

## Public Policies Analysis and the Prince System

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### Abstract

Public Policies present governmental sectorial policies and according to several scholars those are defined based on "what does the Government do". In fact, those are mandatory state's principles for the Government that aims the implementation of the strategy, objectives and Government's goals in the function of its promises' fulfillment towards the electors and all of the country's citizens.

Public Policies Analysis has to do with the monitoring of government's agenda which directly can influence on a specific community. The idea of public policies analysis is linked with the need that the Government through statistical data has to prove what is being worked. Public Policies Analysis evolves in terms of design, implementation and public policies' effects.

One of the methods for predicting the probability that a specific public policy will be implemented or not, is the Prince System. The Prince System, actually, presents a technique for assessing the relative support or opposition to a particular policy from individuals, groups or organizations.

**Keywords:** Public Policies, Government, Analysis, The Prince System.

### Introduction

The study of Public Policy is a very complex topic, and any attempt to force policy into any theoretical framework, should be considered with some skepticism. There are two different dimensions: The first, there are some real virtues for policy as an area of inquiry for the social sciences, given that it is amenable to so different perspectives, and the second this complexity of Public Policy requires bringing together a wide range of theoretical and analytical perspectives to gain any sort of understanding of what is happening in any policy area (Peters & Pierre, 2006).

Based on this complexity of Public Policy, it's very difficult to define what Public Policy means. Refers to the actions and the intensions of government, there are different concepts how public policy is defined. Public Policies are a set of inter – related decisions taken by a political actor or group of actors concerning the selection of goals and the means of achieving them within a specified situation where those decisions should be within the power of those actors to achieve (Jenkins, 1978). Public Policy is whatever governments choose to do or not to do (Dye, 1978).

Public Policy is made in response of the problems that require attention and the policy is made on the "public's behalf". Policy response is subdivided into: a policy statement (is the intent of the government to do something about some issues), a policy action (is what a government agency does to achieve the goals identified in

the statement) and a policy result (is what happens in the environment, following the agency's efforts to achieve the goal identified in the statements) (Birkland, 2011). Public Policy is a course of government action or inaction in response to public problems. It is associated with formally approved policy goals and means, as well as the regulations and practices of agencies that implement programs. Public Policies are formulated and implemented in order to attain the objectives which government has in view for the betterment of the public (Sanchawa, 2010). Example: The definition of Social Policies as Public Policies is: Social policies are public services that govern the well-being of citizens, and they revolve around the five social maladies of poverty, poor health, inadequate housing, lack of education and unemployment. By implementing social policies, governments strive to improve the quality of life for citizens and correct societal maladies.<sup>1</sup>

### Public Policy Analysis

We are all critical of Public policies and most of us have ideas about how they could be better. Sometimes we put different proposals about why they are defective, tending to involve views about policy makers as ignorant or misled. The policies would be better if only different people had more influence on policy. In this direction, before we suggest alternative policies to the ones we have, it is crucial to know how policy is made. The policy process is a complex political process in which there are many actors: politicians, interest groups, publicly employed professionals, civil servants and passive recipients of policy.

There are different kinds of policy analysis. Analysis of policy in which are included:

- *studies of policy content* (description and development of particular policies),
- *studies of policy outputs* (seek to explain why levels of expenditure vary between countries or local government),
- *studies of the policy process* (how policy decisions are made and how policies are shaped in action) and,

Analysis for policy in which are included:

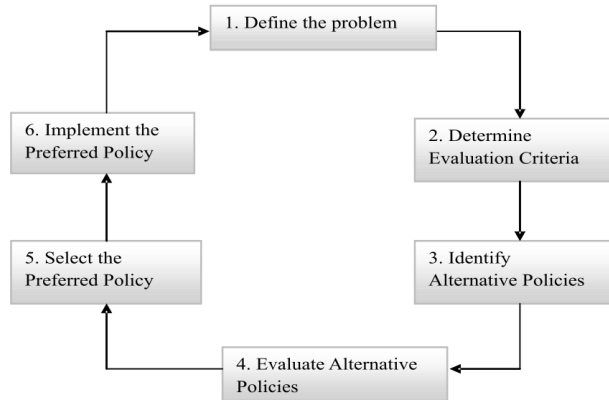
- *Evaluation* (analyzing the impact policies have on the population).
- *Information for policy making* (necessary data to assist policy makers to reach decisions).
- *Policy advocacy* (involves the analyst or groups of interest in pressing specific options in the policy process).
- *Process advocacy* (in which analysts or interest groups seek to improve the nature of the policy-making systems through different approaches) (Hill, 2005)

Carl V. Paton, David S. Sawicki and Jenifer Clark argues that there is a set of systematic procedures or policy analysis methods that can be used to solve contemporary policy problems. Also, there is a subset of these methods that are basic methods, yielding quick results and serving as theoretically sound aids to making good policy decisions. Some people might argue that the variety of public policy problems is so great that no one set of systematic procedures could be developed for dealing with all of them.

