

Interreg
Mediterranean



PROGRAMME MANUAL

INTERREG MED MODULAR PROJECTS

Programme cofinancé par le Fonds Européen
de Développement Régional (FEDER)

Programme cofinanced by the European Regional
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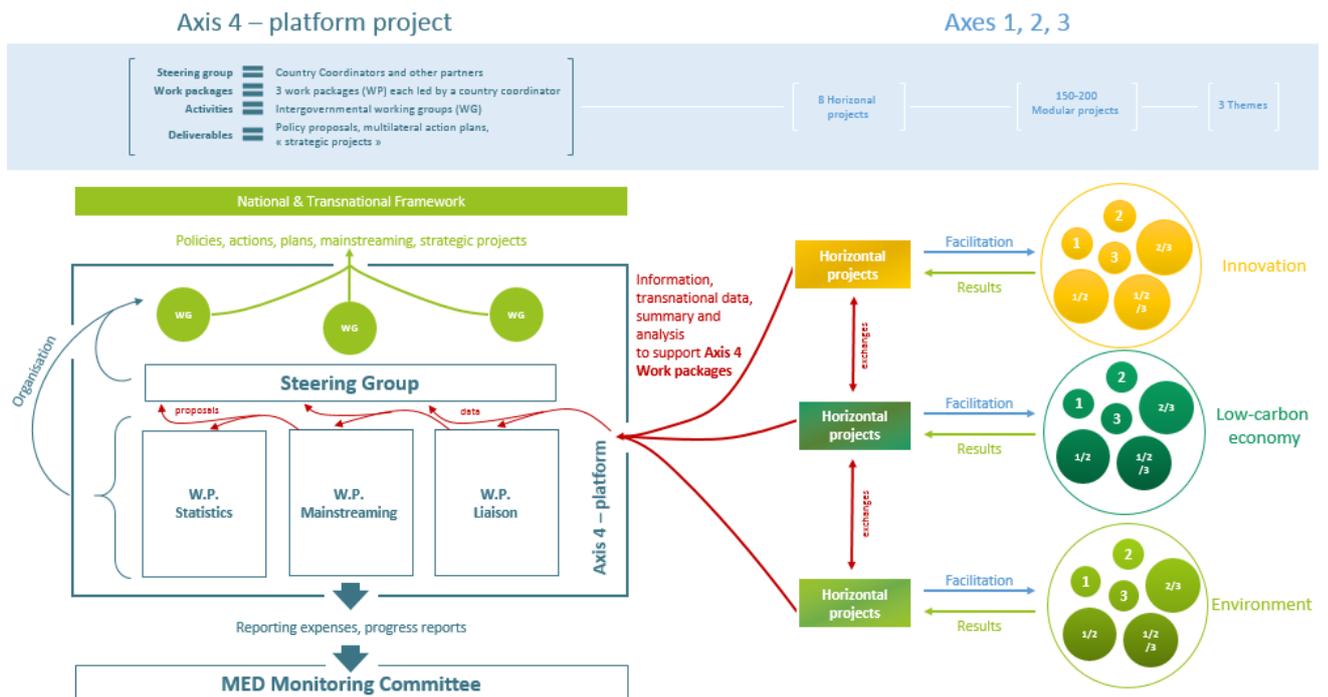
Interreg MED Projects architecture

The Interreg MED architecture is composed of three typologies of projects:

- Modular projects
 - Horizontal projects
- } In Axis 1, 2 and 3
- Platform projects
- ⇒ In Axis 4

The Interreg MED architecture, with the links between the different types of projects, can be materialised with the following scheme:

FIGURE 9: INTERREG MED ARCHITECTURE OF PROJECTS



Modular projects

WHAT IS A MODULE-BASED APPROACH AND WHY ADOPT IT?

Based on the MED Programme 2007-2013 experience, the development of a new and innovative public intervention needs three successive phases:

- a phase of study and development of strategies and policies;
- a phase of testing, to validate the hypothesis developed;
- a phase of transferability and capitalisation of results at the transnational level.

A **module** is a complete cycle of a project, with a partnership, a budget, concrete objectives, outputs and expected results to be implemented in a defined period

The majority of the projects co-financed during the last programming period followed this scheme, combining all three phases in one single project. Nevertheless, the experience has shown that, in some cases, gathering these three phases in one same project does not allow each phase to be developed optimally.

