level and the quality of evaluation.

In the event that the rapporteur could **not rely** on any of the individual expert assessments, it is necessary to rate such assessment by a **mark of three or four**.

Moreover, the rapporteur identifies the **positives and negatives** of the individual expert assessments.

The rapporteur may also use the option of returning the individual expert assessment to be revised (by sending a request to experti@tacr.cz).

3. EXPERT ADVISORY BODY

The Expert Advisory Body provides its own final statement on the project proposal. While evaluating the project proposal, the Expert Advisory Body uses as a basis the individual expert assessments and the ESR. In its final statement, the Expert Advisory Body may diverge from the assessment of the rapporteur and individual experts. In such a case, the divergence must be duly justified.

In the final statement, the Expert Advisory Body is entitled to propose:

• an adjustment of the score awarded to the project proposal by a maximum of 50 points. In the event that, according to the Expert Advisory Body's evaluation, a larger correction of points is needed, the TA CR board, a following collective body, is entitled to adjust the score beyond the competence of the Expert Advisory Body. The score awarded by the Expert Advisory Body may not exceed the maximum possible score of 270 points.

Any change in score must be **duly justified** – each adjustment of the score proposed by the Expert Advisory Body will be articulated in indents with regard to the order of scored criteria, by indicating the number of points, specifying the individual expert's assessment, and explaining why, according to the Expert Advisory Body, the points were incorrectly awarded by the individual expert.

The Expert Advisory Body is entitled to propose a point adjustment even if the assessment provided by the individual experts does not significantly differ (in that case, they may claim what level of the score scale they find corresponding to the quality of the project proposal).

• a reduction in the total costs or costs of one of the applicants (it is necessary to specify which years in the project implementation the proposal for adjustment addresses).

It is **not possible** to propose a reduction in costs in a **single cost category** (e.g., personnel costs by 20%), but only a reduction in the total costs of the project proposal or the total costs of one of the applicants of the project proposal. A proposal for a reduction in costs must be duly justified, e.g. by overestimated personnel costs and specific grounds, where and why they are overestimated, or by unreasonably high travel costs without a clear link to the planned output/result.

• **an adjustment of the IR/ED** ratio for any of the applicants in specific years in the project implementation.

The Expert Advisory Body **must not** recommend a project proposal for funding if:

- the binary criterion has not been met and/or
- any of the scored criteria has not been met; therefore, it was scored 0 points and/or
- the project proposal was awarded less than 180 points (in total for all three individual expert assessments, considering also the later possible point correction of any of them made by the Expert Advisory Body).

In the event that a member of the Expert Advisory Body suspects duplication with another project proposal according to the conditions set out in the call documentation, they will inform the administrator of the collective bodies, who will ensure verification before the meeting of the TA CR Board.

The output from the meeting of the Expert Advisory Body is a ranking list of all evaluated project proposals in descending order of points.

4. TA CR BOARD

Based on the recommendation of the Expert Advisory Body, the TA CR Board will decide which project proposals will be funded and which will not.

The outcome of the meeting of the TA CR Board shall be a ranking list, which shall be compiled as follows:

- the best evaluated project proposal recommended for funding for each partner agency² these project proposals shall be ranked in descending order of points;³
- other project proposals recommended for funding in descending order of points (regardless of the partner agency);
- unsupported project proposals in descending order of points (regardless of the partner agency).

The TA CR board is entitled to change the order of nuclear energy project proposals (connected to the partner organisations ANR and KETEP) within the framework of the ranking list in order to employ the funds allocated for the nuclear energy research area up to CZK 100 million, according to the conditions set out in the Call Documentation, section 4.

EVALUATION CRITERIA

The evaluation under the call shall use **1 binary criterion** and **7 scored criteria**.

BINARY CRITERION

If the binary criterion is not met, the project proposal cannot be recommended for funding, regardless of the number of points that the project proposal receives in the evaluation.

