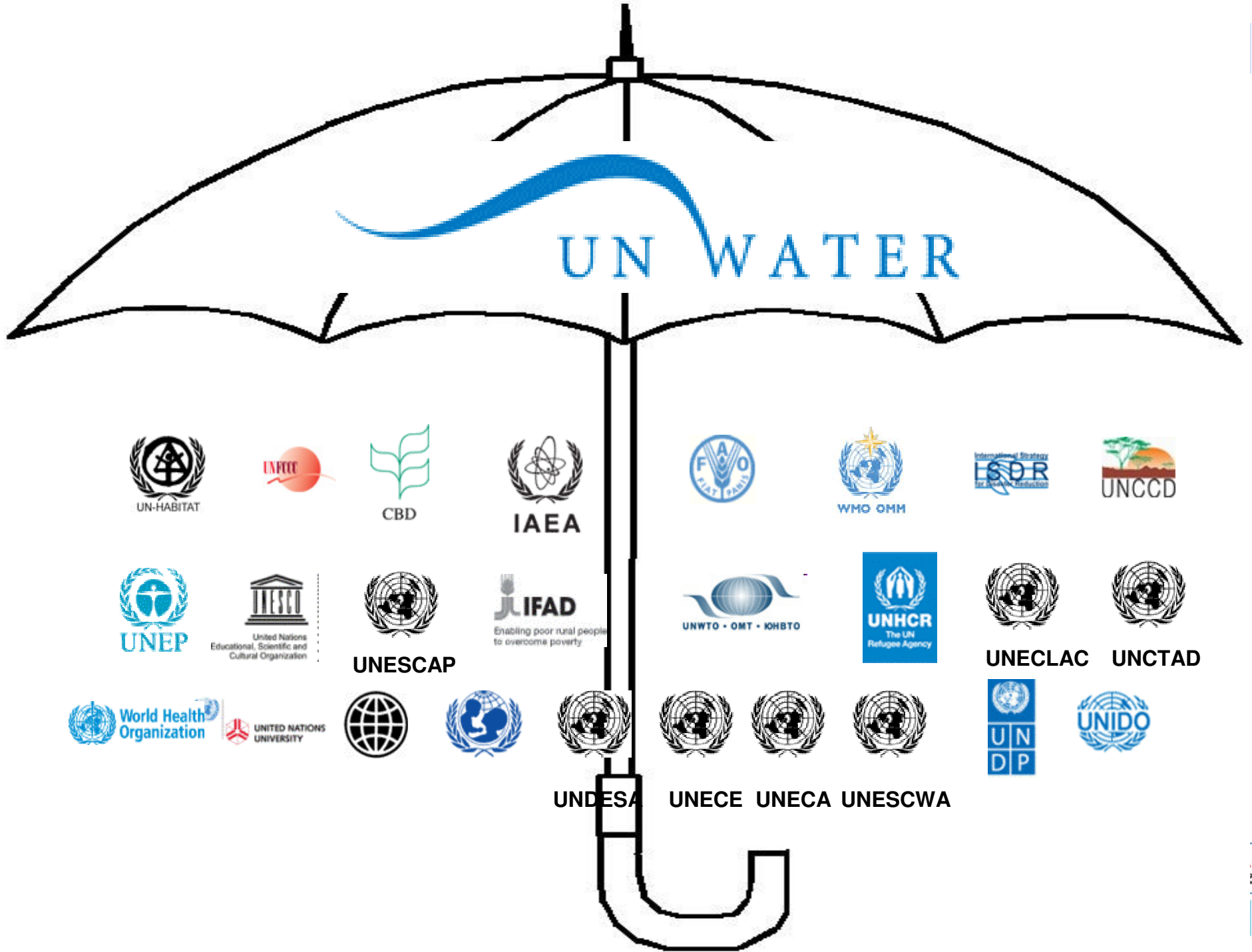


Policy making: Policy cycle, policy analysis

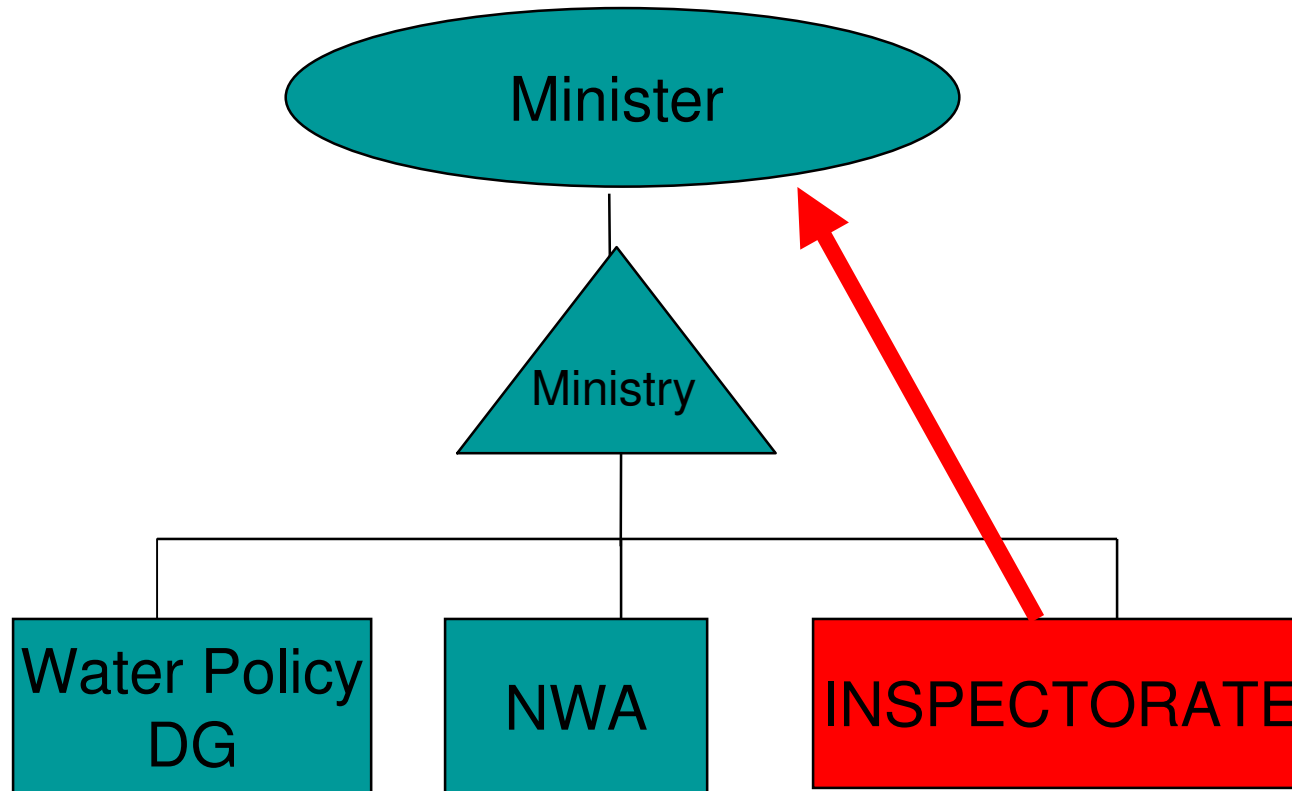
Prof. Dr. Jan Leentvaar
UNW-DPC
UNESCO-IHE



