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Presentation of the Public Policy Laboratory Design Model

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Abstract **Original Research Article**

Addressing the complexity of policymaking necessitates the establishment of a policy lab dedicated to formulating, implementing, and evaluating public policies. This research aims to explicate a design model for such policy laboratories. Given the absence of a theoretical framework in this domain, researchers conducted thematic analysis to identify the dimensions, components, and indicators of the policy laboratory design model. This analysis revealed four key dimensions: policy laboratory design antecedents, steps, design, and outcomes. Utilizing this model, policy experts can create a space with suitable infrastructure, personnel, and stakeholders, fostering innovative solutions for societal challenges. This facilitates interdisciplinary discourse among experts handling multifaceted societal issues. The study's value lies in enhancing policy development within the policy lab by leveraging its components and indicators.

Keywords: Public policy, policy making, decision-making, policy laboratory, design, policy problem diagnosis, theme analysis.

INTRODUCTION

Public policy, as defined by Anderson (2011) and further elucidated by Efendi *et al.,* (2019) and Hosseinpour *et al.,* (2017), comprises decisions aimed at resolving public issues. Policy design, as inferred from these definitions, endeavors to enhance the efficiency and effectiveness of policies by leveraging knowledge from experience and wisdom (Howlett, 2014).

However, in many cases, our country faces issues without appropriate policies or implements policies without adequate testing, leading to ineffective or damaging outcomes for society. Establishing a policy laboratory becomes imperative to prevent such occurrences, ensuring impactful and timely implementations.

For instance, Iran encounters challenges in implementing programs and economic policies, often resulting in discrepancies between formulated and implemented policies. Despite the recognized importance of policy evaluation, it still remains a 'missing link' in policymaking, hindering successful execution (Hosseinpour *et al.,* 2018).

Policy execution failure, often observed in disaster management strategies, can inadvertently exacerbate harm. For instance, constructions intended to safeguard against disasters might, if failed, pose a threat to society (Das, 2018).

The term 'policy lab' encompasses various forms, from innovative teams to physical spaces focused on policy activities (Hinrichs-Krapels *et al.,* 2020). They incorporate project management, software design, data visualization, communication, facilities, research and development, and other policy innovation areas in a small (4–10-person) team. During special initiatives, permanent policymakers in that laboratory, politicians relevant to the issue under evaluation, ministry policy experts, and university students or interns typically join the core team. Policy labs can be government departments, ministries, or contractors for specific projects (European Public Administration Network, 2018). In other words, these labs involve multidisciplinary teams and stakeholders, employing evidence-based approaches, testing proposals, and reimagining public policies (Fuller & Lochard, 2016).

Policy laboratories come in diverse forms, accommodating different societal issues and capacities (Pourezat *et al.*, 2022). Moreover, Laboratory design follows necessity. A large, multi-specialized laboratory or temporary testing groups may be utilized. The lab's teams—especially multispecialty and interdisciplinary team leaders—are crucial (Borhani *et al.*, 2022).

Given the complexity of policymaking, a lab environment for testing policies before implementation becomes imperative to enhance governance and administration.

The need for a suitable policy laboratory in the country and the necessity for testing policies before implementation due to past failures emphasize the significance of this research. It stresses the importance of analyzing untested policies and advocates for policy testing in a laboratory setting to avoid potential implementation costs and problems.

The current study focuses on investigating the bottlenecks in policy testing that lead to problematic policies and aims to destigmatize these issues in the public sphere.

Acknowledging the urgent societal need, the establishment of a policy laboratory is crucial to engage with people, identify problems, facilitate dialogue among stakeholders, provide multifaceted approaches to issues, and ensure ethical considerations in policymaking.

This research aims to address the core question: What is the design pattern of a policy laboratory? It seeks to explore the dimensions, components, and indicators of the policy laboratory design model in Iran. The study, utilizing a qualitative approach and thematic analysis, reviews foundational concepts, relevant reports, conducts expert interviews, and extracts four primary themes regarding policy laboratory design.

In contemporary political systems, public policy involves not only implementation but also design by system actors. A policy, as defined by Efendi *et al.*, (2019) and Hosseinpour *et al.*, (2017), encompasses the course of action adopted by government officials, including the formulation and implementation of laws.