² If no project proposal is recommended for funding for the partner organisation, this rule will not be applied, and the project proposals will be ranked only within the unsupported project proposals.

³ Regarding this rule, there is one exception based on the specific conditions for the Korea Institute of Energy Technology Evaluation and Planning (KETEP) partner organization. For this institution, a total of two project proposals will be classified in this with respect to the KETEP's separate funding of two distinct research fields (hydrogen; nuclear energy) – therefore, there will be one top-ranked project proposal per research field incorporated to the ranking list.

1. R&D&I project (novelty, creativity, research uncertainty, systematicity, transferability and/or reproducibility)

YES/NO

Evaluate whether the submitted proposal is a project of applied research (industrial research, experimental development and innovation) according to the Frascati Manual.

The commentary is mandatory if the expert identifies any of the **five following aspects** as not met:

- novelty
- research uncertainty
- creativity
- systematicity
- transferability and/or reproducibility

If any of the aforementioned five principles was not met, this criterion should be assessed as not fulfilled since the project proposal cannot be considered an R&D&I project. In that case, it is **necessary** to **duly justify** the assessment.

This criterion cannot be considered as fulfilled if the project proposal:

- is based on a routine analysis, or on a research service;
- is considered necessary for society, yet it cannot be qualified as a research practice;
- does not involve the research uncertainty, and no risk in achieving its planned outputs/results is apparent.

In contrast, the binary criterion cannot be considered unfulfilled if the project proposal is predominantly of developmental character.

Relevant parts of the project proposal:

5. SUBSTANTIVE PART \rightarrow 5.1 Excellence \rightarrow R&D project and current state of knowledge \rightarrow Novelty, research uncertainty, creativity, systematicity, reproducibility; Current state of knowledge

5. SUBSTANTIVE PART → 5.2 Impact of the project → 5.2.1 Outputs/results

SCORED CRITERIA

If any scored criterion is evaluated by 0 points from the expert, the project proposal cannot be recommended for funding (even if the binary criterion is met and the overall evaluation by the rapporteur surpasses 60 points).

A four-step scale with a corresponding verbal description is determined for the evaluation of each scoring criterion. The score differs according to the weight of the given sub-criterion according to the table below:

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SCORING SCALE			CORRESPONDING VERBAL DESCRIPTION
18	12	9	met without reservations
12	8	6	met with minor reservations
6	4	3	met with major reservations
0	0	0	not met

Individual aspects of the criteria, which are listed in the bullet points below each scored criterion, cannot be seen as sub-criteria with a fixed point value for the scale.

1. Objectives of the project proposal and their alignment with the focus of the call (bilateral cooperation and national priorities)

0;6;12;18 points

Evaluate whether:

- the **objectives of the project proposal** are sufficiently defined each objective must be clearly formulated, comprehensively described, specific, measurable, achievable, realistic, and traceable in time
- the project proposal is coherent and in line with the focus and objectives of the programme (bilateral cooperation)
- to what extent the project proposal is consistent with the selected areas and sub-areas of the **National Priorities of Oriented Research** (NPOR)

The call for proposals is focused on **international cooperation** that will ensure the transfer of know-how, access to foreign research capacities, and new markets etc. Experts shall assess the potential benefit of international cooperation, including the extent to which Czech and foreign applicants actually plan to cooperate with regard to the balance of cooperation. The acquisition of new knowledge and skills is expected for the development of new or substantially improved products, procedures or services leading to a new product, procedure, or service. Access to international knowledge and know-how, foreign research capacities or facilitation of penetration into foreign markets is also important. If you have serious doubts about the relevance of the participation of a foreign partner, this is a reason for not meeting this scored criterion and awarding 0 points.

The evaluation of this scored criterion **does not** include project management, arrangement of cooperation, and division of responsibilities between Czech and foreign applicants with regard to the activities planned. The scored criterion no. 6 serves for the purpose of evaluating the quality of applicants' organization, technical facilities, and expertise, including their pre-existent know-how.

