



PROGRAMME MANUAL

TYPE OF ACTIVITIES AND DELIVERABLES

	Content of the modification	Approval date
V2	Addition of some types of activities	April 2019

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A project is structured into Work Packages and activities and produces deliverables and outputs to achieve concrete results that reach the objectives set.

As there is sometimes confusion between “activities”, “deliverables” and “outputs” in projects, the aim of this section is:

- to clarify the concepts,
- to define types of activities and deliverables that projects can implement and produce
- to define some common quality standards that will ensure the relevance and the usefulness of the project results for the Programme and its priorities,

Indeed the results of a project depend on the quality of its activities, outputs and also deliverables.

Concepts

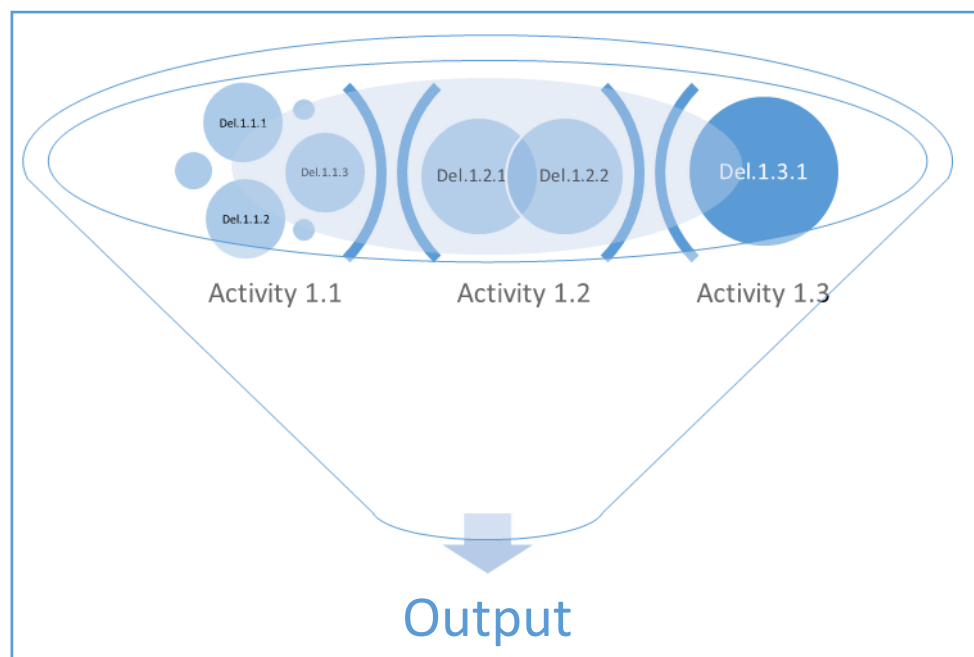
A “**Work Package**” (WP) can be defined as a group of related project activities required to produce project main outputs.

An “**Output**” can be defined as what comes out of an activity or a set of activities carried out. Project outputs are the outcomes obtained following the implementation of project activities. Each output should be captured by a programme output indicator and should directly contribute to the achievement of the project result.

An “**Activity**” can be defined as a process, done for a particular purpose. Each Work package is divided into activities. Activities have to lead to the development of one or more project outputs.

A “**Deliverable**” can be defined as the physical evidence of what has been produced through an activity or as the physical evidence/support of the output that was produced through an activity. Each activity should include one or more deliverables that contribute to the achievement of project outputs. All steps of a single activity do not necessarily need to be listed as separate deliverables, but should be aggregated into one deliverable when applicable and relevant.

FIGURE 1: COMPOSITION OF A WORK PACKAGE



Types of work packages

Depending from the type of project chosen, a project can be composed from 3 to 7 Work Packages (WP).

Some WP are common to all projects ...