Unfortunately, our nation often witnesses scenarios where policies are either absent or implemented without adequate testing, failing to benefit the intended community. Policy testing involves evaluating the dimensions, capacities, and effects of policies. It requires laboratory conditions where variables can be observed and their effects judged in various communities (Pourezzat *et al.*, 2022).

Policy evaluation is crucial in determining a policy's tools, goals, and success, aiding policymakers in refining plans and deciding on their implementation (Hosseinpour *et al.*, 2018).

When testing policies, understanding the community's needs, available resources, approval procedures, and real-world viability is essential. The policy laboratory examines, analyzes, orders, approves, and implements policies, housing various experts and structures (University of Chicago, 2020).

Policy labs, dedicated to designing public policies through innovative methods involving stakeholders, focus on policy issues with inventiveness and user-centric perspectives. They contribute to policy formulation and implementation for government agencies (Fuller and Luchard, 2016).

These labs stand out for their design thinking inspired by industry practices. They employ data analysis, design, and digital resources to generate ideas and proposals (Lee & Ma, 2019). According to Fuller & Lochard (2016), Policy Labs play a significant role in public policy innovation, aiding in the creation, execution, and assessment of policies. They are vital for policy innovation, helping in the creation and implementation of new policies (Fuller & Lochard, 2016).

The purpose of the Policy Lab model spans from identifying policy problems to their assessment and every step in between, depending on the policy area's growth stage and available evidence (Hinrichs-Krapels *et al.*, 2020). Therefore, the urgency of this research lies in the necessity of testing policies in a laboratory setting to avoid trial and error in the policy space. Designing an applicable and implemented policy laboratory in Iran requires an analysis of prerequisites, physical space, expected output processes, and policies suitable for inclusion in these laboratories, based on the country's needs.

Several theories are relevant to understanding and analyzing policy laboratories. Innovation Theory focuses on the role of innovation in policy development. Policy labs, often associated with creativity and design thinking, align with the principles of innovation theory by introducing new approaches and solutions to policy challenges. They embrace innovative methods to reframe policy concerns, test new solutions, and address complex issues (Lewis, 2022).

Design thinking emphasizes a human-centric approach to problem-solving. It involves empathy, ideation, and prototyping to develop solutions. Policy labs incorporate design thinking principles to redefine policy challenges and create effective solutions (Mintrom and Luetjens, 2016).

Institutional theory explores how organizations and institutions shape behavior and decision-making. In

the context of policy labs, this theory helps understand how these labs become institutionalized within governmental structures (Fuller & Lochard, 2016).

Network theory examines the relationships and interactions between various actors. In policy labs, understanding the networks among policymakers, experts, and other stakeholders is crucial for effective collaboration (Pourezzat *et al.,* 2022).

Complexity theory explores how complex systems, characterized by nonlinear interactions and emergent behavior, can be understood. Policy labs engage with the complexity of policy challenges and seek adaptive and flexible approaches (Hinrichs-Krapels *et al.,* 2020).

Institutional entrepreneurship theory examines how individuals and organizations introduce new ideas and practices into existing institutions. In the context of policy labs, this theory helps explain how these labs introduce innovative policymaking practices (Pourezzat *et al.,* 2022).

Policy transfer theory explores how policies are adopted and adapted across different contexts. In the case of policy labs, this theory can help understand how successful policy lab models are transferred or adapted to different regions (Lewis *et al.,* 2020). These theories offer frameworks for analyzing the dynamics, influences, and impacts of policy labs in the policymaking landscape. The interdisciplinary nature of policy labs often draws on insights from various theoretical perspectives to address complex challenges.

Design thinking uses creative principles and problem-solving methods to solve problems that existing solutions can't or don't solve. Design thinking is one of the creative problem-solving methods that, through the application of unique principles such as human-centeredness, cyclicality, and non-linearity in the process, can appear more efficient and effective when addressing difficult and complex problems. In addition to providing new solutions, design thinking can improve existing ones (Kamali Ardakani, 2011,1).

Governments, responding to the need for innovation, have adopted "design thinking" to reframe policy concerns and develop and test new policy solutions (Lewis *et al.,* 2020). Design thinking plays a significant role in problem definition and mechanism design for policy creation within public policy theory and training (Mintrom & Luetjens, 2016). Unlike rational-process and participatory methods, design thinking incorporates imagination, creativity, and an element of fun into the policymaking process, reshaping it to be more reflective, uncertain, and ambiguous (Lewis *et al.*, 2020).

