

*environmental policy  
and  
management*

class 6  
*the policy making process*  
s. kaufman instructor

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**we will**

- review key points of class 5
- take stock
- hear some more book reviews
- the policy making process
- listen to presentations on
  - vk chapters 4, 5

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review 5

**so what have we learned about**

- the battle of values
- the effects of
  - focusing events, media, public
  - political & economic changes
- the role of information in
  - positions
  - decisions

what's next?  
why?

where do you stand? why?

how do you know you are right?

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### what does it take

- to make (environmental) policy?
- we have been asking this question focusing on different aspects:
  - history
  - direct stakeholders
  - political aspects (issues salience, battle of values waged in terms of risks and costs)
- now we'll talk about theoretical/actual steps, based on the idea of policy as joint decision making

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### remember? policy is...

- **a decision** about
    - resource allocationor
    - conduct in a specific area (can be organizational, governmental at various levels)
- to be operationalized with implementation specifics that can be **monitored and enforced**

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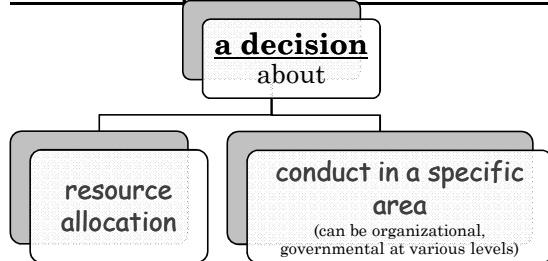
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### remember? policy is...



- to be operationalized with specifics for implementation (for monitoring/enforcement)

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### remember? policy making is...

- the (psychological) process of *thinking* about the activities required to create a desired future on some scale
- the (joint decision) process of *crafting and implementing* a policy
- the establishment of goals, policies, and procedures for a social or economic unit

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### policy as joint decision making

joint decision processes entail combining

- individual takes
- decision rules
- jointly generated information
- mandates
- goals
- political context

who does it? how? who runs it? when?

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### remember? public policy making entails

- future-oriented decisions under
  - risk
  - uncertainty
- strategic course of action hinging on:
  - status quo and future
  - parties' preferences, decisions and actions
- needs/uses
  - (individual/joint) models of how systems work, interact, evolve
  - ability to imagine the future
    - without intervention
    - as a result of policy implementation

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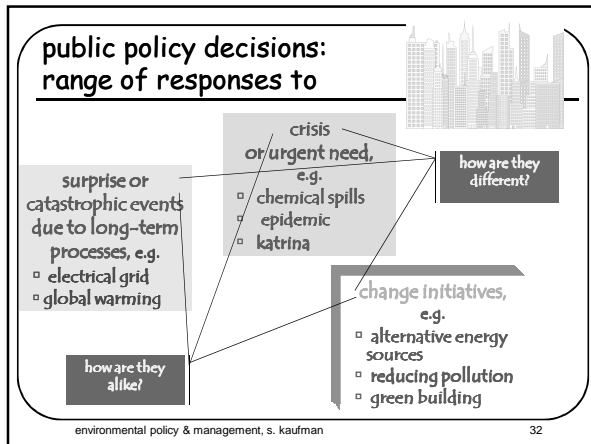
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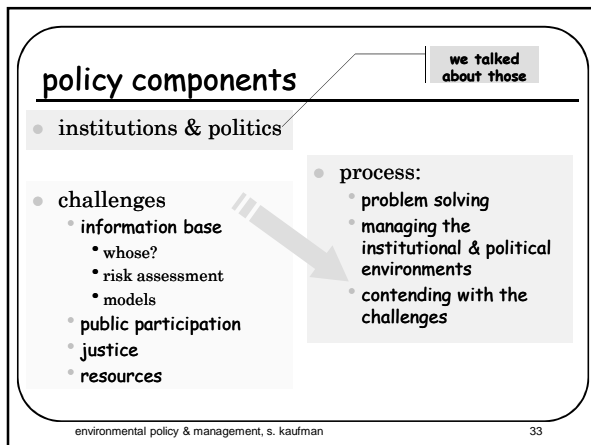
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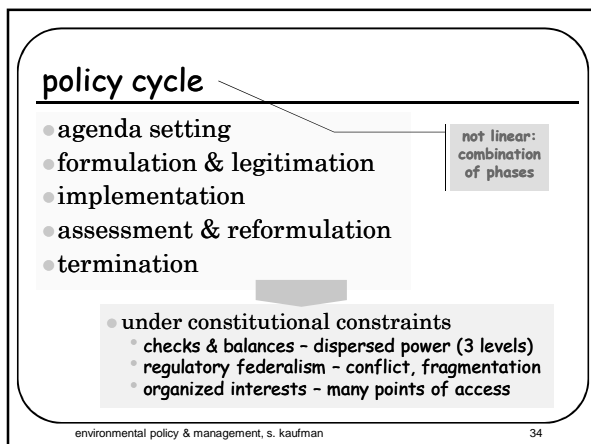
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## key consequences

