OPTIC

Optimal Policies for Transport in Combination

From individuals policies to Policy Packaging

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Policy packaging – background and definition

Policies are too often:

Not effective – do not achieve their targets

Not efficient - cost too much time, money, etc.

Result in unintended effects – related to the objective defined and/or others

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Policy packaging – background and definition

Why? Because …

(transport) policy problems are usually Complex, “Wicked” (Rittel and Webber, 1973) and “Messy” (Ney, 2009)

There are no ‘silver bullet’ measures available for dealing with such problems

The policy process is fragmented and often ad-hoc

Individual policy measures are considered and implemented in “isolation”

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Policy packaging – background and definition

Policy packaging

A 'policy package' *is a combination of individual measures, aimed at addressing one or more policy goals. The package is created in order to improve the impacts of the individual policy measures, minimize possible negative side effects, and/or facilitate measures' implementation and acceptability*

Is a process that aims to address:

Effectiveness

Efficiency (with respect to measures' acceptability and measures' interactions)

Technical and economic feasibility

Ex-ante (and ex-post) mitigation of unintended effects

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Policy packaging – background and definition

The main challenge:

To create a package and not a collection of measures

To reach a ‘practical’ size (when to stop)

To limit unintended effects

How to achieve?

Approach policy making in a (more) systematic way

First step, develop a theoretical framework

Policy measures - the building blocks of policy packages

Primary measure(s):

a measure that respond in a direct manner to the given policy objective

(potential) Additional measure(s)

Increasing "**effectiveness**" - a measure that facilitates or works in synergy with the primary measure

Increasing "**acceptability**" - a measure that facilitate implementation with respect to social and political acceptability (can reduce opposition)

Increasing "**feasibility**" - a measure that facilitate implementation with respect to 'technical' elements

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Policy measures – the building blocks of policy packages

Inventory of primary measures:

A 'List' of possible primary measures including their characteristics

Cost
Effectiveness
Timescale of implementation
Timescale from end of implementation to effect being felt
Timescale of effect to be felt
Technical / technological complexity
Institutional complexity
Public / political (un)acceptability
Unintended effects

The inventory should include a mix of measures' 'orientation': life style, market-based, regulation, infrastructure, etc.

The measures might be ranked.