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If the project proposal is not in compliance with the **NPOR**, reflect on this fact in your commentary. However, the noncompliance with the NPOR is not a reason for not recommending the project proposal for funding, i.e., for awarding the project proposal 0 points in this criterion.

Relevantní části návrhu projektu:

- 5. SUBSTANTIVE PART \rightarrow 5.1 Excellence \rightarrow Objectives and focus of the project proposal; International cooperation
- 2. IDENTIFICATION DETAILS → 2.2 Project scope → National priorities of oriented research
- 8. PROJECT ANNEXES → Common proposal

2. Time efficiency and used methods

0;4;8;12 points

Evaluate whether:

- the project proposal's timetable for the entire research activity is adequately estimated
 the project proposal should sufficiently address the temporal requirements of the research and establish distinct milestones for the implementation stage, which could be utilized for checking the progress of project implementation
- the proposed timetable is **realistic**, and the description of key activities, temporal milestones, and planned sub-objectives for each year of the implementation is sufficient
- described methods are appropriately used to achieve the outputs/results of the project proposal

Relevantní části návrhu projektu:

5. SUBSTANTIVE PART → 5.1 Excellence → Implementation description and schedule

3. Knowledge of state-of-the-art

0;3;6;9 points

Evaluate whether:

- the applicants have demonstrated **knowledge** of the subject and of the state-of-the-art in the Czech Republic and abroad
- and to what extent the project proposal proposes a unique (novel) solution, and the applicants have demonstrated knowledge of the relevant competition (or related projects)
- the applicants have indicated the projects on the outputs/results of which the project proposal builds and to which it is a follow-up, and whether they have differentiated themselves from current or completed projects, indicating the differences and links (according to the conditions set out in the Call Documentation, section 3.5)

If the applicants **do not** indicate relevant similar or related own projects or research plans at the Czech and international level according to the conditions set out in the Call Documentation, section 3.5 Differentiation from own similar projects in which the applicant is or was an investigator (in a role of main applicant, or other project partner), this can be considered within the evaluation as a reason

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for not recommending the project proposal for funding. Therefore, if this is found, the criterion is to be rated as not met (0 points).

To search for related projects, TA CR recommends using the <u>STARFOS</u> tool for finding funded projects or the Information System for Research, Experimental Development and Innovation (<u>R&D&I IS</u>).

Relevant parts of the project proposal:

5. SUBSTANTIVE PART → 5.1 Excellence → R&D project and current state of knowledge

4. Outputs/results

0;4;8;12 points

Evaluate whether:

- the types of results are appropriately chosen, and their parameters are sufficiently described
- the planned outputs/results are relevant relative to the project proposal focus and objectives
- the distribution of intellectual rights among the applicants in accordance with the distribution of activities on the project

The type and number of planned outputs/results should correspond to the objectives and substance of the project proposal. The suitability and choice of main outputs/results must be assessed in accordance with Methodology 2017+ and with the provider's specification in the form of MET-12 Specification of the Provider's Requirements for R&D Results.

In the event that a **result type O - other results** is planned in the project proposal, its description must not correspond to any type of result defined by the methodology (or to such types of results that are not allowed for this call for proposals).

Evaluators must check the **mandatory annexes** according to the requirements specified for the individual types of results in the Call Documentation, section 3.7.2. For this call, there are mandatory annexes required for the types of result NmetS, NmetA, NmetC a P:

- In case of type of result Nmet, it is required to attach a mandatory annex a confirmation
 from the state administration, certification or accreditation body that the subject is ready
 to approve, accredit or certify the result, and that it is authorized to do so.
- In case of type of result **P**, it is required to attach a mandatory annex a **patent search**. The search may be carried out by any patent office (e.g., the Industrial Property Office of the Czech Republic), a patent attorney, or it is possible to use public databases (e.g., EspaceNet) and others.

If any required element (e.g., a signature by the person responsible) is missing, the evaluator is obligated to evaluate the criterion as unfulfilled and award 0 points.