- WPO: Preparation costs (optional)
- WP1: Project Management (mandatory)
- WP2: Project Communication (mandatory)

... Whereas thematic work packages differ depending on the type of project:

- For Module 1 projects: one thematic WP: "Studying"
- For Module 2 projects: two thematic WP: "Testing" + "Transferring"
- For Module 3 projects: one thematic WP: "Capitalising"
- For Module 1+2 projects: three thematic WP: "Studying" + "Testing" + "Transferring"
- For Module 2+3 projects: three thematic WP: "Testing" + "Transferring" + "Capitalising"
- For Module 1+2+3 projects: four thematic WP: "Studying" + "Testing" + "Transferring" + "Capitalising"
- For Horizontal projects: HP will use, besides WPO, 1 and 2, the WP "Capitalising", the WP: "Community building" and the WP "Transferring"
- For Strategic projects: SP can use besides WPO, 1 and 2, the WP "Capitalising" + choose between "Studying" + "Testing" + "Transferring", as well as an *ad-hoc* WP, within the limit of 4 thematic WPs.

Types of activities and deliverables

Project activities can be related to the management and the evaluation of the project, the communication and the development of the project theme.

In the Application Form, applicants are required to organise their project through Work packages (optional and compulsory ones) depending on the type of project selected. For each work package, applicants have to choose from a list of types of activities and a list of types of deliverables, that they should further define and describe, depending on what they plan to implement and produce. Furthermore, outputs produced should be defined, taking into account they should contribute to the Programme output indicators (see section 1.3.4. on Programme output indicators).

This section defines, for each work package, the types of activities and respective types of deliverables that can be selected, with examples of deliverables (non-exhaustive list) the project could produce.

FIGURE 2: ACTIVITIES AND DELIVERABLES FOR THE WP 0 'PREPARATION COSTS' (OPTIONAL)

TYPES OF ACTIVITIES	TYPES OF DELIVERABLES	EXAMPLES OF DELIVERABLES
Preparing and submitting a project proposal	Application Form	Application Form

FIGURE 3: ACTIVITIES AND DELIVERABLES FOR THE WP 1 'PROJECT MANAGEMENT'

TYPES OF ACTIVITIES	TYPES OF DELIVERABLES	EXAMPLES OF DELIVERABLES
Managing administrative and financial issues	Method	Steering and Technical committees procedures Guidelines
	Tool	manual / guidance / plan Intranet / online platform Course / training
	Meeting	SC and TC meeting minutes
Setting up common methodologies for actions	Method	Methodology / guidelines
	Tool	manual / guidance / plan Course / training
Evaluating the project	Data	Evaluation report
	Method	Evaluation method Evaluation plan
	Tool	online platform / toolbox survey/ questionnaire/ collecting information tool instructions

Definitions for each example of deliverable are available in the Glossary of the Programme

Activities related to day to day follow up and reporting to the Programme structures do not necessarily include deliverables but are to be considered under the type of activity "managing administrative and financial issues"

FIGURE 4: ACTIVITIES AND DELIVERABLES FOR THE WP 2 'PROJECT COMMUNICATION'

TYPES OF ACTIVITIES	TYPES OF DELIVERABLES	EXAMPLES OF DELIVERABLES
Coordinating the WP	Method	Methodology / guidelines
	Tool	manual / guidance /plan Course / training
Setting up common methodologies for actions	Plan	Communication Plan Capitalisation Plan
Networking ¹	Informal grouping of actors	Forum / Blog / Platform
	Formalised grouping of actors	Agreement Memorandum of Understanding Charter Protocol
	Collaborative network	Living Lab
Delivering information ²	Digital or written communication	Article Booklet / Brochure Newsletter Proceedings Multiple compilation Social networks Story telling Flyer Poster Widget / Goodies
	Press conference	Press conference report Press kit
Exchanging information ⁸	Public / political event	Conference report Forum
Transferring knowledge / know-how / expertise ⁸	Training material	e-learning platform Training course material
	Training course	Training report Training methodology
	Tailored event	Atypical / tailored event report
Coordinating with PANORAMED and with the Horizontal projects communication, transferring and capitalisation activities	Provision of information and data	Report
	Meeting	Report
Contributing to Programme communication activities	Provision of information and data	Feeding the web platform Report
	Meeting	Report