Design thinkers focus on empathizing with target populations, identifying issues, and developing and testing prototypes to ensure effective solutions. Integrating design thinking methodologies can enhance public policy targeting, formulation, and implementation, altering numerous policymaking processes (Mintrom & Luetjens, 2016).

Incorporating design thinking insights into policy and navigating policy process politics could greatly benefit policy design and its stakeholders (Lewis *et al.,* 2020). Design thinking, while not a universal solution, aids policymakers in creating user-friendly, public-beneficial initiatives and services, although traditional policy formulation methods remain essential. Nevertheless, design thinking offers a different approach to involving citizens in government decision-making (Mintrom & Luetjens, 2016).

The structure of a policy lab is crucial, affecting its product penetration, policy proposal acceptance, and analyses. Each lab utilizes various scientific disciplines to craft more reliable policies, with employee numbers, education, and experience playing a significant role in efficiency (Pourezzat *et al.,* 2022).

Lab structures should avoid monotony and "laboratory bureaucrat" roles. To handle various competence needs, one approach is to attract a group of specialists, enhance their skills, and call in sub-specialists for specific projects. It's essential to define a lab's interaction with other organizational units and maintain autonomy to ensure policy quality (Jang *et al.,* 2013).

The complexities of diverse government policies necessitate specific assessments, often challenging multidisciplinary policy testing. Policy labs come in various forms, including administration prioritization labs, public sector innovation labs, and policy diffusion and learning labs (Porezzat *et al.,* 2022). A review of past literature and research has shown that Policy laboratories have teams in project management, software design, data visualization, communication, facilities, research and development, and more. Policy labs might be government institutions, ministries, or contractors for initiatives. Mohammadi *et al.,* (2016) obtained similar results. This study, like Adam's (2016), reveals that "policy lab" means different things. They might be teams (or institutions) for creative public policy initiatives or physical spaces for policy workshops or events.

Baum (2017) found that many developed nations have created policy laboratories to use behavioral science in policy formulation and implementation, resulting in a global wave of evidence-based policymaking. These policy laboratories bring governments and stakeholders together to use scientific evidence from leadership, modeling, and simulation to

enhance policymakers and service providers before nationwide adoption and scaling up.

Policy laboratories define and reform public policies, conduct prospective research, host innovation workshops, and teach government staff. Bailey and Lloyd (2016) found comparable results. This analysis agrees with Eshgarf *et al.*, (2021), Helbling & Kalkum (2018), and Schoenmaker (2021) that while some laboratories have been mature for more than a decade, most activities involve new structures less than two years old. A limited number of policy labs are created each year, while others are "hibernated" or closed owing to budget constraints, political objectives, or new leaders. Goals, structures, and programs vary in each policy lab.

This research recognizes policy laboratories as creative frameworks that include individuals and public sector enterprises in public policymaking. Policy laboratories solve policy challenges via innovation, design, or user-centeredness. Policy labs organize testing of the organization's suggested policies. Pourezat and Hashemi Kasvai (2016), Pollitt *et al.*, (2018), and Valente (2018) reported comparable results.

Policy labs, using industry-inspired design thinking, differ from traditional research institutes or think tanks by creatively testing society-created policy ideas. These labs employ data science, design-based research, and digital R&D to develop ideas and initiatives (Walters *et al.*, 2017). Policy laboratories differ from typical research institutes or think tanks in key ways, which we feel merit unique attention in our research. The Policy Lab creatively tests research-based, society-created policy ideas and initiatives. Policy laboratories offer better evidence than think tanks, whereas policy research institutions are less essential (Osmakova *et al.*, 2020).

Policy laboratories leverage networks, alliances, collaborations, and small-scale testing to reduce failure costs and provide rapid feedback. They facilitate policy examination, evaluation, and implementation tailored to the target population (Munkongsujarit, 2019).

According to Pourezzat *et al.*, (2022), two additional types of laboratories are "Data Laboratory and Smart and Evidence-Based Policies" and "Capacities Laboratory and Test Areas," further highlighting the need for precision and scientific calculations in governance. This study, like Adam's (2016), reveals that "policy lab" means different things. They might be teams (or institutions) for creative public policy initiatives or physical spaces for policy workshops or events.