UNESCO-IHE

- Institute for Water Education
- Prof. Environmental Policy Making

NL-Water Management



Water Management Inspectorate

- Direct advice and consultation with Minister
- Inspections of the National Water Authority
- Inspections of Water Boards
- Information to Parliament and public
- Advise to policy department

Policy Making

- Need for Water Policy
- Policy Cycle
- Policy Analysis
- Examples, tools
- Exercise

Water Policy: awareness is a key

- Society must perceive the environmental threat as real problem
- Society must afford to deal with the environmental problem

Difficulty of Creating Awareness

- But perhaps in the future.....
- It is the society at large that counts.....
- The negative side effects cannot be seen
- Societies act linearly but ecosystems are dynamic
- Our basic cultural-religious-ethical fundament
.....
- The difficulty in understanding environmental processes...
-
-

Water and Politics

Netherlands:

Water management is not is a hot political item

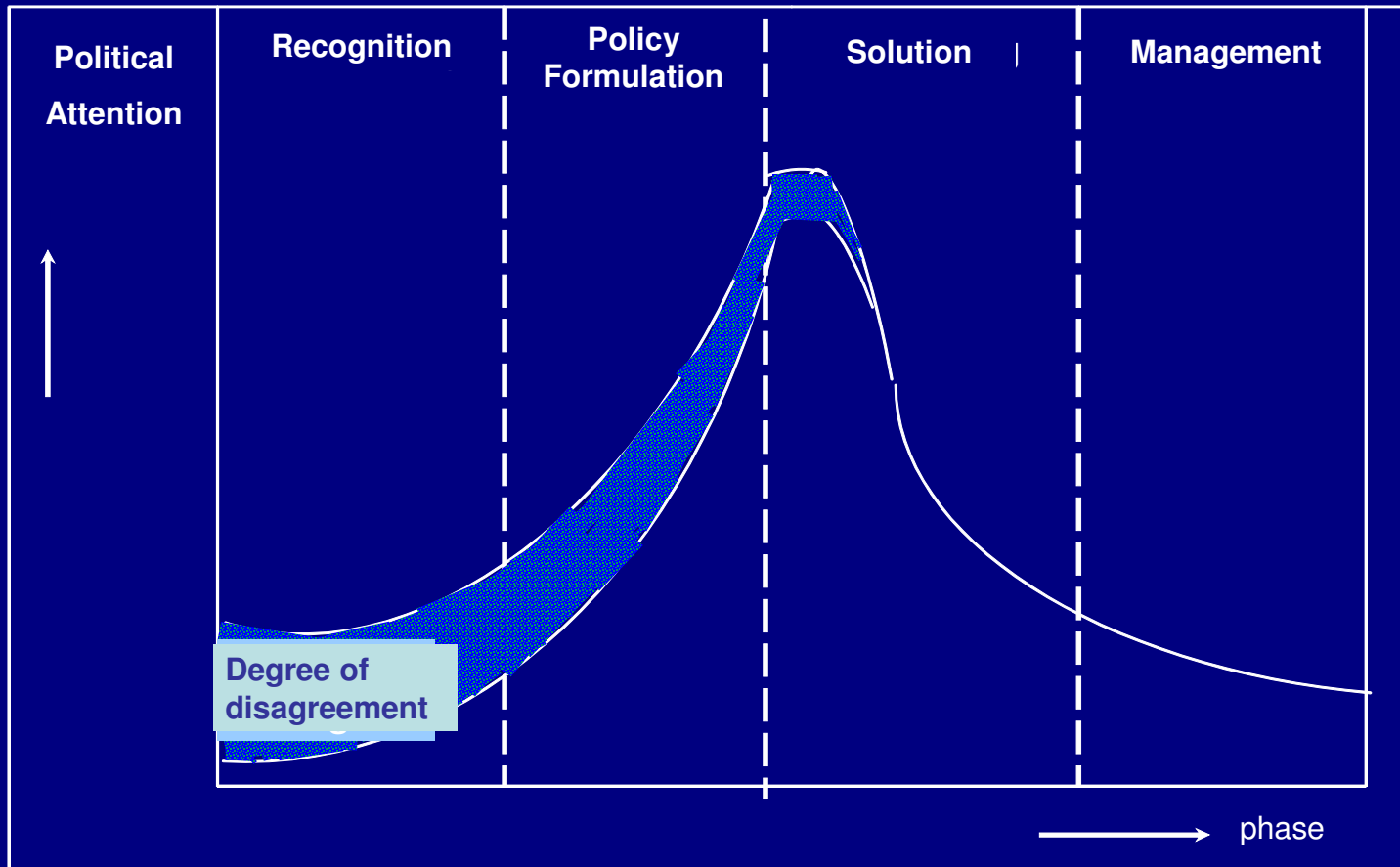
Motivation

- Last item at distribution of ministerial posts
- No essential differences between political parties
- Dependent only on budget