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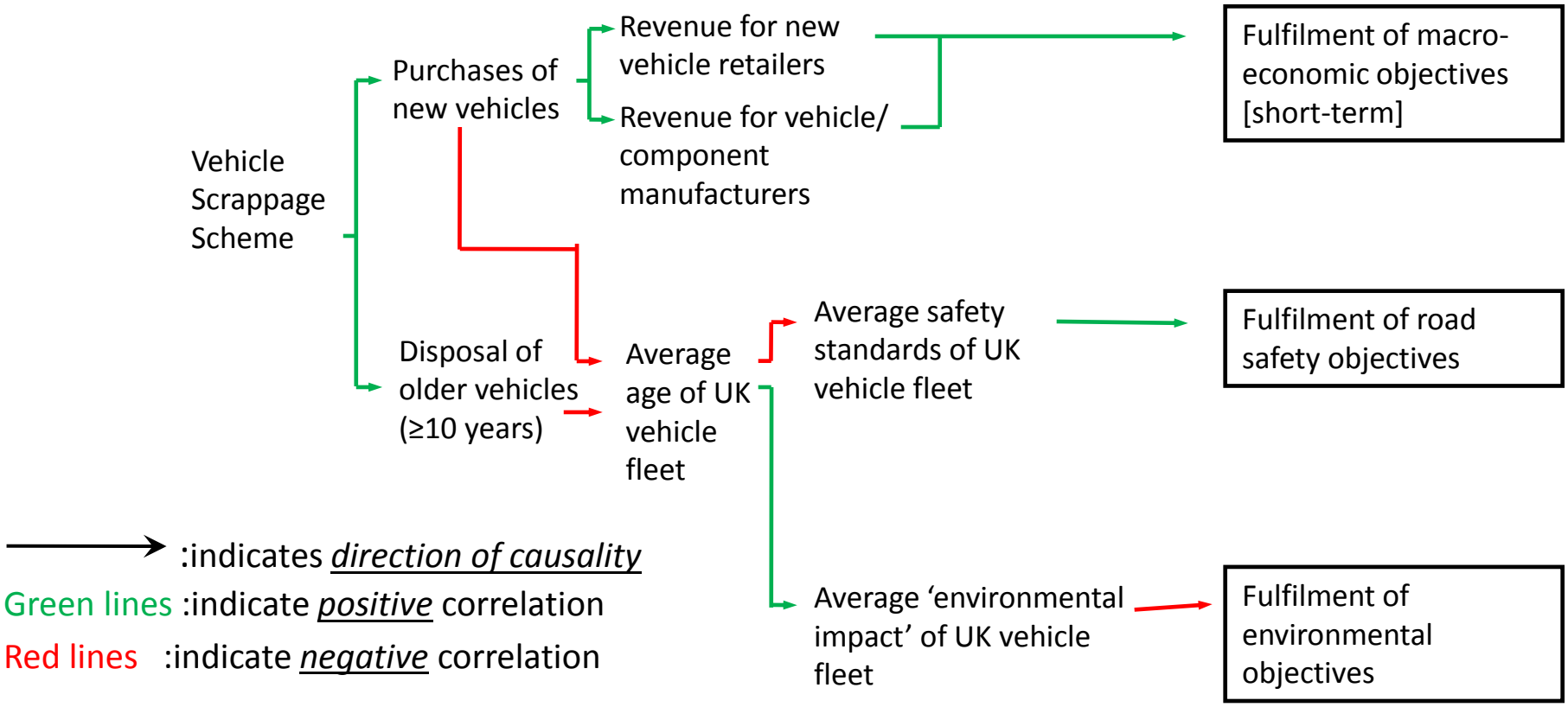
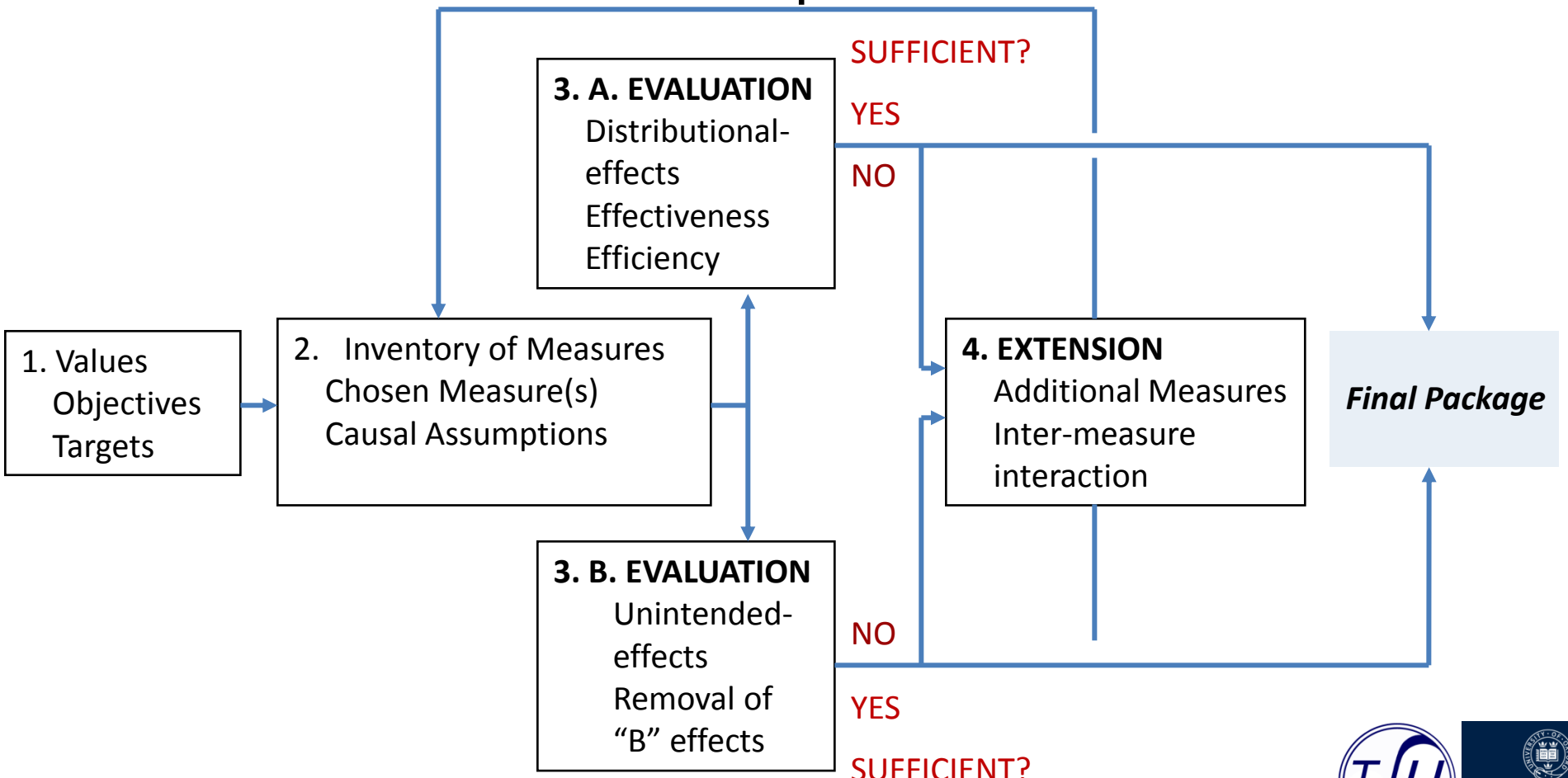
Policy measures – the building blocks of policy packages