With the aim of transforming ideas into concrete and innovative solutions with a transnational impact, the Interreg MED Programme 2014-2020 has decided a new orientation in order to give to each one of these phases a real space to grow in projects under thematic Priority Axis 1, 2 and 3. This approach is materialised by different “**modules**”, which applicants must refer to in the elaboration of their project.

The module-based approach responds to the need to exploit in an optimal way the diversity of competences, characteristics and proposals of each partner structure, offering them a variety of operational combinations instead of a uniform operational model, similar to the 2007-2013 programme period.

Choosing the appropriate module, the partnership can focus on well identified types of activities bringing a concrete contribution to the delivery of the tackled specific objective. It can target and adapt the project to the focus and quality requirements of the European Commission and the MED area States. Each applicant can optimise its role and activities according to its expertise and skills, defining its role on the basis of its technical or institutional profile.

Three different modules have been defined by the Interreg MED Programme:

- ➔ Module 1: Studying
- ➔ Module 2: Testing
- ➔ Module 3: Capitalising

A modular **project** can be composed by one or several modules depending on its strategy and main objectives, expected results, competences and experience of the partnership. Each one of the possible configurations (**single-module** or **multi-module**) is called a **type of project**.

WHAT ARE THE TYPES OF MODULAR PROJECTS TO CHOOSE FROM?

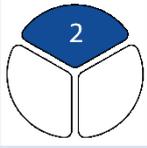
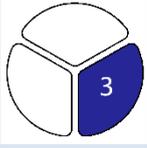
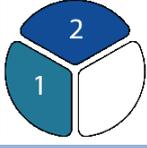
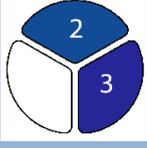
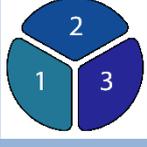
Two categories of modular projects are available: **single-module** and **multi-module**

Each type of project has its own objectives and will contribute to the Interreg MED Programme indicators in a specific way. Each type of project requires an adapted partnership and different levels of management, monitoring and communication.

The Terms of Reference of each Specific Objective, in each Call for Proposals, will indicate the types of projects to which candidates can apply

Regardless the criteria to be observed to ensure the eligibility of an application (for further information, please refer to factsheet “Appraisal of project proposals”), for each type of project, specific guidance has been established for their duration, budget and partnership size, in order to correspond to the objectives established for each one of them.

FIGURE 10: TYPES OF PROJECTS ACCORDING TO THE MODULE-BASED APPROACH

	<p>Studying <i>Etude</i></p>
	<p>Testing <i>Expérimentation</i></p>
	<p>Capitalising <i>Capitalisation</i></p>
	<p>Studying and Testing <i>Etude et Expérimentation</i></p>
	<p>Testing and Capitalising <i>Expérimentation et Capitalisation</i></p>
	<p>Integrated Projects <i>Projets intégrés</i></p>

Project Module 1 (M1): “Studying”

This type of project has the objective to explore **innovative subjects** from a thematic and/or geographical perspective (new challenges, policies or trends) or to **create knowledge** in the MED area on issues, relevant for the participating regions, where the Interreg MED Programme experience is **insufficient**. This means that, as there is in general already vast knowledge available, only a limited number of projects of this type will be funded within the Programme, where a lack of knowledge is clearly identified and the need for a module 1 duly justified.

Projects focused on this module can:

- Analyse and state the art of an intervention field, produce complementary data and references;
- Design common approaches and elaborate common strategies;
- Reinforce or establish (new) networks in order to enhance the presence of the MED area at European and transnational level.

The main **outputs** to be developed by the projects can be: SWOT analysis, state of the art, benchmarking analysis, models, action plans, strategies and instruments.

The **duration** for this type of projects is up to **18 months**.

Project total eligible **budget** is recommended not to exceed **EUR 600.000** (for information regarding co-financing rates, please refer to factsheet “Partners cofinancing and location of project activities” of the Programme Manual). In any case, partners should ensure that the financial size of the project truly reflects the activities foreseen in the work plan and that it is based on the principles of sound financial management.

Regarding the **partnership**, it is highly recommended to include institutional and scientific partners mixed according to the project objectives. It is also recommended not to exceed 8 project partners.