The creation of a poster is compulsory, see Factsheet related to Communication Rules of the Programme Manual

The coordination with Horizontal projects and PANORAMED and the contribution to Programme communication activities are compulsory for all projects

¹ Please mention in the Deliverable title if it's related to the governance platform under axis 4, mainstreaming (regional programmes) or European Programmes or networks.

² Considering common visual identity and common MED HPs 'branding'

Participating to external events	Meeting	Report
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FIGURE 5: ACTIVITIES AND DELIVERABLES FOR THE WP 'STUDYING'

TYPES OF ACTIVITIES	TYPES OF DELIVERABLES	EXAMPLES OF DELIVERABLES
Coordinating the WP	Method	Methodology / guidelines
	Tool	manual / guidance /plan Course / training
Studying field	Report	State of the art SWOT Analysis Needs analysis Diagnosis Case study Comparative analysis Feasibility study Prospective study Benchmarking study Consultation report Technical workshop report
Compiling and organising information and data	Data collection	Thematic data collection Good practices Stakeholders and beneficiaries database
	Map	Maps GIS Itinerary / routes
	Observatory	Observatory
Providing tools, methods and services	Method	Indicators list Benchmarking method Methodology / toolkit Road map Guidelines Model
	Tool	Training material Decision tool Monitoring tool
Developing common approaches and strategies	Method	Strategy Action plan Model
	Tool	Tool
Exchanging information	Technical event	Seminar report Workshop report Meeting report

FIGURE 6: ACTIVITIES AND DELIVERABLES FOR THE WORK PACKAGE ‘TESTING’

TYPES OF ACTIVITIES	TYPES OF DELIVERABLES	EXAMPLES OF DELIVERABLES
Coordinating the WP	Method	Methodology / guidelines manual / guidance /plan
	Tool	Course / training
Preparing pilot activities	Preliminary study	Preliminary or fine-tuning study for launching pilot activities
Testing (processes, techniques, models, tools, methods and services)	Tool Service	Testing report Software Support / service Facilities
	Method	Report Methodology Model
Simulating (processes, techniques, models, tools, methods and services)	Tool Method	Simulation report
Evaluating processes, techniques, models, tools, methods and services	Report	Evaluation report Evaluation tool Evaluation methodology
Transferring knowledge / know-how / expertise	Training material	e-learning platform Training course material
	Training course	Training report Training methodology
Exchanging information	Technical event	Seminar report Workshop report Meeting report

FIGURE 7: ACTIVITIES AND DELIVERABLES FOR THE WORK PACKAGE ‘TRANSFERRING’

TYPES OF ACTIVITIES	TYPES OF DELIVERABLES	EXAMPLES OF DELIVERABLES
Coordinating the WP	Method	Methodology / guidelines manual / guidance /plan
	Tool	Course / training
Transferring tested processes, techniques, models, tools, methods and services	Method	Plan Model
	Tool	Protocol
Exchanging information	Technical event	Seminar report Workshop report Meeting report
Transferring knowledge / know-how / expertise	Training material	e-learning platform Training course material
	Training course	Training report Training methodology
	Tailored event	Atypical / tailored event report

FIGURE 8: ACTIVITIES AND DELIVERABLES FOR THE WORK PACKAGE ‘CAPITALISING’

