

## Overview: Policy Life cycle grid – Implications for project approaches & outcomes

Stage	Key aspect Leading questions resp. aspects	Common targets of projects at the stages	Challenges in project generation and management	Outcome / impact
Strategic planning, early policy development	<u>Planning</u> What should be done?	projects target the development of a shared strategy for the respective policy area; Key element would be a feasibility-study	Sorting out legal differences, develop a shared terminology, highlight options for joint approaches and future projects, identify appropriate partners for further actions, motivate a wider audience and raise the interest of opinion-leaders	No immediate impact in the policy area but raised awareness in the institutions, impact of concrete actions could materialise in the long-run
Operational policy development	<u>Planning</u> How could it be done?	the formulation of specific policy documents, agreements etc. deriving from strategic papers developed at an earlier stage Key element could be the elaboration of a Memorandum of Understanding or of an action plan	Backing of the political level is essential to safeguard policy impact and pave the way towards the next stage	Ibidem; but pathway to timing of implementation should be an element of the operational plan in order to target/capture impact
Pilot approaches	<u>Implementation</u> Testing something unprecedented	putting into test the concepts developed at an earlier stage of <i>operational policy development</i> Key element could be a pilot investment or testing a new service package	Overcome all legal obstacles in full detail, spearhead into unprecedented procedures, maintain commitment over long development periods	Immediate impact but sustainability is not 100% sure (trial and error)
Last mile projects	<u>Implementation</u> Policy frameworks are clearly defined; policy context in each partner country duly respected	Closing a specific gap related to an identified need – e.g. the construction of cross-border infrastructure	All three previous stages must have been passed more or less successfully – i.e. the project is the result of sustained cooperation	Immediate impact; sustainability should be safeguarded since the project is anchored in a solid policy framework

Source: metis, own considerations

### Use of the typology, e.g.:

- Discussions on the strategic orientation of a programme in a certain intervention area (IP)
- Refined considerations on the possible outcomes of projects or aggregates of projects