Communication activities (other than the coordination with the horizontal projects strategy and the Interreg MED Programme communication strategy) for single module 1 projects are notably:

- To ensure that the results are 100% transparent and transferred to projects target groups and horizontal projects and the Programme in most adapted ways;
- To set up at least one promotion activity to promote the final output(s);
- To ensure appropriate actions to steer up the networks where the projects participate at European and transnational level. The programme will provide them a web platform and some coordination tools, but projects might need specific or dedicated tools for networking participation.

Under communication activities, other recommendations need to be taken into consideration, please refer to factsheet “Communication” of the Programme manual.

Project Module 2 (M2) “Testing”

This type of project has the objective to **test** instruments, policies, strategies, joint plans already identified by previous projects (not necessarily arisen by the MED experience) through pilot activities, in the perspective of setting up solutions applicable to a wider set of users and territories.

Pilot activities can be set up when the context, data and actors are already well identified and when technical and institutional conditions are favourable. They may include, where necessary, the development of **preliminary studies** in the starting phase (feasibility or updating of the available data). They will necessarily include an evaluation of the pilot actions and a final phase for the **transferability of the results** in the territories concerned by the project (transfer of results in local policies and application of results in the territories and to the targets).

The main **outputs** to be developed by these projects can be: preliminary and feasibility studies (if needed: succinct and complementing existing data), pilot activities (including methodology for implementation, testing and evaluation phases), plans of transferability of results.

The **duration** for this type of projects is up to **30 months**.

Project total eligible **budget** is recommended to be in a range from **EUR 1.2 to 2.5 million** (for information regarding co-financing rates, please refer to factsheet “Partners cofinancing and location of project activities” of the Programme Manual). In any case, partners should ensure that the financial size of the project truly reflects the activities foreseen in the work plan and that it is based on the principles of sound financial management.

Regarding the **partnership**, it is highly recommended to include institutional and operational partners mixed according to the project objectives. It is recommended not to exceed 10 project partners.

Communication activities (other than the coordination with the horizontal projects strategy and the Interreg MED Programme communication strategy) for single module 2 projects are notably: To use more intensive Public Relations techniques and/or outreach strategy;

- To provide stories, interviews, end user testimonies, images that will nourish communication on several levels;
- To be active on social media to get in contact and raise awareness of local/regional citizens should be foreseen.

Under communication activities, other recommendations need to be taken into consideration, please refer to factsheet “Communication” of the Programme Manual.

Project Module 3 (M3) “Capitalising”

This type of project has the objective to **capitalise on** (please refer to factsheet “MED Programme strategic framework” about capitalisation) existing projects results, not only achieved in the framework of the Interreg MED Programme but also coming from other corresponding initiatives developed at local, regional, national and transnational level in the Interreg MED programme cooperation area and adjacent zones. These complementary initiatives are for instance, other Interreg programmes (interregional, transnational and cross-border dimensions), Neighbourhood programmes (ENI MED), EU thematic Programmes (e.g. Horizon2020, LIFE+, European Investment Bank), International Organisations Programmes (World Bank, United nations, Union for the Mediterranean), Regional Programmes including those financed with European Structural Funds.

Projects focused on this module should be based on methodologies, practices, intervention tools already tested and implemented by stakeholders at local or regional level that represent a strong interest for wider targeted dissemination in the MED area. The objective of Module 3 projects should not consist in “disseminating information” but in working on existing results, on a specific theme chosen by the partnership, to go one step further. M3 projects are therefore expected to clearly identify a concrete and limited set of outputs/experiences delivered by previous initiatives (or eventually, on the verge of being delivered) in one very specific theme and capitalise them (by merging them, completing or extrapolating to other areas). For example, a Module 3 project can create a new tool or service combining different existing tools, or issue recommendations based on tested methodologies, or apply to a different field or to a different territory an existing output.

It will be also necessary to ensure that instruments, practices and methodologies are effectively taken on board by all actors concerned, and applied at local, regional, national or European level

as broadly as possible and free of charge, in the territories targeted by the project. Module 3 projects can be compared to MED 2007-2013 projects from the Capitalisation Call for proposals.

The main **outputs** to be developed by these projects can be policy recommendations, Memorandum of Understanding, agreements, procedures and regulatory proposals, charters, protocols. The formal engagement of the relevant decision makers should be envisaged when structuring the project.

The **duration** for this type of projects is up to **18 months**.