This extensive array of policy laboratories serves as innovative frameworks in public policy, offering diverse activities and expertise, enabling policymakers to analyze, review, and evaluate unique policies for target groups. These labs focus on careful planning to avoid trial and error in policy implementation, advocating for precision and sophistication (Pourezat, 2021).

MATERIALS AND METHODS

This qualitative research employed the thematic analysis method to create a theory, given the exploratory nature of this study aimed at developing a model for policy laboratory design. Data collection utilized document review and field interviews.

Theoretical sampling was adopted for code extraction through interviews, seeking theoretical saturation where further data failed to clarify a theoretical category, rendering sampled data identical. The community under study included policy experts, managers, and academics from various fields. Ten individuals, encompassing managers, assistants, consultants, founders and heads of governance laboratories, experts, and academic faculty members from multiple universities, were interviewed, selected through purposeful (theoretical sampling) and chain referral (snowball) methods. Interviews lasted between 45 to 70 minutes, employing semi-structured and open-ended questions. Demographically, 30% were female, 70% male, with varied experience levels ranging from over 20 years (55%), 15 years (25%), to less than 10 years (20%). The interviews and research were conducted in 2022, adhering to ethical protocols and obtaining participants' voluntary consent free from coercion or pressure.

In this qualitative study, thematic analysis was performed, refraining from using quantitative standards and positivism. Goba and Lincoln's criteria of believability, reliability, verifiability, and transferability were employed as foundations for validation. The research's reliability was confirmed through interview reliability assessment using retest and agreement reliability.

Theme analysis is qualitative, so quantitative standards and positivism were not utilized to control validity and reliability. Goba and Lincoln employed beliefability, reliability, verifiability, and transferability as foundations (Mohammadpour, 2013). The researcher utilized member (interviewee) review, triangulation of data sources, and colleague review to verify validity.

Research reliability is consistent. Interview reliability was assessed using retest and agreement reliability (Kalantari, 2018).

Thematic analysis techniques were applied to analyze data from interviews, allowing for the identification, analysis, and expression of themes within the collected data. This approach organizes and describes data while interpreting various aspects of the research

topic, considering thematic analysis as a fundamental method in qualitative analysis.

The thematic analysis process begins with exploring potential themes and topics that carry significance. It involves a continuous interplay between the dataset, coded summaries, and subsequent data analysis. Writing the analysis commences early in the process.

The six stages of thematic analysis involve: getting acquainted with the data; creating primary codes; identifying themes; revising and defining themes; and preparing a comprehensive report. This recursive process involves movement back and forth between these stages and occurs over time (Bazargan, 2015; Braun & Clarke, 2006).

RESULTS AND DISCUSSION

Initially, fundamental themes were extracted and then further categorized into organizing themes. These organizing themes were further reclassified, leading to the identification of overall themes. The process of selecting comprehensive themes based on basic and organizing themes represents a critical phase in theorizing. It systematically interrelates organizing themes with other themes, presents these relationships in a narrative, and refines categories that necessitate improvement. The final analysis yielded 289 descriptive codes (basic themes), 28 interpretive codes (organizing themes), and 4 relational codes (comprehensive themes). For brevity, descriptive codes have been omitted due to their large number, as detailed in Table 1.

Table 1: Overarching Organizing Themes of the Policy Lab Design Model

Comprehensive theme	Organizing Theme
precursors of policy laboratory design	The need to hear the voice of the community
	Diagnosing the problem and identifying the urgency (priority) and severity of the problem
	Creating a platform for dialogue between parties and unions
	Providing a multifaceted approach to the country's problems
	Attention to ethical considerations in policy formulation
	Complexity and uncertainty in social fields
	The physical space of the policy laboratory
	The location of the policy laboratory
	Information and communication technology infrastructure
	The culture and political system of the country
	Actors of the policy laboratory
	Policy Lab stakeholders
	Interaction of policy experts with experts in other fields
	to educate
	Access to required data (data generation or existing data)
Policy laboratory design	Policy laboratory programs
	Providing practical strategies to solve the country's problems
Policy laboratory design steps	Feasibility of policy implementation
	Analysis of policy effects
	Providing interdisciplinary solutions to
	Revision and redesign of existing policies
	Performance evaluation of the policy laboratory
	Focus on teamwork
	Using digital platforms and virtual spaces
policy laboratory design suffixes (output)	Helping to govern the state
	Improving policy design
	Streamlining governance processes
	Avoid wasting time and money

Experts evaluated the policy laboratory design model, and based on their feedback, the model underwent modifications, resulting in the removal or alteration of some fundamental and organizing themes, as depicted in Figure 2.