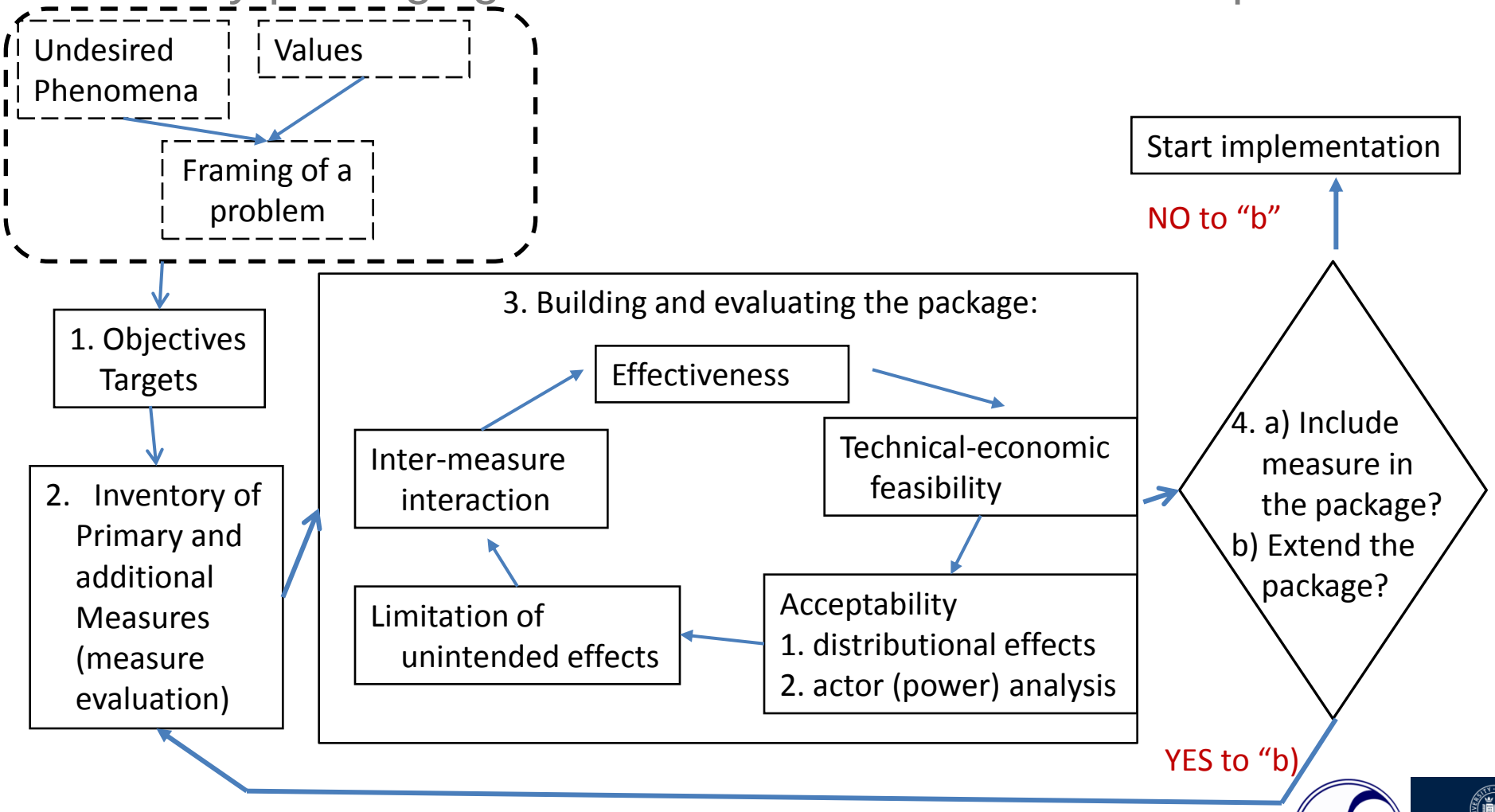
Causal mapping - "a form of visual aid to enhance our understating of the thoughts of an individual, group or organisation" (Pinch et al., 2010).



