

## Policy Paper Format<sup>1</sup>

There is a great deal of confusion about the policy paper. Ideally, a policy paper is akin to a decision memorandum. It is separated from a theory-relevant research paper by its tense (present or future *vice* past) and the practicality of its “bottom line” (very *vice* remotely).

A policy paper must be thoroughly researched and – in an academic environment – be richly accompanied by endnotes. The scholarly requirements for attribution and documentation on a policy paper in a class setting are the same as for a research paper.

A good policy paper will have the following parts:

### **Introduction/Background**

Keep it short and to the point. This section frames the issue.

### **Problem Statement**

The problem statement may come at the end of the introduction. It concisely identifies the problem to be solved. It may be in the form of a question.

### **Objectives**

Identify the objectives of the entity that is trying to solve the problem. Usually, the entity is a nation or an alliance, but it can also be a transnational actor. Focus on a single decision-maker or decision-making body. It is best to work from an official list in a government document or leadership statement. Consider the domestic political goals that may be associated with your policy recommendation. Defense issues can rarely be decided without considering domestic issues.

### **Options**

Enumerate the options and describe them briefly. It is common to provide three options, but don't force it to that. For and against arguments do not constitute two options. Give the decision-maker some choices.

### **Analysis of Options**

How does each option serve the objectives listed above, and what are the other cost issues associated with each. Consider positive and negative externalities. You should be sensitive to the options' domestic political repercussions.

### **Recommendation**

Select the best option and recapitulate why it is the best. Do a reality check. Does the recommendation solve the problem; is it actionable? Your recommendation should ideally be a stand alone, and not require another iteration of the process to figure out how to implement it. A good recommendation is never a suicide pact.

Occasionally, the policy paper format is used more loosely than shown above. Indeed, a similar format can be used for information papers or literature reviews that center on differing perspectives or viewpoints. In such cases, the objective section may be attenuated and the recommendations become more reflections or observations.

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<sup>1</sup> Adapted from Joseph J. Collins, October 1993.

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## **Table of Contents Policy Analysis Paper Topics**

1. Understanding the eBook Policy Analysis Paper Topics
  - The Rise of Digital Reading Policy Analysis Paper Topics
  - Advantages of eBooks Over Traditional Books
2. Identifying Policy Analysis Paper Topics
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Policy Analysis Paper Topics
  - User-Friendly Interface
4. Exploring eBook Recommendations from Policy Analysis Paper Topics
  - Personalized Recommendations
  - Policy Analysis Paper Topics User Reviews and Ratings
  - Policy Analysis Paper Topics and Bestseller Lists
5. Accessing Policy Analysis Paper Topics Free and Paid eBooks
  - Policy Analysis Paper Topics Public Domain eBooks
  - Policy Analysis Paper Topics eBook Subscription Services

- Policy Analysis Paper Topics Budget-Friendly Options
- 6. Navigating Policy Analysis Paper Topics eBook Formats
  - ePub, PDF, MOBI, and More
  - Policy Analysis Paper Topics Compatibility with Devices
  - Policy Analysis Paper Topics Enhanced eBook Features
- 7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Policy Analysis Paper Topics
  - Highlighting and Note-Taking Policy Analysis Paper Topics
  - Interactive Elements Policy Analysis Paper Topics
- 8. Staying Engaged with Policy Analysis Paper Topics
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Policy Analysis Paper Topics
- 9. Balancing eBooks and Physical Books Policy Analysis Paper Topics
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Policy Analysis Paper Topics
- 10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
- 11. Cultivating a Reading Routine Policy Analysis Paper Topics
  - Setting Reading Goals Policy Analysis Paper Topics
  - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Policy Analysis Paper Topics
  - Fact-Checking eBook Content of Policy Analysis Paper Topics
  - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
  - Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
- 14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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