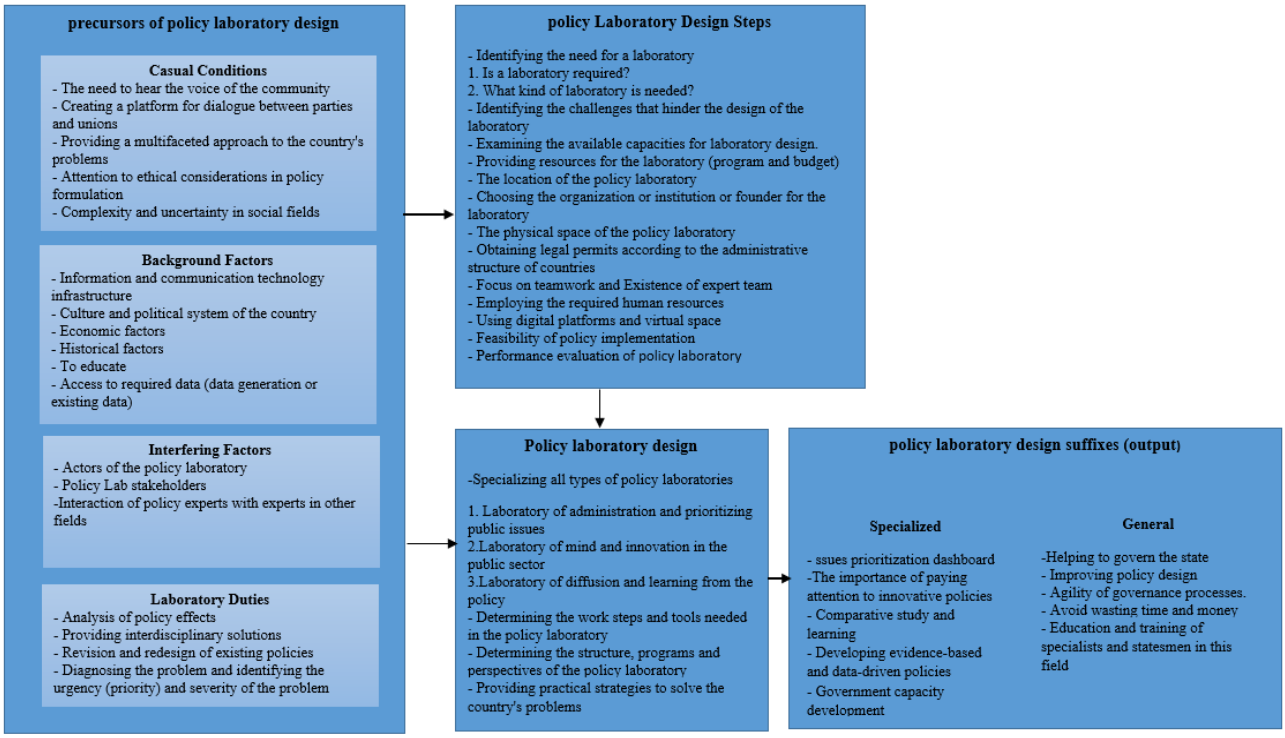

Figure 2: Proposed Model for Public Policy Lab Design Model

This section introduces several of the themes presented in the model:

precursors of policy laboratory design

The need to hear the voice of the community. Officials and those involved in the governing system should consider the views and voices of all interested groups, pay attention to the recommendations, concerns, and protests of concerned people in various fields, and give the public permission to identify deficiencies and flaws.

Diagnosing the problem and identifying the urgency (priority) and severity of the problem. The policy laboratory can solve past disturbances caused by the ruling government by identifying obstacles that impede society's advancement and resolving the country's problems before they become a national disaster. It should provide immediate, intermediate, and long-term solutions by identifying the problem's severity, urgency, timing, and location.

Creating a platform for dialogue between parties and unions. Actors in the policy laboratory should respect the country's ethnicities, races, religions, languages, and dialects, and representatives should be chosen from among them, taking into account the number of political parties and labor unions.