Policy packaging framework - the core elements and the process



Policy packaging framework - core elements and process



Policy packaging framework - core elements and process

1. Objectives and targets

Setting the overall objective(s) and specific targets

2. Inventory of primary measures

(Discussed)

[Pick a starter measure or measures]

3. Building and evaluating the package

Effectiveness, Technical-economic feasibility, acceptability, limitation of unintended effects, inter-measure interaction.

(Similar to examining individual measures, but in presence of other measures in the package)

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Policy packaging framework - core elements and process

3. Building and evaluating the package - Acceptability

Assessment of the "transaction costs" (direct and in-direct) of including the measure in the package. Consider which actors will be affected, how they will be affected, when they will be affected, and **how much political capital these actors poses**

Distributional effects and actor (power) analysis

Toll on road-freight: Actor Assessment Table

Actor	Interests	Beliefs	Position	Political resources
Hauliers	Profit	"Road hauliers are already in a difficult situation, this would damage our industry"	anti	medium
Consumers	Low prices	"transport costs will be passed on to us"	anti	low
Manufacturers	Profit	"Increased transport costs will further weaken our position against low cost regions"	anti	high

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Policy packaging framework - core elements and process

3. Building and evaluating the package - limitation of unintended effects

Purpose: to fully conceptualise the "problem" and account for potential risks (created by un-intended effects).

Aim: to transform un-known (X) effects to known (W) effects and design out in-expedient (B) effects.

By: improving "policy makers" knowledge of the proposed intervention.

And improving the effectiveness of the intervention by considering unintended effect and changes to the package as necessary.

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Policy packaging framework - core elements and process

3. Building and evaluating the package - Inter-measure interaction

Precondition: defined as a case where successful implementation of a measure A **can only be achieved if** measure B is successfully implemented beforehand.

Facilitation: defined as a case where a policy measure A '**will work better**' if the outcome of another policy measure (for example measure B) has been achieved. Policy measure A could still be implemented independently of policy measure B.

Synergy: Synergy is a special case of facilitation relation in which the **'will work better' relation** works in both ways.

Potential contradiction: exist between policy measures if the policy measures produce conflicting outcomes or incentives under certain circumstances, hence the contradiction is 'potential'.

Contradiction: defined as "strictly" conflicting outcomes or incentives between policy measures.

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Policy packaging framework - core elements and process

4. Extension - (re) Configuring the package

2-Questions:

a) Include the measure in the package? b) Extend the package?