Project total eligible **budget** is recommended to be in a range from **EUR 600.000 to 1.2 million** (for information regarding co-financing rates, please refer to factsheet “Partners cofinancing and location of project activities” of the Programme Manual). In any case, partners should ensure that the financial size of the project truly reflects the activities foreseen in the work plan and that it is based on the principles of sound financial management.

Regarding the **partnership**, it is highly recommended to include institutional partners and networks. It is recommended not to exceed 8 project partners.

Communication activities (other than the coordination with the horizontal projects strategy and the Interreg MED Programme communication strategy) for single module 3 projects are notably:

- To draw an initial stakeholder mapping defining roles and targets
- To develop a targeted public relations strategy and activities
- To build up a set of networks at regional and local level in order to raise awareness of the targeted stakeholders through social media and outreach communication strategies

Under communication activities, other recommendations need to be taken into consideration, please refer to factsheet “Communication» of the Programme Manual.

Project Modules 1 and 2 (M1+M2) “Studying and Testing”

This type of project has the objective, because of a lack of prior literature, data or experiences, to create new knowledge in a specific field and to develop common solutions that can be directly tested in specific territories.

Therefore, this type of project should focus on **conducting** studies and **developing** common plans or instruments (M1), which then will be **tested** in order to **transfer** them to the public policies of the territories concerned (M2). They will necessarily include an evaluation of the pilot actions and a final phase for the **transferability of the results** in the territories concerned by the project (transfer of results in local policies and application of results in the territories and to the targets).

The main **outputs** to be developed by these projects can be a combination of those already foreseen for single modules 1 and 2, namely: SWOT analysis, state of the art, benchmarking analysis, models, action plans, strategies, instruments and pilot activities (including methodology for implementation, testing and evaluation phases) and plans of transferability of results.

The **duration** for this type of projects is up to **36 months**. It is recommended to foresee a ratio of 15 months for M1 activities and 21 for M2 activities.

Project total eligible **budget** is recommended within a range between **EUR 1.8 and 3 million** (for information regarding co-financing rates, please refer to factsheet “Partners cofinancing and location of project activities” of the Programme Manual). In any case, partners should ensure

that the financial size of the project truly reflects the activities foreseen in the work plan and that it is based on the principles of sound financial management.

Regarding the **partnership**, it is highly recommended to include institutional, operational and scientific partners mixed according to the project objectives in order to ensure the maximum impact of project activities at all levels. Some partners might actively participate only in one of the modules according to their skills and experience. It is recommended not to exceed 12 project partners.

Communication activities (other than the coordination with the horizontal projects strategy and the Interreg MED Programme communication strategy) for multi-module projects M1+M2 are notably:

- To ensure that the results are 100% transparent and transferred to projects target groups in most adapted ways;
- To set up at least one promotion activity to promote the final output(s);
- To ensure appropriate actions to steer up the networks where the projects participate at European and transnational level;
- To provide stories, interviews, end user testimonies, images that will nourish communication on several levels;
- To be active on social media to get in contact and raise awareness of local/regional citizens should be foreseen.

Under communication activities, other recommendations need to be taken into consideration, please refer to factsheet “Communication” of the Programme Manual.

Project Modules 2 and 3 (M2+M3) “Testing and Capitalising”

This type of project has the objective to **test**, at a wider level, instruments, policies, strategies, joint plans that have been already identified by previous initiatives (not necessarily arisen in the framework of the Interreg MED Programme) through pilot activities, ensuring the **transferability** of applied solutions in the territories concerned by the project (M2) and to **capitalise** results obtained during the first phase of the project (Module 2) with other projects results and experiences directly contributing to the project objectives (M3). These projects should work for the adoption of transnational models and their application in the regional and national policies for the MED, and even European area. They may include, where necessary, the development of **preliminary studies** in the starting phase (feasibility or updating of the available data). They will necessarily include an evaluation of the pilot actions and a phase for the **transferability of the results** in the territories concerned by the project (transfer of results in local policies and application of results in the territories and to the targets), while the formal engagement of the appropriate decision makers should be envisaged when structuring the project.

The main **outputs** to be developed by these projects can be a combination of those already foreseen for modules 2 and 3, namely: preliminary and feasibility studies (if needed), pilot activities (including methodology for implementation, testing and evaluation phases), plan of result transferability and policy recommendations, Memorandum of Understanding, agreements, procedures and regulatory proposals, charters and protocols. The formal engagement of the relevant decision makers should be envisaged when structuring the project.