<sup>1</sup> Reference. Government and Politics. What is the definition of social policy? <https://www.reference.com/government-politics/definition-social-policy-bc65cf69354f6717#>.

Critics might also say that the geographic and political context for these problems is so far –ranging that they don't have much in common. Authors have used the rationalist model to present the steps in the process of analyzing of public policies, starting from definition of the problem to the preferred policy for implementation (Fig.1.) (Patton, Sawicki, Clark, 2016).

Figure 1. The Classical Rational Problem - Solving Process



Werner Jann and Kai Wegrich argues that “from its origins in the 1950s, the field of policy analysis has been tightly connected with a perspective that considers the policy process as evolving through a sequence of discrete stages or phases”. In this regard, they have presented a simplified model of the policy process composed from 4 stages or phases (Jann, Wegrich, 2007):

➤ *Problem recognition* – The first step would be that a social problem has been defined as such and that the necessity of state intervention has been expressed. The second step would be that the recognized problem is actually put on agenda for consideration of public agenda.

➤ *Policy formulation and decision making* - policy formulation includes problems, proposals and demands which should be transformed into government programs and projects. Also, policy formulation and adoption includes policy objectives and different action alternatives. Studies of policy formulation have been influenced by efforts to improve practices within governments by introducing techniques and tools of more rational decision- making. Public Policy analysis was part of a reform coalition engaged in developing tools and methods for identifying effective and cost –efficient policies. In this regard U.S government and European governments have introduced Planning Programming Budgeting System (PPBS) as a basis for rational planning and decision –making.

Policy formulation in western democracies proceeds as a complex social process, in which state actors play an important but not necessarily role. In decision –making are included all individuals, interest groups, businesses, state, and other different groups.

➤ *Implementation* - The stage of execution or enforcement of a public policy by

the responsible institutions and organizations that are often, but not always, part of public sector, is referred to as implementation. Policy implementation is defined as "what happens between the establishment of an apparent intention on the part of the government to do something, or to stop doing something". Usually, policy implementation is critical as political and administrative action. Therefore, policies and their intentions will very often be changed or even distorted, its execution delayed or even blocked altogether.

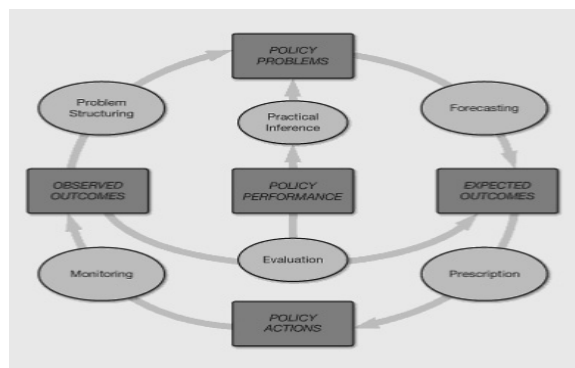
The simplified model of policy implementation would include:

- ✓ Specification of program details (how and by which agencies should the program be executed?);
- ✓ Allocation of resources (budget resources, personnel etc).
- ✓ Decisions (how will decisions of single cases be carried out?)
- *Evaluation and termination* - During the evaluation stage of the policy cycle, these intended outcomes of policies move into the center of attention of all interest groups. Therefore, policy-making is supposed to contribute to problem solving or at least to the reduction of the problem load. Evaluation is not only associated with the final stage in the policy cycle that either ends with the termination of the policy or its redesign based on modified problem perception. Moreover, the role of evaluation in the policy process goes far beyond the scope of scientific evaluation studies. Policy evaluation takes place as a regular part of the political process and debate. Evaluations can lead to diverse patterns of policy – learning such as: successful policies will be reinforced, idea for development of pilot projects, model experiments etc. Evaluations could also lead to the termination of a policy. Sunset Legislation and Zero-Based-Budgeting (ZBB) have been suggested as key tools that encourage terminating prior policies in order to allow for new political priorities to materialize.

Policy analysis is a process of multidisciplinary inquiry aiming at the creation, critical assessment, and communication of policy-relevant information. As a problem-solving discipline, it draws on social science methods, theories, and substantive findings to solve practical problems.

In context of Methodology of Policy Analysis, William Dunn presents the Process of Policy Analysis through integrated analysis (Figure 2.)

Figure 2. The process of integrated analysis (Dunn, 2016)



Policy analysis is designed to provide policy – relevant information about five types of questions:

- *A policy problem* - is an unrealized need, value, or opportunity for improvement attainable through public action. Information about policy problems (e.g. safe schools or a living wage etc), plays a critical role in policy analysis, because the way a problem is defined shapes the search for available solutions.
- *Expected policy outcomes*- are consequences of one or more policy alternatives designed to solve problem.
- *A Preferred Policy*- is a potential solution to a problem.
- *An observed policy outcome*-is a present or past consequence of implementing preferred policy.
- *Policy performance*- is the degree to which an observed policy outcome contributes to the solution of a problem.