what is that?

- easier to defeat policy than to enact it
- bias toward
  - status quo
  - incrementalism (c. lindblom)
- policy results from bargaining & compromise among coalitions

- consensus at a cost for policies
  - disarray
  - contradictions
  - loss of efficiency
  - other?

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## incrementalism

- policy changes in small steps (the feasible ones)  
favors adjustment at the margin
  - relying on past experience as guide
  - careful deliberation before change
  - rejection of rapid/comprehensive innovation

were the air and water acts incremental?

- politically seductive
  - risk-averse
  - avoids irreversible change
- stifling
  - inhibits innovation

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## theoretically

- policy making process = problem solving traditionally patterned on unilateral decision making

any problems?

descriptive or prescriptive?

- identify problem
- collect data & transform into information:
  - prediction models
  - evaluation models
- generate alternatives & selection criteria
- select alternative
- implement
- evaluate
- adjust

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how does/should the environmentalist / cornucopian dichotomy affect the process?

## group exercise

- select a policy with which you are familiar, or
- propose the policy of your dreams, in one of the categories:
  - restoring/protecting/ managing what we have
  - wise resource use (sustainability)
  - new approaches - doing what we do better
  - managing consequences of new technologies
  - distributional/procedural/justice issues
  - addressing commons/free rider problems
- pretend you are about to formulate the policy
- go through the policy making steps, identifying them in the specific context of the chosen policy

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part social, part political activity

## policy analysis

part science, part political judgment

- informs
- multi-disciplinary
- quantitative & qualitative

part descriptive, part normative

- examining components of policy making
  - formulation
  - implementation
- studying substantive policy issues
  - building the information base underlying proposed policies
  - evaluating effectiveness of implemented policies

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## descriptive vs. normative

- descriptive: "truth to power" (a. wildavski)
  - empirical study
  - determine facts of given situation
- normative: value judgments
  - value-based assessments of options

is this possible?

• examples?

- how does this relate to facts?
- should it?

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## the eightfold path - in theory

1. Define the problem
  2. Assemble some evidence
  3. Construct the alternatives
  4. Select the criteria
  5. Project the outcomes
  6. Confront the trade-offs
  7. Decide!
  8. Tell your story
- political  
•values
- Analytic  
components

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## 1. Define the problem

- Some categories (make the definition evaluative):
    - market failures
    - breakdowns in systems outside "markets"
    - injustice, discrimination
    - failure of government to function well
- examples?

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## 1. Define the problem

- quantify if possible
    - guesstimate ranges
  - diagnose conditions causing the problem (mental model of causalities)
  - identify latent opportunities
  - iterate
- scrutinize  
causal links!
- avoid including solutions  
in the definition (why?)

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## 2. Assemble evidence

- data = facts
- information = meaning of data
- evidence = information affecting existing beliefs (mental models) of key stakeholders/analysts) about
  - significant problem features
  - mitigation possibilities

→ assess:

- nature/extent of problem
- specific problem features
- best practices in the past

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## 2. Assemble evidence

- Think before you collect evidence
  - Weigh cost against value (would knowing something change what you are thinking?)
  - Educated guesses - valuable but need to be scrutinized: pose "what if" questions
  - Review literature, survey best practices
  - Use analogies (tricky! requires creativity)
  - Start early
  - Broker consensus
  - Free the captive mind (don't fall into mental traps)
  - Actively seek counterevidence for your/others' beliefs

• Scrutinize: pose "what if" questions

• Scrutinize sources

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## 3. Construct alternatives

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**next time...**

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- *more on the policy making process*

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