

Social Capital and Policy Development: An Overview

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Strategic Thinkers Seminar

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Key distinctions

1. "Policies"
2. "Programs"
3. "Practices" What's the difference? Does it matter?

Key distinctions

1. Policies **Technocratic**
2. Programs **Bureaucratic**
3. Practices *Idiosyncratic*

Key distinctions

- | | | |
|--------------|---------------|---------------|
| 1. Policies | Technocratic | Elites |
| 2. Programs | Bureaucratic | Organizations |
| 3. Practices | Idiosyncratic | <i>Teams</i> |

Key distinctions

- | | | | |
|----|-----------|---------------|---------------|
| 1. | Policies | Technocratic | Elites |
| 2. | Programs | Bureaucratic | Organizations |
| 3. | Practices | Idiosyncratic | Teams |

Social capital largely inheres in *practices*

Key distinctions

1. Policies

2. Programs

3. *Practices*

- All can be helpful and/or harmful to social capital
- And all can be influenced by social capital

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1. Policies

2. Programs

3. *Practices*

- All can be helpful and/or harmful to social capital
- And all can be influenced by social capital
- Effective delivery in different sectors (e.g., waste removal, education, immigration) will require...
 - different *combinations* of policies, programs, and practices...
 - ...across the local, regional, and national level

Main message

- Failure in service delivery is largely a failure to recognize the power, pervasiveness, and potential of practices...
- ...and strong institutional imperatives to respond to service delivery failure with “new policies” and/or “better programs”

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- Failure in service delivery is largely a failure to recognize the power, pervasiveness, and potential of practices...
- ...and strong institutional imperatives to respond to service delivery failure with “new policies” and/or “better programs”
- Social capital and policy development is largely about *bringing practices back in*

Is decision-making...

Discretionary? <i>Transaction intensive?</i>	No	Yes
<i>No</i>		
<i>Yes</i>		

Is decision-making...

Discretionary? <i>Transaction intensive?</i>	No	Yes
<i>No</i>		POLICIES "10 smart people" (e.g., Curriculum design)
<i>Yes</i>		

Is decision-making...

Discretionary?	No	Yes
<i>Transaction intensive?</i>		
<i>No</i>		Policies
<i>Yes</i>	PROGRAMS "10,000 sincere bureaucrats" e.g., School lunches	

Is decision-making...

Discretionary? <i>Transaction intensive?</i>	No	Yes
<i>No</i>		Policies
<i>Yes</i>	Programs	PRACTICES "100 teams" e.g., Classroom teaching

Is decision-making...

Discretionary? <i>Transaction intensive?</i>	No	Yes
<i>No</i>		Policies 
<i>Yes</i>	Programs 	Practices (Idiosyncratic, driven by social capital)

Classification of Discretionary and Transaction Intensive Services

<i>Sector</i>	<i>Discretionary, not transaction intensive</i> “POLICIES”	<i>Transaction intensive, not discretionary</i> “PROGRAMS”	<i>Discretionary and transaction intensive</i> “PRACTICES”
Commercial Banking	Setting deposit rates	Taking in deposits	Approving loans to small businesses
Social Welfare	Setting eligibility criteria	Issuing checks to the eligible	Case worker determinations
Policing	Law making defining criminal behavior	Directing traffic	Handling individual conflict situations
Education	Curriculum design	Providing school lunches	Classroom teaching
Health	Public information campaigns	Prenatal classes	Curative care
Immigration	Setting eligibility criteria	Airport arrival processing	Determining status of refugees, deportations
Central Banks	Monetary policy	Clearing house	Banking regulation
Agricultural Extension	Research priorities	Vaccinations	Communication with farmers

How is social capital affected by...?

	Local	Regional	National	"Global secular forces" (e.g., technology)
Practices	+			
	-			
Programs	+			
	-			
Policies	+			
	-			

How is social capital affected by...?

		Local	Regional	National	"Global secular forces" (e.g., technology)
Practices	+	?	?		
	-	?	?		
Programs	+				
	-				
Policies	+				
	-				