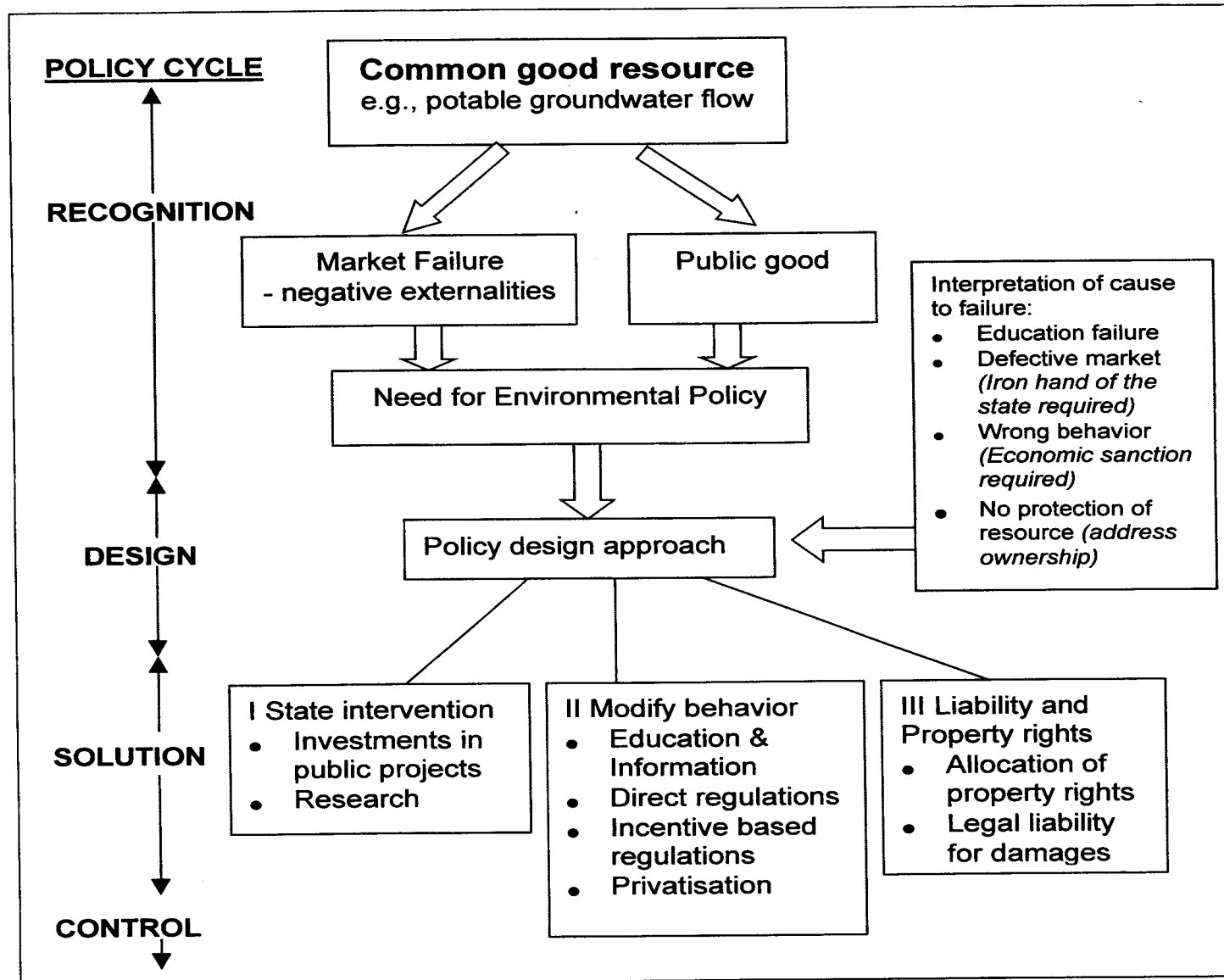
Policy and Politics

- Egypt
 - Career Dr. Abuzeid
- Communist System
 - Governmental employee = politician
- Hungary/Germany/...
 - No translation for the word “policy”