Relevant parts of the project proposal:

- 5. SUBSTANTIVE PART \rightarrow 5.2 Impact of the project \rightarrow 5.2.1 Outputs/results \rightarrow Main outputs/results; Mandatory annexes to outputs/resultsts
- 8. PROJECT ANNEXES → Mandatory annexes to outputs/resultsts

5. Applicability, benefits and implementation of outputs/results

0;6;12;18 points

Evaluate whether:

- the proposed outputs/results are applicable and have relevant market potential
- the benefits (especially economic, but also other benefits) and relevance of outputs/results are sufficiently described
- the applicants are capable of putting outputs/results into practice

Part of every project proposal is a mandatory annex of a **market research**, the aim of which is to describe the commercial potential, expected economic benefits, and the applicability of the outputs/results in the relevant market. The outputs/results of the project proposal must have application or market potential. The outputs/results described in the project proposal must have the potential to successfully penetrate these markets. It is expected that the market survey includes joint outputs/results with the foreign partner, not just those that will be solely owned by the Czech applicants. If the market research does not sufficiently convince the evaluator of the knowledge of the market, the evaluator may reduce the evaluation for this aspect by a maximum of 6 points (i.e., by one point scale). However, if the evaluator evaluates that the applicants are not able to put their outputs/results into practice and have economic benefits from them, it is necessary to award 0 points for this criterion.

Relevant parts of the project proposal:

- 5. SUBSTANTIVE PART \rightarrow 5.2 Impact of the project \rightarrow 5.2.1 Outputs/results \rightarrow Main outputs/results \rightarrow Description of how the output/result will be applied
- 5. SUBSTANTIVE PART → 5.2 Impact of the project → 5.2.2 Application of outputs/results
- 8. PROJECT ANNEXES → Market research

6. Expertise of the project team, project organisation and technical facilities (risk analysis)

0;4;8;12 points

Evaluate whether:

- the key members of the project team have the **experience necessary** for achieving the planned outputs/results
- the roles and types of involvement among the team members (including other investigators) are adequately established
- the project management and the **cooperation** of the applicants is meaningfully described (arrangement of applicants' roles and responsibilities for sub-tasks)
- the applicants have appropriate technical facilities at its disposal, the pre-existent know-how and other key competencies
- the **risks** are appropriately addressed by the **mitigation strategy** i.e. the applicants sufficiently identified the possible risks, assessed the likelihood of their occurrence,

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proposed a way to address them, estimated their severity and described the preventive steps to eliminate or reduce the risks

Assess if and to what extent the project organisation of **Czech as well as foreign** applicants is adequate regarding the subject matter and the project proposal's objectives. The documented previous cooperation while conducting the R&D&I project is beneficial in this regard.

Relevant parts of the project proposal:

- 4. PROJECT TEAM
- 5. SUBSTANTIVE PART → 5.3 Project management
- 8. PROJECT ANNEXES → Common proposal

7. Financial plan and incentive effect of funding

0;3;6;9 points

Evaluate whether:

- **individual cost items are reasonably justified** with regard to the planned activities and outputs/results
- the total amount of planned costs is adequate with regard to the project proposal's benefits
- the **incentive effect** is sufficiently described and justified, i.e., whether the applicants sufficiently justified that the project proposal would not have been carried out without the state aid, or only to a limited extent

If the expert proposes an adjustment of the budget (a reduction of the costs and/or an adjustment of IR/ED ratio), they must not award full points in this scored criterion.

If applicants have not sufficiently demonstrated the **incentive effect of funding**, the expert is obligated to consider this criterion not met, i.e., evaluate it by 0 points.

Relevant parts of the project proposal:

- 3. APPLICANTS → 3.1. Applicant → 3.1.3. Budget
- 5. SUBSTANTIVE PART \rightarrow 5.3 Project management \rightarrow 5.3.2 Risk analysis and incentive effect \rightarrow Incentive effect of the state aid