Can we improve effectiveness and efficiency, and limit unintended effects

By removing a measure?

Rejection criteria: technically unfeasible, different jurisdictional scope, dispersal of responsibilities, too expensive, publicly unacceptable, new and unproved technologies

By adding a measure?

Can be Primary or other type of measure

Or the **Package is "ready"! (for now)**

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“Operating” the framework

The next challenge!

What is the optimal size of a package?

How much time to devote to building it?

How should models be used in the process?

How to involve stakeholders in the process?

Etc…

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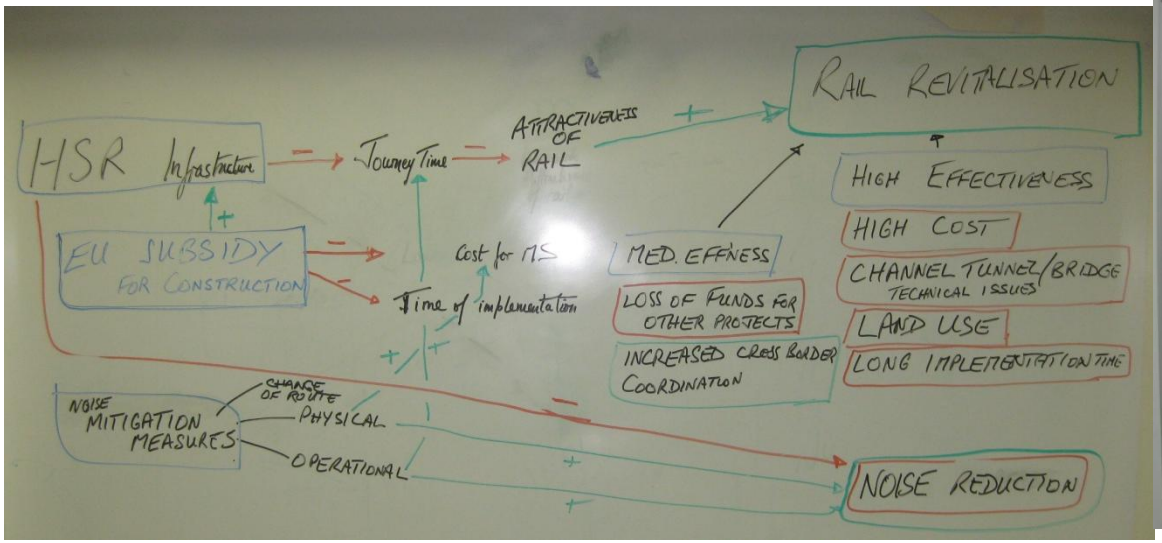
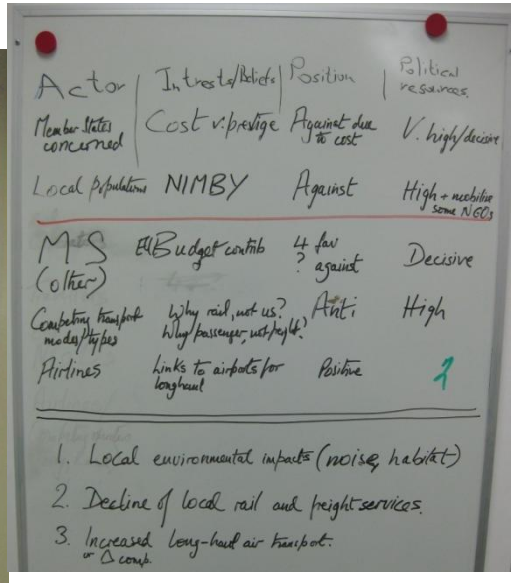
"Operating" the framework

Testing in the field …





OPTIC Workshop 21 April 2010, Brussels

Objective: Rail revitalization

Primary measures chosen: High-Speed Train Infrastructure

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Conclusion

Policy packages offer greater potential for effectiveness than single policy measures deployed in isolation

BUT

To maximise this potential the “packaging” process must be well thought through and follow some structure (it cannot be ad-hoc)

We propose such structure as a start

And would appreciate your feedback

Thank you!

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