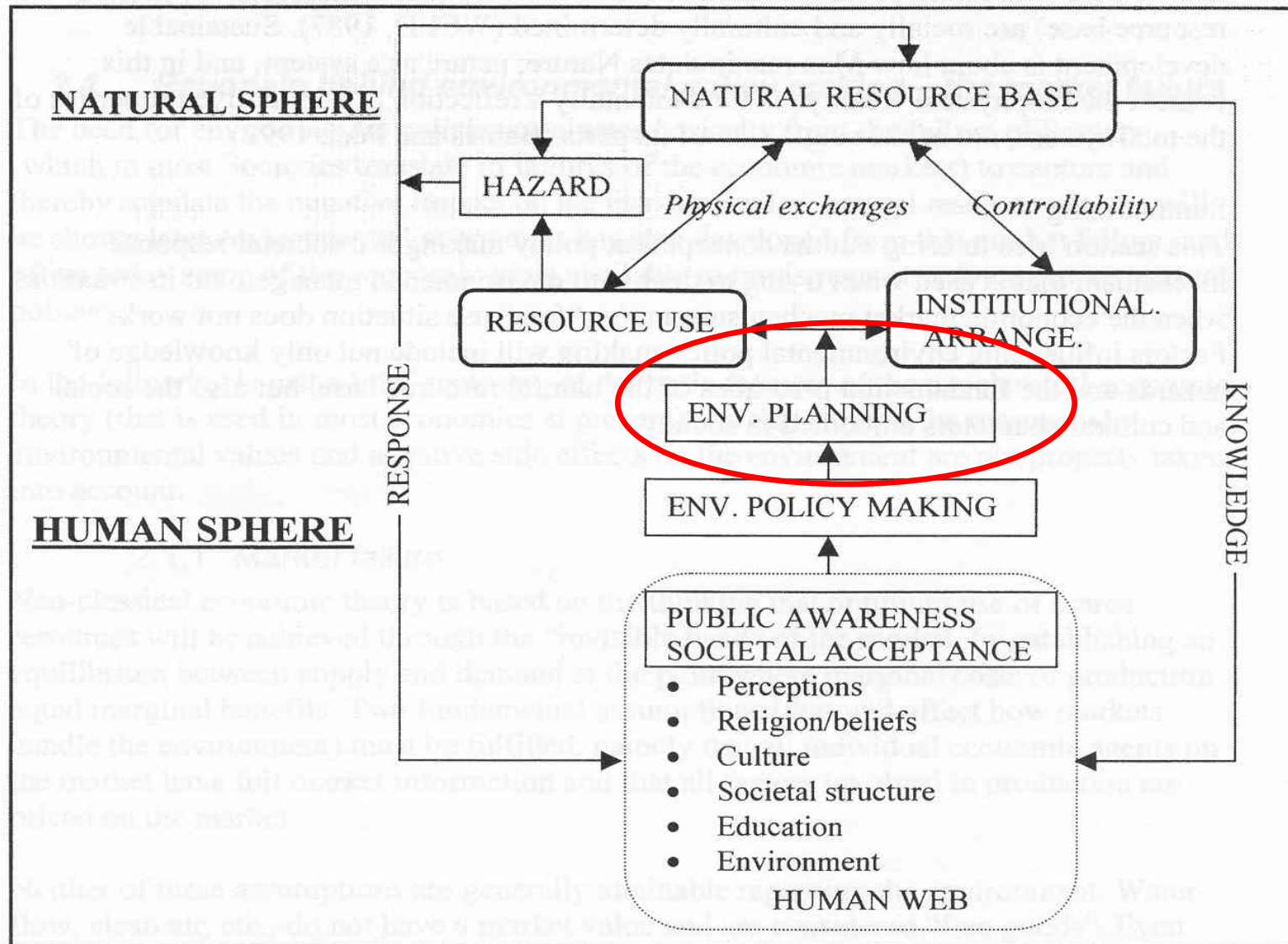
Political attention



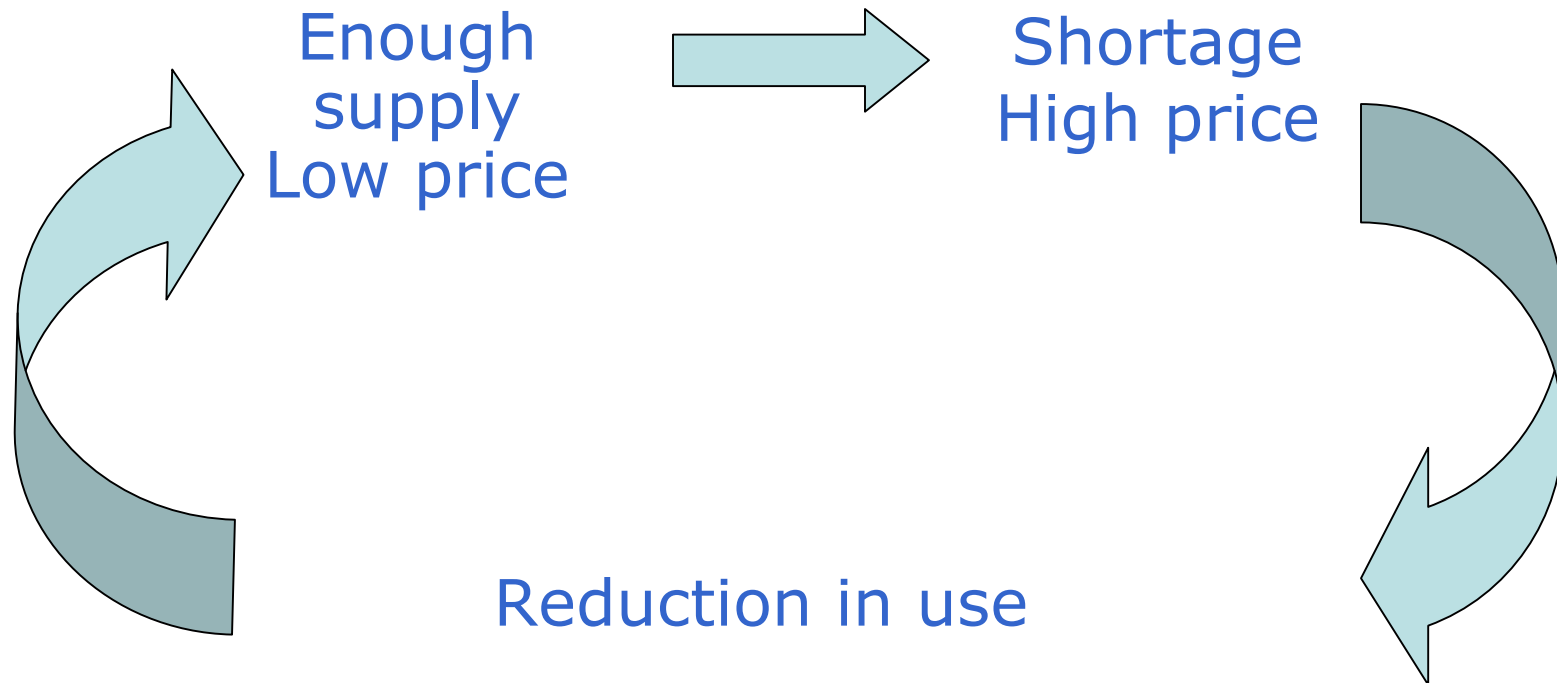
Policy design approach



