# Presentation Title: Bento

Slide 1:  
Policy Design and Tools  
POSC 315 | Week 11

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Slide 2:  
Policy Design  
The process by which policies are designed, through both technical analysis and the political process, to achieve a particular goal.  
Occurs throughout the policy process as ideas and priorities are exchanged  
Decision-making about which policy designs - and which policy tools - to adopt

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Slide 3:  
Policy Design and Implementation  
Choices made in design influence implementation  
Policy design continues during implementation  
Experience will chain the design  
Experience can change the understanding of the problem  
Remember, the process of translating vague legislative commands - which come from the "black box" - into rules and regulations can be quite complex.

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Slide 4:  
Five Elements of Policy Design  
Goals  
- What is the policy trying to achieve?  
Causal Theory  
- What is the theory of change?  
Tools  
- What tools will be used to achieve the goals?  
Target Population  
- Who is the policy trying to affect?  
Implementation  
- How will the policy be implemented?

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Slide 5:  
Goals  
The desired outcomes of the policy  
Can be  
explicitly  
stated in the policy or  
implicit  
in the policy's design or legislative history

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Slide 6:  
Causal Theory  
The theory about what causes a problem and how the policy will address it  
The theory of change  
Needed to measure the policy's success  
Shapes the policy tools and implementation  
Poor theory can lead to policy failure  
Causal Theory:  
Problem Definition -> Policy Design  
Problems are something we can do something about.  
Remember, problems don't just exist out there in some self-evident way. They are socially constructed and defined.  
There are multiple ways to define a problem, and each definition implies a different solution.  
Whoever successfully defines the problem has a leg up in the policy process when it comes to designing the policy solution.

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Slide 9:  
Policy Goals  
from Deborah Stone's  
Policy Paradox  
Security  
- Protecting people from harm  
Liberty  
- Protecting people's rights  
Efficiency  
- Getting the most out of resources  
Equity  
- Fairness in the distribution of resources  
Equality: A Contested Goal  
Equality in America is defined by equality of opportunity, not equality of outcome.  
Which do you think dominates in social democracies like Sweden? Equality of opportunity or equality of outcome?  
What are the implications of each?  
What debates continue today regarding equality?  
Efficiency: A Contested Goal  
Efficiency is a contested goal because it is often in conflict with other goals.  
Efficiency is often defined as the most output for the least input.  
Usually a means to a goal, not an end in itself.  
The idea is to achieve an objective with the least amount of resources.  
Efficiency: A Contested Goal  
Problems of efficiency:  
What are the inputs and outputs?  
How do we measure them?  
What is the time frame?  
What is the opportunity cost?  
Efficiency: A Contested Goal  
A good public library is not one that owns all the books that have ever been published, but one that has used its limited funds to build up as good a collection as possible under the circumstances  
- Herbert Simon  
Efficiency: A Contested Goal  
People who oppose certain programs will often do so because they disagree with the substance of the policy. But it is much easier—and often more successful—to claim or expose how a policy is wasteful, rather than arguing about the policy’s merits because nobody favors waste.  
- Deborah Stone  
Equity: A Contested Goal  
We already talked about equity in terms of distributive justice.  
Equity is a contested goal because it is typically in conflict with other goals.  
Equity is often defined as fairness in the distribution of resources.  
Usually a means to a goal, not an end in itself.  
Security vs. Liberty: Conflicting Goals  
Thomas Hobbes' tradeoff:  
Give up some liberties to the state, which holds the most power, so there is security.  
This is an authoritarian view of the state.  
John Locke's approach:  
Form a social contract wherein one surrenders some liberties to the state, which creates a government of limited power to protect reserved liberties.  
Democratic view of the state.

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Slide 18:  
Ambiguity and Goal Conflict  
Policy design reveals that goals are often ambiguous and in conflict with one another.  
Policy design reveals conflicts over means of achieving goals.  
Different policy goals can be in conflict with one another.  
For example, Immigration policy versus foreign relations policy with Mexico.  
Conflicts are not hopeless! The are  
complex  
. Good policy finds a balance.  
Complexity and Differing Goals  
Is the purpose of the goal to eliminate a problem, hold steady a growing problem, or reduce the problem to a lower level?  
For example, is the goal of the War on Drugs to eliminate drug use, hold steady drug use, or reduce drug use to a lower level?  
What are the implications of each?  
What are the tradeoffs?  
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Slide 21:  
Policy Tools  
The means by which the policy will achieve its goals  
How government seeks a policy objective  
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Policy Tools

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Slide 24:  
Policy Tools: Dimensions  
Nature of Government Activity  
Money payments  
Provision of goods and services  
Legal protections  
Restrictions and penalties  
Delivery System Structure  
Direct  
Indirect  
Mixed  
Degree of Centralization  
Degree of Detailed Administrative Activity

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Slide 25:  
Love, Fear, and Money (Etzioni 1961)  
Three basic reasons why people comply with rules, orders, or policy:  
Love: Compliance out of a sense of agreement, love, or moral obligation  
Fear: Compliance out of a sense of fear of punishment  
Money: Compliance is in one's monetary or remunerative interest  
Effective policies find a balance between low levels of fear and high levels of love and money.  
Policy Tool Considerations  
Non-Coercive to coercive (love to fear) exist along a continuum  
The extent to which government will use its resources to achieve a policy goal  
Choosing effective tools requires a good causal theory

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Slide 28:  
Models of Policy Tools  
Howlett, Ramesh, and Perl  
Economic and Political Tools  
Economic Tools  
Favor individual freedom and choice  
Tend to use non-coercive means  
Coercion can be used to correct economic errors, such as the income tax  
Makes many assumptions about what is "possible" and what is "rational"  
Assumes that people are rational actors  
Political Tools  
"Any instrument [or tool] can theoretically accomplish any chosen aim, but governments prefer less coercive instruments unless forced by either recalcitrance on the part of the subject and/or continued social pressure for change to utilize more coercive instruments."  
- Howlett, Ramesh, and Perl  
Preference for less coercive means, but pressure can bring desire for more coercive means  
Tools and Choices  
Technically sound design does not trump political considerations  
Tools choice is constrained by resources  
Tools are based on behavioral assumptions about people  
Typically, multiple policy tools are used to achieve a policy goal

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Slide 33:  
Objective and Subjective Tools  
Objective - Rational Characteristics  
Target  
population (the citizens who receive the benefits or bear the costs of the policy),  
values  
being distributed,  
rules  
governing or constraining action,  
rationales  
(the justification for the policy), and  
assumptions  
about human behavior that tie all of these together.  
Subjective - Value Characteristics  
Who justifiably deserves the costs and benefits of the policy?  
What values should be backed by the coercive powers of the state?  
Who (or what) should have the freedom of action promoted or constrained to uphold those values?

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Slide 36:  
That's it for Today  
Next Time: Implementation

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