Providing a multifaceted approach to the country's problems. Because civil society problems are not unidimensional and can be supported and strengthened in multiple ways, policy laboratory actors must be knowledgeable about the topic at hand and conversant with the principles of governance policy formation. Due to a shortage, policy labs must train specialists in each area separately.

Attention to ethical considerations in policy formulation. The scientific position of the laboratory should be safeguarded against manipulation by political interests.

Complexity and uncertainty in social fields. In a complex, ambiguous, and uncertain country, policymakers need national, regional, and international environmentalism. Policymakers should consider ideological and discourse trends in the country when implementing policies and not let external pressures usurp domestic decision-makers' authority.

Information and communication technology infrastructure. Information and communication technologies dominate modern life. Using technology-based tools, such as AI, learning systems, automatic systems, and problem-solving systems, in the policy lab is essential, and experts should be familiar with each technology's principles. Due to the volatility of the modern world, the policy laboratory should use constantly evolving systems to provide up-to-date solutions to societal problems that fit the country's current conditions. One of the most important uses of information and communication technology for the policy laboratory is the provision of a data center, which includes a collection of thinkers from various fields. There is no need for a full-time specialist in the lab

because the lab cannot focus on all of the country's problems, not all of which have the same time and place of importance; or because the lab has worked on a problem for a certain period of time and solved it with a specialist's solution. This data center can store all of these specialists, and by changing their status, it can update their status and capabilities, allowing the lab to access any specialist quickly and use their knowledge to solve the issue.

Culture and political system of the country. In the policy lab, all policies should be evaluated by assessing the impact of culture on policy analysis, political culture, political philosophy, problem identification, and problem solving.

Actors of the policy laboratory. Since the actors are the policy laboratory's beating heart, it's necessary to use hybrid characters with high political and scientific knowledge, strong public relations, and scientific and practical experience. They should avoid artistic, political, dialect, color, and language biases and slants in modern science. In addition to selecting science specialists based on the lab's needs, policy actors should be carefully chosen. Due to the sensitivity of the issues, it's also important to determine actors' participation and influence in policy formation.

Policy Lab stakeholders. The labs prioritize social impact over cost due to public support for their work. The policy lab has the potential to transform research cooperation, allowing people from all walks of life to address their interests. Collaborate with university researchers to observe effective solutions in an objective, cooperative environment. In policy labs, new actors and institutions participate in policymaking with diverse knowledge, interests, and motivations while pursuing diverse knowledge transfer strategies.

Interaction between policy experts and specialists from other fields. To arrive at a logical and swift solution to the country's problems and to establish an operational policy, it is necessary to provide easy access to experts from various fields in the policy laboratory, to acknowledge the actors' parallel views, to prepare for the presence of all intellectual groups in the laboratory, and to foster strong cooperation between the public and the policy laboratory actors.

To educate. It should be possible for policy laboratory actors to establish contact with international researchers in the laboratory environment, to have access to internationally published documents, to utilize policies designed in developed nations, and to benefit from successful global experience in policy making.

Access to the required data (generated or existing data). Many problems have historical roots and have been studied by multiple researchers in the past. Archival data can be used in the policy lab to avoid duplication of effort or waste of time. Data generation centers use data science, design-based research, and behavioral studies to collect disparate data for problem solving. After designing the policy, the data analysis results should be recorded, archived, and made available to other researchers.

Policy laboratory design

Policy laboratory programs. To have a dynamic policy laboratory, it must observe the principles of transparency in presenting policy results and the predominance of public interests, have a positive mentality about its design, hold multiple meetings to set policy, establish strong social interactions among policy laboratory actors, and receive continuous and periodic reports from policy laboratory actors.

Analysis of policy effects. Policy lab participants must analyze policies' social effects. To do this, they must predict the short-, medium-, and long-term positive and negative effects of a decision; evaluate the rights of the beneficiaries and their profits and losses; determine the policy's quality; conduct expert analysis on the policy; and conduct analysis based on rational policy models. They should also analyze the policy designed in the lab from political, social, economic, ethical, and cultural perspectives to consider the multidimensionality of policy implementation, policy accomplishments, and the cost of policy accomplishments.