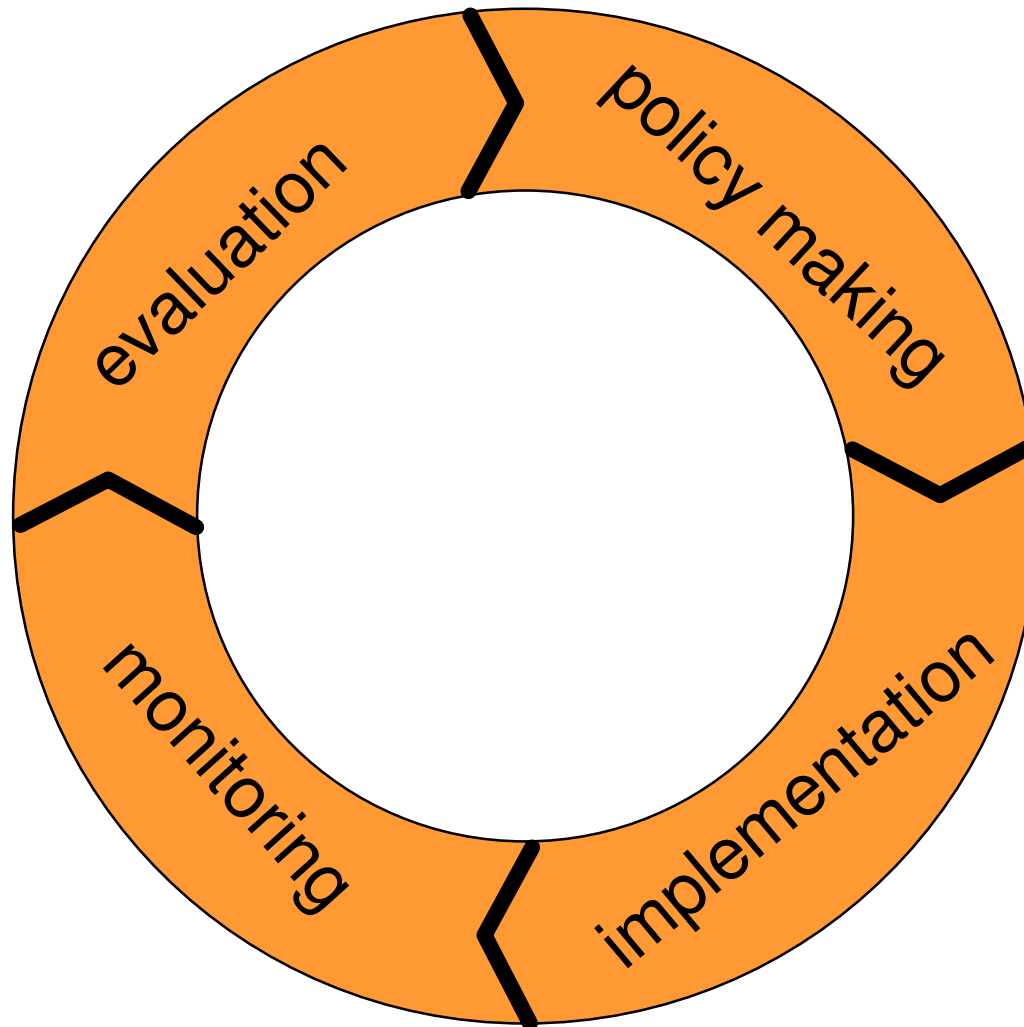
(non) negotiable principles

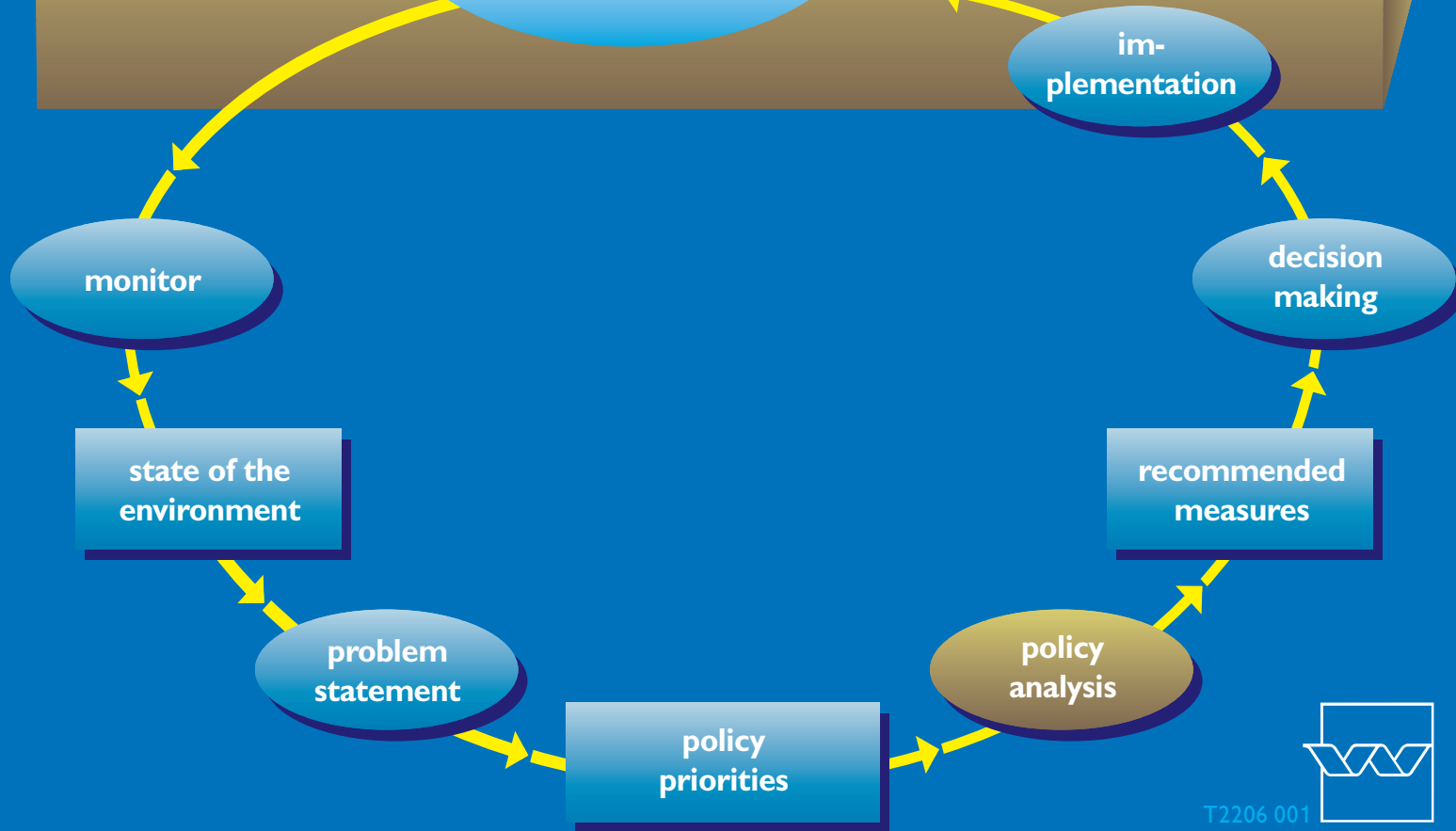
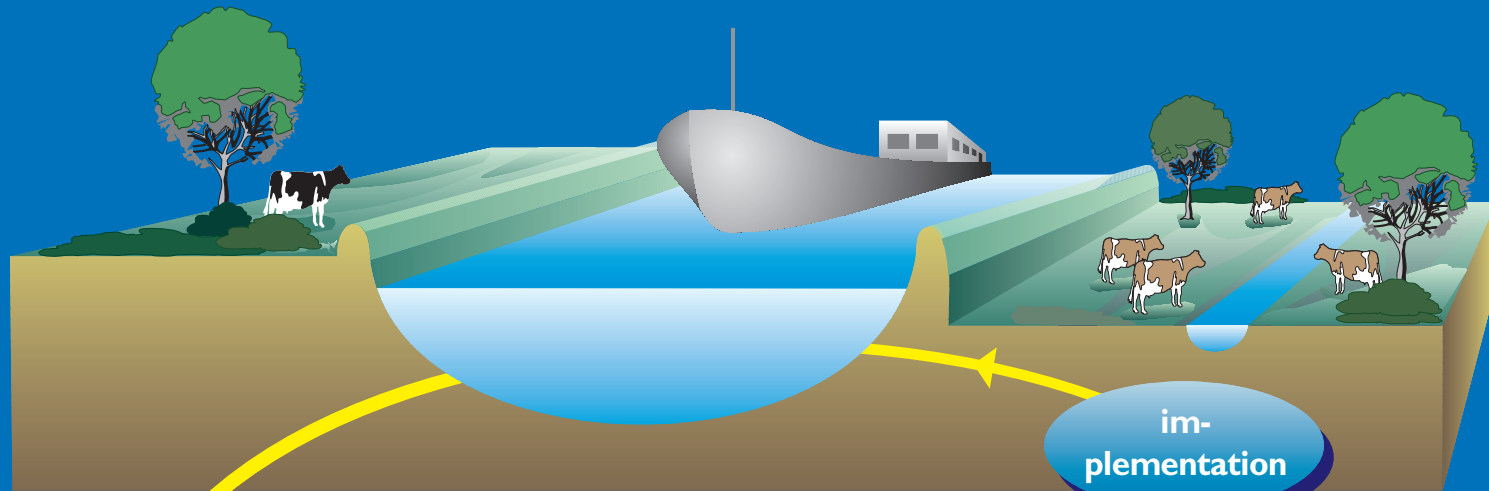


