**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?
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| **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?
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| **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?
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| **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?
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| **References** |   |
| **Appendices** |   |