TYPES OF ACTIVITIES	TYPES OF DELIVERABLES	EXAMPLES OF DELIVERABLES
Coordinating the WP	Method	Methodology / guidelines manual / guidance /plan
	Tool	Course / training
Systematising knowledge	Data	Thematic data collection Good practices Stakeholders and beneficiaries database Report
	Method	Methodology
	Tool	Tool Maps GIS
	Observatory	Observatory
Transferring knowledge, know-how, expertise, systems or processes ³	Method	Plan Model
	Tool	Protocol
	Training material	e-learning platform Training course material
	Training course	Training report Training methodology
	Technical event	Seminar report Workshop report Meeting report
	Tailored event	Atypical / tailored event report
Mainstreaming results ⁹	Method	Action plan Strategy Plan Model
	Tool	Legal acts Protocol
	Recommendations	Political recommendations Policy paper
	Training	Training material Training sessions report
	Technical event	Seminar report Workshop report Meeting report
	Public / political event	Conference report Forum Meeting report
Strategic Liaising and creating synergies and cooperation mechanisms	Informal grouping of actors	Forum / Blog / Platform
	Formalised grouping of actors	Agreement Memorandum of Understanding

³ Please mention in the Deliverable title if it's related to the governance platform under axis 4, mainstreaming (regional programmes) or European Programmes or networks.

		Charter Protocol
	Collaborative network	Living Lab
	Meeting	Report Minutes
Lobbying and Advocacy ⁹	Method	Action plan Strategy Plan Model
	Tool	Legal acts Protocol
	Recommendations	Political recommendations Policy paper
	Meeting	Report Minutes

NOTE:

A Horizontal Project will capitalise on the existing S.O Interreg MED (Thematic community) projects results, but also it can be enriched by other regional and transnational initiatives. Networking and lobbying activities for the whole thematic community will be part of the HP strategy.

What are the differences between Capitalising in a M3 and Capitalising in a Horizontal Project?

The M3 projects capitalise results on a **specific theme chosen by the partnership from former projects** to go one step further. An M3 or M2+M3 project will identify a concrete and limited set of experiences delivered by previous initiatives in one very specific theme and location and capitalise them by merging them, completing or extrapolating to other areas different to the project territory (local, regional, national or European level).

Module 3 projects can be compared to MED 2007-2013 projects from the Capitalisation Call for proposals.

The M3 projects should feed larger horizontal project activities that are covering each specific objective as a whole.

While

The HP will capture elements of the modular and if relevant, the strategic projects within each thematic Specific Objective will analyse them, summarise and ensure their transnational dissemination and capitalise them towards/ Axe 4, EU Institutions, Mainstream programmes if relevant. The Horizontal project is capitalising results to benefit the whole programme objectives. The activities of the Horizontal projects do not consider specific territories or local actors, but the whole MED cooperation area. The main task of each horizontal project is to gather information from all other projects in order to synthetize it and spread it out in all the MED area.

COMMUNITY BUILDING: Community building is a field of practices directed toward the creation or enhancement of community among individuals within a territory or with a common interest. It relies on varied activities and events to improve relationships and exchanges between the members of the community, to develop a sense of common purpose, and to keep all stakeholders committed to the realization of common goals. In the framework of the Interreg MED Programme, it consists in developing a thematic community of projects in the framework of horizontal projects.

FIGURE 9: ACTIVITIES AND DELIVERABLES FOR THE WORK PACKAGE 'COMMUNITY BUILDING.

TYPES OF ACTIVITIES	TYPES OF DELIVERABLES	EXAMPLES OF DELIVERABLES
Coordinating the WP	Method	Methodology / guidelines manual / guidance /plan Community Building Strategy / plan
	Tool	Course / training
Animating the Thematic Community ⁴	Meeting	Report Minutes
	Informal grouping of actors	Forum / Blog / Platform
	Networking Sessions	Minutes Conclusions and wrap-ups
	Digital or written communication	Newsletter Proceedings Multiple compilation Social networks
	Tool	Survey/ questionnaire/ collecting information tool
	Training material	e-learning platform Training course material
	Training course	Training report Training methodology
	Tailored event	Atypical / tailored event report
	Meeting	Report Minutes

DEFINING PROJECT-SPECIFIC OUTPUTS

Unlike types of activities and deliverables are defined by the Interreg MED Programme, outputs have to be defined by each project.