The **duration** for this type of projects is up to **36 months**. It is recommended to foresee a ratio of 21 months for M2 activities and 15 for M3 activities.

Project total eligible **budget** is recommended within a range between **EUR 2.5 and 3.6 million** (for information regarding co-financing rates, please refer to factsheet “Partners cofinancing and location of project activities” of the Programme Manual). In any case, partners should ensure that the financial size of the project truly reflects the activities foreseen in the work plan and that it is based on the principles of sound financial management.

Regarding the **partnership**, it is highly recommended to include institutional, operational partners and networks mixed according to the project objectives in order to ensure the maximum impact of project activities at all levels. Some partners might actively participate in only one of the modules proposed according to their skills and experience. It is recommended not to exceed 12 project partners.

Communication activities, (other than the coordination with the horizontal projects strategy and the Interreg MED Programme communication strategy) for multi-module projects M2+M3 are notably:

- To ensure that results are 100% transparent and transferred to projects target groups in most adapted ways;
- To set up of at least one promotion activity to promote the final output(s);
- To ensure appropriate actions to steer up the networks where the projects participate at European and transnational level;
- To make a more intensive use of Public Relations techniques and/or outreach strategy;
- To provide stories, interviews, end user testimonies, images that will nourish communication on several levels;
- To foresee social media activities to get in contact and raise awareness of local/regional citizens.

Under communication activities, other recommendations need to be taken into consideration, please refer to factsheet “Communication” of the Programme Manual.

Project Modules 1, 2 and 3 (M1 + M2 + M3) “Integrated Projects”

A specific call for proposals regarding this type of projects will be launched after the 1st call for proposals in order to develop integrated projects that will take into account the first results of the new 2014-2020 programming period, thus to focus on hot topics and topics already tackled at local level as well as on the topics identified as priorities by the horizontal projects.

Projects from this type have the ambition to create a direct impact on regional and national policies of the MED and European space and may integrate all types of activities foreseen in the single-module projects.

Their structure and actions should be fully oriented towards looking forward transnational solutions linked with the MED area in a global manner and not with specific territories. The problems faced and the solutions proposed will cut across the Mediterranean.

They should be elaborated in connection with other MED projects as well as with other projects or initiatives in the MED space (other Interreg and/or thematic programmes). Integrated projects should focus on issues of high relevance for the area, taking into account works realised at local level, of which results could be brought on a transnational scale. They could also be based on topics identified as priorities by the horizontal projects. Thus the integrated projects will ensure the consolidation and transnationality of the proposed solutions on issues of high relevance for the area.

The main **outputs** to be developed by these projects can be those already foreseen for modules 1, 2 and 3, namely: SWOT analysis, state of the art, benchmarking analysis, models, action plans, strategies, instruments and pilot activities (including methodology for implementation, testing

and evaluation phases), plan of results transferability and policy recommendations, Memorandum of Understanding, agreements, procedures and regulatory proposals, charters, protocols. The formal engagement of the relevant decision makers should be envisaged when structuring the project.

The **duration** for this type of projects is up to **48 months**. It is recommended to foresee 15 months for M1 activities, 21 months for M2 activities and the final 12 months for M3 activities.

Project total eligible **budget** is recommended within a range between **EUR 3.6 and 6 million** (for information regarding co-financing rates, please refer to factsheet “Partners cofinancing and location of project activities” of the Programme Manual). In any case, partners should ensure that the financial size of the project truly reflects the activities foreseen in the work plan and that it is based on the principles of sound financial management.

Regarding the **partnership**, it is highly recommended to include institutional, operational and scientific partners and networks mixed according to the project objectives in order to ensure the maximum impact of project activities at all levels. Besides, it would be necessary to establish a group of partners that will compose the core partnership, which will be involved all along the project implementation, and other partners that may be involved especially in each one of the modules to be implemented. In addition, the Lead Partner and the responsible for operational work packages should be regional or state bodies (regional authorities NUTS II, regional or national agencies, government bodies). It is recommended not to exceed 15 project partners.