Economic cycle

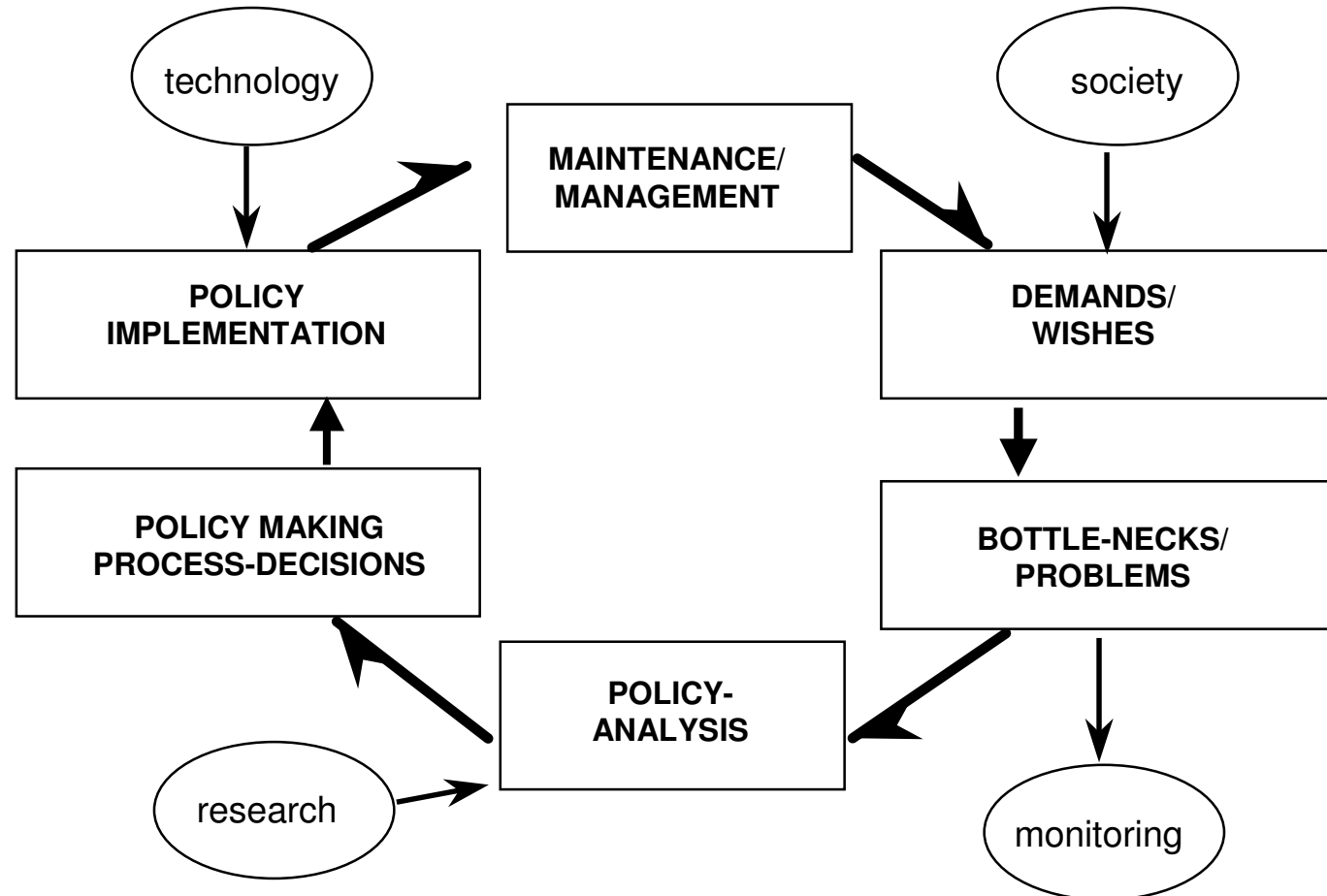


Continuous policy making





Policy cycle



Policy cycle in time



Policy analysis

- The aim
 - generate and present useful information for decision makers
- The art
 - Common sense, experience and ingenuity
 - Knowledge and understanding
 - Lots of listening, coordination, translation
 - Systematic, methodical
 - Look for “good solutions”, “optimal” solutions do not exist
 - Account for uncertainties, avoid high risk strategies

