**Elements of the policy issue paper**(adapted from Dunn, 1994, with material from Rist, 1994; Roe, 1994; and Sch�n, 1993**)**

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| **Element** | **Examples of Evaluative Criteria** |
| **Executive summary**   * Background of the issue or dilemma * Description of the social dilemma * Outcomes of earlier efforts to address the dilemma | * Are recommendations highlighted? * Are all the important terms clearly defined? * Are all appropriate dimensions described? * Are prior efforts clearly assessed? |
| **Scope and severity of the problem**   * Assessment of past policy efforts * Significance of the conflict * Need for analysis | * Why is the social conflict important? * What are the major assumptions and questions to be considered? |
| **Issue statement**   * Definition of the issue * Major stakeholders * Goals and objectives * Measures of effectiveness * Potential solutions or new understandings | * Is the issue clearly stated? * Are all major stakeholders identified and prioritized? * Is the approach to analysis clearly specified? * Are goals and objectives clearly specified? * Are major value conflicts identified and described? |
| **Policy alternatives**   * Description of alternatives * Comparison of future outcomes * Externalities * Constraints and political feasibility | * Are alternatives compared in terms of costs and effectiveness? * Are alternatives systematically compared in terms of political feasibility? |
| **Policy recommendations**   * Criteria for recommending alternatives * Descriptions of preferred alternative(s) * Outline of implementation strategy * Limitations and possible unanticipated outcomes | * Are all relevant criteria clearly specified? * Is a strategy for implementation clearly specified? * Are there adequate provisions for monitoring and evaluating policies, particularly unintended consequences? |
| **References** |  |
| **Appendices** |  |