Revision and redesign of current policies. After designing and presenting the policy to the relevant institutions, policy laboratory actors should monitor the policy implementation feedback and, in the case of suboptimal efficiency, determine the policy corrections and redesign it by discussing and examining all the visible and hidden angles of the policy from the perspective of different stakeholders.

policy laboratory design steps

The physical space of the policy laboratory. Due to the sensitivity of policy formation, the lab should have adequate hardware and software for policy actors. Policy specialists from different fields can be located in different parts of the country to create a dialogue space, removing the need for a specific physical space. Due to the sensitivity of policymaking in various fields, such as finance, environment, automobiles, steel, etc., influential people or capital owners in the country may have their interests jeopardized, putting the lives or financial security of policy actors at risk. Both inside and outside the lab, these people should be safe.

The location of the policy laboratory. Since all policy laboratory decisions are based on current global knowledge and its actors are typically academic elite, the lab can be located in universities, particularly parent universities. Science and technology parks are hubs for knowledge-based companies and offer lab space. The majority of these companies are managed by the nation's

young and elites forces and are focused on contemporary issues and the frontiers of knowledge. In this situation, identifying the problem and finding solutions are more likely.

Feasibility of policy implementation. Before presenting the revised policy to the executive bodies, its accuracy and applicability should be determined, the requirements for successful implementation should be specified, the degree of implementation by the approvers and implementers should be evaluated, and a correct analysis should be performed.

Performance evaluation of the policy laboratory. Prior to, during, and immediately after implementation, the policy laboratory's performance should be evaluated to determine if it is justice-oriented, based on people's rights, independent of power centers, and compliant with professional principles.

Focus on teamwork and the existence of an expert team. Today, problem-oriented and project-based organizations use teamwork techniques to succeed. The policy laboratory identifies and defines every societal issue as a project for experts. All aspects of teamwork should be used, including the ability for experts to exchange opinions on a new problem, an interdisciplinary approach to problem-solving, and team formation and diversity.

Using digital platforms and virtual space. If the policy laboratory employs digital platforms and virtual space, it can communicate with every location on earth. In addition, these platforms can simulate test samples for testing and receiving small-scale feedback.

policy laboratory design suffixes (Result)

Contributing to the governance of the state. If the policy laboratory can provide a strategic and operational policy to solve the country's problems based on current knowledge of the world and society, governing institutions should have an effective relationship with the lab and formalize its structural relationship with government institutions. The lab should include scientific and practical experts in the main areas of governance, and it should be established within political and governance institutions.

Improving policy design. Policy labs improve policy design. In this study, improving policy design in the form of indicators such as presenting a comprehensive report stating the positive and negative effects of the set policy as the lab's output, presenting the views of multiple stakeholders as the lab's output, presenting the lab's output with a pluralistic view, providing specialized solutions to reduce the policy's negative effects, and identifying controllable and non-controllable factors are examined.

Avoid wasting time and money. By determining policy costs with a long-term and multifaceted perspective, the policy laboratory can determine alternatives for high-cost policies, provide a policy in the shortest possible time, provide a policy with the lowest cost, and solve problems with low social and monetary costs. Using the lab to prevent time and money waste, reduce policy costs, and reduce public costs will be useful.

CONCLUSION

In conclusion of the article, there are some implications with regard to practicing the policy lab. However, the most important issue is justifying the necessity of establishing a policy lab in the process of decision-making. This study is the first to present a comprehensive policy laboratory design model in Iran. It has introduced a unique policy laboratory model tailored to the methodology and regional context, identifying the origins, processes, and effects inherent in policy laboratory design.

Key considerations revolve around the necessity to heed community voices within policy laboratory design. Given the vast array of political, ethnic, religious, and linguistic diversities, policy laboratory actors need to engage with diverse groups to address the country's major problems and specific concerns of various parties or religions. Actors within the policy laboratory should possess deep knowledge of governance policy principles to effectively address multifaceted civil society issues that require support from various angles. The Planning and Budget Organization, specifically can benefit from incorporating a policy lab in its structure. This lab can help with predicting and evaluating policy decisions and the distribution of resources.