Policy analysis

- It can be defined as
 - a systematic investigation of **complex** policy alternatives as to **assist** decision-makers in choosing a preferred course of action in the public sector under **uncertain** conditions
 - Thus: a tool for conflict resolution

Policy analysis

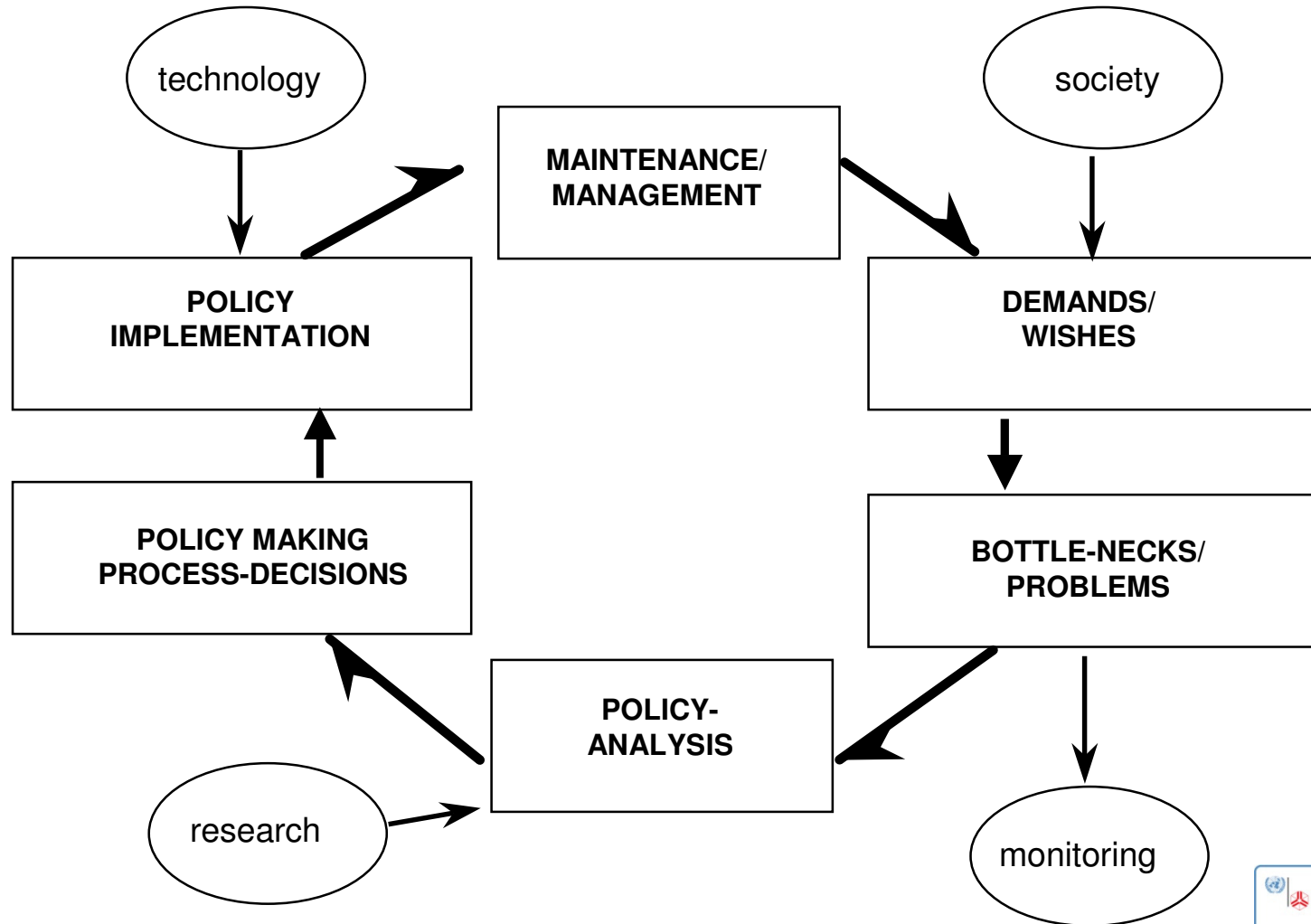
- Analysis IS NOT decision making
- But in the process of policy analysis choices have to be made, preferably by the decision maker, NOT by the analyst
- Otherwise: well documented choices by analyst

Phases in policy analysis

SIMPLE

1. Problem analysis
2. Establishing criteria
3. Identifying alternatives
4. Evaluating alternatives
5. (Ranking alternatives)

Policy cycle



Nature of public problems

- Fuzzy and ill-defined
- Political as well as technical aspects
- Lack a cause-effect knowledge base
- May be solved only by producing new problems
- Involve tradeoffs between cost and effectiveness
- Hard to measure adequacy of results
- Hard to measure fairness of results

Problem orientation

- Causes of the problem
- Historic and geographical background
- Who put problem on agenda
- What interests are at stake
- Who are involved in decision-making
- Which relevant aspects
- Possible (directions of) solutions

Criteria and Alternatives

- Goals are translated into alternatives
- Alternatives are more concrete statements about desired end states, with time tables
- Criteria are the measurable dimensions of alternatives
- The criteria and their measures must be unambiguous
- Sample criteria
 - *Effectiveness*
 - *Cost*
 - *Technical*
 - *Political*

Examples of criteria

- Technical feasibility
- Political/social feasibility
- Robustness
- Reliability
- Flexibility
- Duration of decision-making
- Duration of implementation
- Costs

Generation of alternatives

- By the initiator
- By individuals or groups
- Include or exclude alternatives in a clear way!
- Pre-selection of alternatives

Generation of alternatives

- The “Zero-alternative”
 - “business as usual” or present situation
 - Serves as reference
- Refer to similar policy problems versus unique problems
- Generation of **variants** of alternatives
- **Scenarios** for external developments
- Phasing in time

Score card as a first step

Criteria	Alternative 1	Alternative 2	Alternative 3/4/..
Navigation	0	-
Flooding	0	0
Water quality	+	-
Groundwater	-	0
Vegetation	0	+	
Forestry	+	+	
Hunting	-	0	
Investments (\$)	100,000	20,000	