### The Prince System

Good Public Policy ideas do not become policies without sufficient political support. A method for forecasting the chances that policy will be implemented is the Prince System.

The Prince System, named after Machiavelli's famous book "The Prince", is a technique for assessing the relative support and opposition of various individuals, groups, and organizations for a public policy decisions.

"Prince" stands for Probe, Interact, Calculate, and Execute (Mansur, 2011). A Prince Analysis is essentially a power analysis, and it's useful if two important conditions are met:

- First, the outcome that you desire must be described in concrete terms,
- Second, Prince Analysis focuses on changing the behavior of other individuals in order to accomplish the desired outcomes.

*Probe*- We must probe our surroundings the figure out who are the most important players (their influence on the topics important for us). In fact we must define the problem.

*Interact*- The next step is to analyze the player's *influence (combination of position, priority, and power)* on your issue.

*Position*- is whether any issue divides everyone into one of three groups-those in favor, those opposed and those who are neutral( the interval of position can be -5 to +5). Neutral position reflects  $\frac{1}{2}$  of priority x power total assessment matrix.

*Priority*-is the "strength" of the support or opposition (the interval of priority can vary 1-5).

*Power*- is the ability to make one's preference on an issue happen (the interval of Power can be (1-5).

To have a clear picture about the solving problem, you must gather the information from different sources.

*Calculate*- however you gathered information, the next step is to build a series of tables or cumulative table summarizing what we found. For instance, you can calculate separately position matrix, power matrix, and power x priority matrix, or unified prince matrix.

*Execute*- Finally, having analyzed the power in the network, the last step is to formulate

and execute a strategy. If the outcomes aren't in the expecting level, there are only for tools at your disposal to increase the likelihood of the outcomes you desire:

- Change the position of one or more players on your problem.
- Increase the priority of your problem for those players who side with you, or decrease it for those who oppose you.
- Build the power of those players who side with you, or weaken the power of those who oppose you.
- Make friends and win over your enemies.

### Interpretation of Probability

0% - Never will be supported and implemented.

1%- 39%- Unlikely to be implemented.

40%-59% - Uncertain. Likely to continue being disputed without resolution.

60%- 99% - Likely to be implemented.

100% - Certain to be implemented.

### The problem: High level of Environmental pollution

We should create the new policy to protect the population from High level of Environmental pollution. To achieve expecting results - reducing the Environmental pollution for 35 % for next 5 years, government should invest yearly 3% of GDP, and Corporation of Energy 12 % of its own revenues. There are different players (A, B, C, D, and E) who are interested to support such a public policy. But they have different position, priority and power about the proposed policy (see table 1).

Table 1. Reducing the Environmental Pollution for 35 % next 5 years.

Players	Position -5----- +5	x	Power	x	Priority	=	First Calculation- Prince System
A	+1	x	5	x	2	=	10
B	+4	x	3	x	5	=	60
C	-2	x	3	x	2	=	-12
D	-5	x	4	x	3	=	-60
E	0	X	4	X	4	=	(16)

Source: By Author.

Calculation 2: Sum of all positive Prince Scores Plus ½ Neutral Prince Scores (10+60+8=78).

Calculation 3: Sum of all Scores Ignoring Signs and Parentheses (10+60+12+60+16= 158).

Calculation 4: Probability of Support= Calculation 2/Calculation 3(78: 158= 49.36%).

### Interpretation of Probability

Since our Public Policy implementation is ranked at the score 40% to 59% (49, 36%), there is the probability that proposed public policy for reduction of the Environmental pollution, will not be supported from some of the above mentioned players and it is

likely to be rejected.

### Developing strategies to reach the goal of proposed public policy

Aiming to implement the proposed public policy (in our case to reduce the high level of Environmental Pollution), through the best player, we need to develop certain strategies. The best player who can develop such strategies is player B, because it has a firm issue position and high priority. He will put pressure on other players to change their position about the policy or to put it as their priority (see table 2).

Table 2. Reducing the Environmental Pollution for 35 % next 5 years.

#### Changing data

Players	Position -5---- +5	x	Power	x	Priority	=	First Calculation- Prince System
A	+4	x	5	x	4	=	80
B	+4	x	3	x	5	=	60
C	2	x	3	x	4	=	24
D	-5	x	4	x	3	=	-60
E	0	X	4	X	4	=	(16)

Source: By Author.

Calculation 2: Sum of all positive Prince Scores Plus ½ Neutral Prince Scores:  
 $80+60+24+8=172$

Calculation 3: Sum of all positive Prince Scores Plus ½ Neutral Prince Scores:  
 $80+60+24+60+16=240$

Calculation 4: Probability of Support= Calculation 2/Calculation 3 ( $172:240=68, 3\%$ ).

### Interpretation of Probability

Since the Probability of Support ranked within the data interval 60-99% (68, 3%), it shows that proposed public policy (reducing of high level of Environmental Pollution), likely to be implemented.

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