In devising policy laboratory design methods, feasibility of policy implementation is paramount. The inability to execute a policy designed within the lab significantly diminishes its societal value and may deter future policy laboratory endeavors. Evaluating policy impacts on society involves meticulous analyses from different perspectives (political, social, economic, ethical, and cultural) to comprehend the multi-dimensionality of policy implementation, its achievements, costs, and influences across various domains. The main theory related to the article is "the theory of policy making". The sub-theory related to the article is "Implementation of policies". The article mostly relates to the application of theory. According to complexity theory, policy labs engage with the complexity of policy challenges and seek adaptive and flexible approaches. According to complexity theory, policy labs grapple with the intricacies of policy challenges, aiming for approaches that are adaptable and flexible. Successful interdisciplinary design of a laboratory should incorporate governmental regulatory requirements, express policy interactions horizontally

and vertically, and utilize interdisciplinary technologies for streamlined policy solutions.

Continuous monitoring before, during, and after policy implementation is necessary to assess the laboratory's performance and ensure it aligns with justice-oriented, people-centric, and professional standards. Evaluation processes should employ scientific methodologies and measurable indicators for unpredictable outcomes.

The study affirms that policy laboratories significantly enhance policy creation, governance, and economic resource allocation. Collaboration and formal structural relationships between governing institutions and these laboratories are vital for effective policy solutions. According to network theory, a vital aspect for successful collaboration is grasping the networks involving policymakers, experts, and other stakeholders.

This research is part of a wider research project that one of the authors has done to create a policy and governance laboratory in the governance faculty of Tehran University. The originality of this research was for the purpose of a comparative study to model the types of policy laboratories common in the world, and for this reason, it can be considered an introduction to the superior leveling for the specialization of types of laboratories in different parts and countries of the world. This research can help establish the policy and governance laboratory in the target community and provide the possibility to compare and evaluate its performance with other famous laboratories in the world. From this approach, this research can be considered a prelude to the establishment of a policy laboratory in the real world.

The study highlights the key factors contributing to the failure of some public policies in Iran, emphasizing the policy laboratory's role and the need for a robust approach to improve policymaking in the executive branch. Due to the newness of this field, research on the policy laboratory design model's components and features is limited. Research relies on statistics and information. Inaccurate and academic answers from experts in semi-structured in-depth interviews limit the research because of the politicization of the dissertation title, the non-response of some experts, and their lack of belief in the need for a policymaking laboratory. Existing research has only presented a few key factors of policy laboratory design through a survey or civilian literature review; other important dimensions have not been considered. The current research is stronger than previous ones because it presents the basic and important dimensions, components, and indicators in the form of the main model through expert interviews and theme analysis.

This research shows that the concept of policy laboratory design includes various dimensions and features that policymakers should consider when implementing and establishing a policy laboratory. The conceptual model from the literature review can be used to create practical tools and guidelines for policy laboratory managers. The most important achievement of this research is a long list of components that can be used not only for the design of the policy laboratory but also for evaluating its characteristics in other fields, such as banking, insurance, and large industries. If you pay attention to the extracted codes, many of the examined characteristics can be used in other research as evaluation criteria for preparing a tool for evaluating and measuring policy laboratory designs. Considering the importance of policy laboratory design, the current research can be considered pioneering. Its results can be used to identify and understand key components of policy laboratory design and implementation and to evaluate and measure their effectiveness.

Analyzing the key factors in the failure of some public policies in the Islamic Republic of Iran, taking into account the role of the policy laboratory, presenting a model with a policy laboratory networking approach, an analysis of the public policy process in Iran, designing a model to improve the executive branch's policy-making capacity based on the policy laboratory and the place of policy evaluation and analysis in the organization.

Generalizability and validity are weaknesses of qualitative research. To increase generalizability, researchers must test the above model in other high-risk industries. Structured equations can be used to evaluate model validity and generalizability. Researchers should also address implementation challenges.

Limitations include potential inaccuracies in responses during interviews, stemming from the politicization of the dissertation title, some expert non-responses, and a lack of belief in the necessity of a policy laboratory. The research has underscored a few fundamental variables of policy laboratory design but hasn't thoroughly examined all crucial features.

Notably, this research stands out for identifying and comprehending the crucial components of policy laboratory design through expert interviews and content analysis, which pave the way for further investigation and implementation. The comprehensive list of design components is a valuable resource for creating policy laboratories in various sectors, allowing their evaluation in banking, insurance, and major companies.

Overall, the results showed that the government's actions and their consequences in the public sector require designing and establishing policy laboratories to meet the country's needs. Policy laboratories may have different inputs, processes, and outputs; they may also specialize in economic, political, cultural, administrative, social, infrastructure, public, non-profit, and similar fields.

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