Please note that not every work package must have one or several main outputs (in fact, a project may have only one main output). A project main output is one that can be captured by a programme output indicator and that directly contributes to the achievement of the project result. Project main output and programme output indicator need to have the same measurement unit to be able to aggregate them. An aggregation of project main outputs based on

⁴ Considering intra-Thematic Community and Extra-Thematic Community activities at Interreg MED Programme level including PANORAMED

programme output indicators is essential for the achievement of output targets set on the programme level.

Indicatively, some examples of outputs are proposed, for each work package related to the content development of projects:

For the WP ‘studying’

SWOT analysis, state of the art, benchmarking analysis, definition of approaches, joint action plans, common strategies, establishment of networks...

For the WP ‘testing’

Preliminary studies (feasibility), common methodology for demonstration, testing and evaluation of pilot activities’ reports...

For the WP ‘transferring’

Plan of results portability, transferability protocol...

For the WP ‘capitalising’

Policy recommendations, Memorandum of Understanding, agreements, procedures, regulatory proposals....

Following the programme and project intervention logics, project outputs and activities should contribute to the Programme output indicators, defined per Specific Objective:

FIGURE 10: OUTPUTS INDICATORS AND ACTIVITIES

S.O.	Output Indicator title	Examples of outputs or activities
1.1.	Number of operational instruments to favour innovation of SMEs	Tool Service
	Number of enterprises receiving grants	(Enterprises partner of projects)
	Number of enterprises receiving non-financial support	Support services
	Number of transnational innovation clusters supported	Support services
2.1.	Number of available planning tools to manage and monitor energy consumption in public buildings	Tools
	Number of strategies to develop energy consumption management plans for public buildings	Strategies
	Number of targets participating in capacity raising activities on energy efficiency	Events Trainings
	Number of regions and sub-regions engaged (through charters, protocols, MoU) in developing energy efficiency plans/strategies	Agreement Memorandum of Understanding Protocol Legal act
2.2.	Number of planning tools to develop energy plans including local RES	Tool
	Population of islands covered by plans	Testing Implementing policies and plans Adopting policies and plans
	Population of rural areas covered by plans	Testing Implementing policies and plans Adopting policies and plans
	Number of models to develop action plans including local RES in energy mix	Method Plan

	Number of regions and sub-regions engaged (through charters, protocols, MoU) in increasing share of local RES in energy mix	Agreement Memorandum of Understanding Protocol Legal act
S.O.	Output Indicator title	Examples of outputs or activities
2.3.	Number of instruments available to foster the use of LC transport solutions, including multimodal ones	Tool Service
	Number of models to develop urban plans including low carbon transport and multimodal connections soft actions	Method Plan
	Population involved in awareness raising activities	Events
	Number of urban areas engaged (through charters, protocols, MoU) in developing urban plans/strategies including low carbon transport and multimodal connections soft actions	Agreement Memorandum of Understanding Protocol Legal act
3.1.	Number of instruments available to enhance the development of sustainable and responsible tourism	Tool Service
	Number of tourist destinations covered by a sustainable tourism evaluation tool	Testing
	Number of strategies applying sustainable tourism management criteria	Strategy
	Number of regions and sub-regions engaged (through charters, protocols, MoU) in implementing sustainable tourism plans	Agreement Memorandum of Understanding Protocol Legal act
3.2.	Number of joint governance plans	Plan
	Surface of habitats supported to attain a better conservation status	Testing
	Number of protected areas engaged (through charters, protocols, MoU) in implementing management strategies	Agreement Memorandum of Understanding Protocol Legal act
4.1.	Number of stakeholders (structures) involved in supported initiatives (per category representing public and private stakeholders)	Events Trainings