Communication activities of the Integrated projects (other than the coordination with the horizontal projects strategy and the Interreg MED Programme communication strategy) are similar to the activities of modular projects and should be oriented towards the objectives of each specific integrated project, in order to:

- Develop a more intensive use of international media relations;
- Provide stories, interviews, end user testimonies, images that will nourish communication on several levels;
- Ensure that results are 100% transparent and transferred to projects target groups in most adapted ways;
- set up a programme of promotion activities to promote results;
- Make a more intensive use of Public Relations techniques and/or outreach strategy;
- When necessary, ensure appropriate actions to steer up the networks where the projects participate at European and transnational level;
- Foreseen social media activities to get in contact and raise awareness of local/regional citizens.

Under communication activities, other recommendations need to be taken into consideration, please refer to factsheet “Communication” of the Programme Manual.

HOW TO IDENTIFY THE RIGHT TYPE OF PROJECT?

Any project, either single-module or multi-module, should candidate on the basis of a diagnosis of outcomes of previous projects or initiatives. For example, a project Module 1 “Studying” will start from an identified diagnosis, while a project Module 2 “Testing” should and will use preliminary studies to build its methodology of tests and experiments. A project Module 3 “Capitalising” will build, transfer and implement, where appropriate, procedures, methodologies, recommendations from other projects already completed.

Each type of project has its place in the architecture of the Interreg MED Programme, they are all useful and all must contribute to the programme success, there is no hierarchy or value difference.

Applicants are invited to look at all the possible types of projects in order to choose the one that adapts the best to their objectives, experience, skills and ambition. The evaluation of the proposals will be based on the characteristics of each type of project and in consequence there is no “best” or “worst” choice but a “most adapted” solution.

Two key questions should be answered before selecting the type of project that best fits a project idea:

1. Where do I start from? This means that the applicant should establish a diagnosis of the situation: what is the state of the art of the issue tackled?

→ This will help identify from which Module you need to start

2. How far should/can I go? This means that ambition and feasibility should be assessed.

→ This will help identify how many modules you will combine

In order to define which modules, and eventually how many, should be implemented for reaching the objectives, the following criteria should be assessed:

- **State of the art of the issue tackled:** what has been done already, what can be reused, what is needed to be developed?
- **Main objectives** of the project idea: what are the identified needs? What does the project want to change for the area? What does the project want to realise?
- **Expected outputs and results** of the project idea: What does the project want to produce? For whom?
- **Competences, skills and experience of the partnership:** what the partnership does best?
- **Timeframe and financial capacities:** how much can the partnership dedicate to this work? What are the financial capacities of the partners involved?

The selection of the type of project based on the above criteria allow partnerships to determine the direction of their project proposal in regards to the objectives set and the expected results, taking into account the specific competences of each partner.

Not all partners have necessarily to be involved with the same intensity in all the modules of a multi-module type of project.

Partners need to be associated to those activities that are in line with their competences. However, a core team of partners should ensure the coordination of all the activities regardless the modules, as a good information flow and a clear decision making procedure have to be ensured by the management system of the project.

The **single-module types of projects** are basically aimed at partnerships having immediate requirements and seeking quick answers, wanting to work on a specific issue with more agility, not requiring large financing efforts nor a complex implementation. Single-module projects will have the possibility to continue their work by applying for another type of project in forthcoming calls for proposals, following the requirements of the relevant Terms of References.

The **multi-module types of projects** are justified by a medium-term vision, with a project proposal combining different objectives and results and the need for a multiple skills partnership.

Important innovations in management and monitoring are required for multi-module projects.

In this regard, and in order to have an effective and relevant implementation, all multi-module projects will be required to have an external and independent evaluation process, that should

There is no possibility for a single-module project to continue directly with the implementation of a following module

follow the framework methodology developed by the Interreg MED Programme (for further information, please refer to factsheet “Support for project implementation” of the Programme Manual). All costs needed for this activity will be included in the project budget breakdown and supported by the project itself.

The evaluation approach can also be relevant for single-module projects, but it is not compulsory.

Moreover, all projects (single or multi-module) should take into account a specific budget (staff, travel...) in order to contribute to transnational activities when requested by the Programme: coordination with the information and the communication of the horizontal projects and cooperation with the communication strategy of the Programme, including the observation of EU regulations and programme guidelines, organisation of events, participation in programme events, among other activities (for further information, please refer to factsheet “Communication” of the Programme Manual).

HOW TO GO FROM A MODULE TO ANOTHER IN A MULTI-MODULE TYPE OF PROJECT?