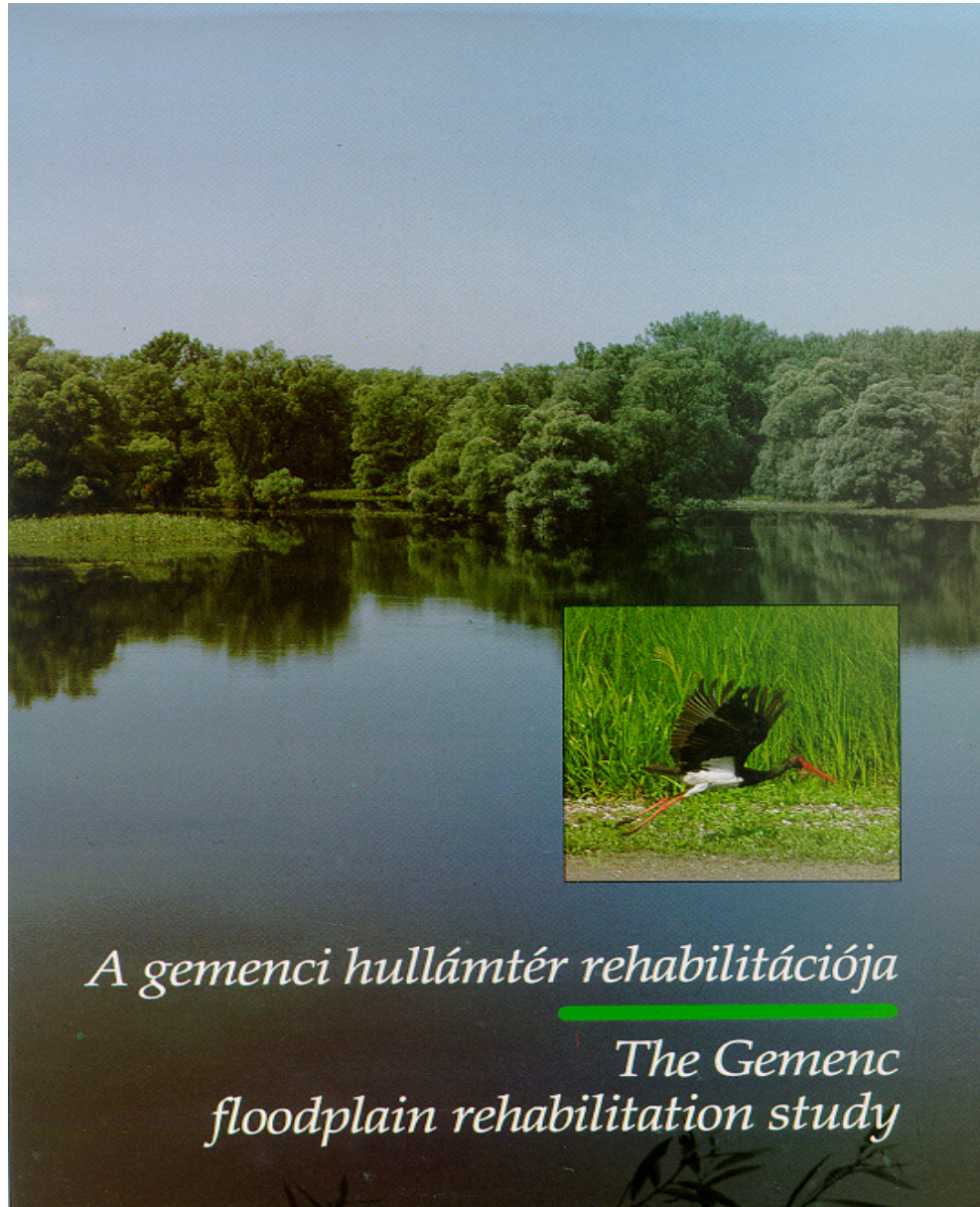
Policy analysis - Summary

- Clarifies and rationalizes options for management actions
- Presents information
- Does not make the final decision
- Considers implementation aspects
- Does not implement

Case 1

Policy Analysis: Restoration Floodplain Gemenc Hungary

1992



A gemenci hullámtér rehabilitációja
*The Gemenc
floodplain rehabilitation study*

Conflict Resolution and Negotiation Skills for IWRM



Problems in Gemenc





Alternatives

Criteria

- Length
- Ecology
- Water quality
- River management
- Investment cost
- Maintenance cost
- Cost effectiveness
- Forestry
- Fisheries
- Recreation
- Hunting

Alternatives Gemenc

Alternatives	Ia Grébeci	Ib Rezéti	Ic Vén	Id Móric	Ie Kádár	Alt.I Total	Iia Long lateral	Iib Short latera l	IIla Sió (weir)	IIlb Sió (pump)
Length (km)	8.3	15.2	4.3	4.1	2.1	34	22	8.8	n.a.	n.a.
Ecology	+	0	+	+	+		+	0/+	+	+
Waterquality	+	0	+	+	0		0	0/-	+	+
River managment	0	0	0/-	0	0		0	0	0	0
Investment cost (in million HUF)	350	60	0	90	20	520	644	214	450	0
Maintenance cost (present value) in million Ft	50	30	80	10	30	200	54	184	2180	616
Cost effectiveness (million HUF/km)	48	n.a.	19	24	24		32	45	n.a.	n.a.
Forestry (ha lost)	-	-	-	-	0		-	-	++	++
Fisheries	+	0	+	+	+		+	0/+	+	+
Recreation	+	0/+	+	+	0		++	+	0/-	0
Hunting	0	0	0	0	0		0	0	0	0

Legend: ++= significant improvement, += some improvement/positive effect, 0= no change, -= negative effect, n.a. = not acceptable

Conclusions

Decisions: are taken in a time period

Scale: catchment area approach versus regional approach

Take many **aspects** and interests into account:

- Nationalism
- Minorities
- Agriculture
- Nature
- Spatial planning etc.

Policy analysis

Policy analysis as a part of decision making process:

- Clarifies and rationalizes alternative policy and management solutions in objective terms
- Gathers and presents information to all interest groups involved and those affected by the consequences
- Prepares for but does *not* make the final decision
- Considers implementation aspects, but does not implement

Policy cycle