A verification performed by the MA/JS will determine if a project continue to the next module, in a multi-module project

Multi-module projects will be governed by a Subsidy Contract that will differentiate the different modules, each module having its own objectives, outputs, calendar and budget.

At the end of each module, the MA/JS will perform a verification of the activities carried out and the deliverables produced by the project in order to check their compliance with the requirements established and to pass to the next module.

The aim of this verification will be to confirm that the identified expected results for the concerned module have been reached according to the Subsidy Contract and the approved Application Form, and that the partnership is ready to start the new phase of the project.

In particular, the MA/JS verification will focus on following aspects:

- Analysis of content-related progress and production of key pre-identified deliverables in due form as scheduled;
- Financial progress of the project;
- Management and administrative performance;
- Partners’ engagement;
- Realistic forecast and recommendations for the remaining modules;
- If applicable, identification of deviations and delays in regard to the Application Form, as well as necessary project modifications (partnership, finance and activities).

A verification checklist will be provided to the projects after their approval (and annexed to the Subsidy Contract) in order to make them aware about the key elements that will be checked by the MA/JS. More information is provided in factsheet “Multi-modular projects” of the Programme Manual.

This verification will take place in a short period of time between the end of a module and the start of the following one on the basis of a specific report. The MA/JS will ensure that this verification does not hinder the progress of activities and the transition between modules.

Based on this verification, the MA/JS may decide:

- to agree on the **continuity** of the project as foreseen in the Application Form;
- to propose a **modification** of the project in order to adapt it to the new “reality”, taking into account the results of the verification;

- to propose to the Interreg MED Programme Steering Committee a **deprogramming** of the forthcoming modules.

Upon transition from one module to another, the partnership may propose a modification of the project regarding the partnership, major budget changes and activities in order to better adjust to the needs of the following module. For further information regarding modifications please refer to factsheet “Changes» of the Programme Manual.

Abbreviation	Name	Module type	Expected outputs (not exhaustive list)	Duration (Maximum – eligibility criteria)	Budget (recommended) (EUR)	Partnership (recommended)
M1	Studying	Single-module	SWOT analysis, state of the art, benchmarking analysis, models, action plans, strategies, instruments	18 months	Max 600.000	Max 8 PP, institutional and scientific partners.
M2	Testing	Single-module	Preliminary and feasibility studies (if needed), pilot activities (including methodology for implementation, testing and evaluation phases), plan of results transferability.	30 months	1.2 – 2.5 million	Max 10 operational and institutional partners.
M3	Capitalising	Single-module	Policy recommendations, Memorandum of Understanding, agreements, procedures and regulatory proposals, charters, protocols.	18 months	0.6 – 1.2 million	Max 8 PP mainly institutional or networks partners.
M1+M2	Studying and testing	Multi-module	SWOT analysis, state of the art, benchmarking analysis, models, action plans, strategies, instruments and pilot activities (including methodology for implementation, testing and evaluation phases), plan of results transferability.	36 months (M1: 15 m / M2: 21 m)	1.8 – 3 million	Max 12 PP, institutional, operational and scientific partners.
M2+M3	Testing and capitalising	Multi-module	Preliminary and feasibility studies (if needed), pilot activities (including methodology for implementation, testing and evaluation phases), plan of results transferability and policy recommendations, Memorandum of Understanding, agreements, procedures and regulatory proposals, charters, protocols.	36 months (M2: 21 m / M3: 15 m)	2.5 – 3.6 million	Max 12 PP, institutional, operational partners and networks.
M1+M2+M3	Integrated Projects	Multi-module	SWOT analysis, state of the art, benchmarking analysis, models, action plans, strategies, instruments and pilot activities (including methodology for implementation, testing and evaluation phases), plan of results transferability and policy recommendations, Memorandum of Understanding, agreements, procedures and regulatory proposals, charters, protocols.	48 months (M1: 15-m / M2: 21 m / M3: 12 m)	3.6 – 6 million	Max 15 PP, institutional, operational and scientific partners and networks
Horizontal Projects	Communication and capitalisation of the programme in the long term		Community building / communication / capitalisation strategies and action plans, internal communication products, policy papers and recommendations, Technical Papers, Deliverables and Target groups Databases	36 months	Max 1.4 million	Max 6 PP, institutional partners and networks

FIGURE 11: SUMMARY OF TYPES OF PROJECTS SPECIFICITIES IN THEMATIC AXIS 1, 2, 3