I. Please translate the following paragraphs respectively into Chinese.

1. Peters and Pierre (1998) argue that four basic elements characterize discussions of governance. (1) The dominance of networks. Instead of formal policymaking institutions, governance is dominated by an amorphous collection of actors having influence over what and how public goods and services are to be produced. (2) The state’s declining capacity for direct control. Although governments no longer exercise centralized control over public policy, they still have the power to influence it. The power of the state is now tied to its ability to negotiate and bargain with actors in policy networks. The members of these networks are increasingly accepted as equal partners in the policy process. (3) The blending of public and private resources. Public and private actors use each other to obtain resources they cannot access independently. (4) Use of multiple instruments. This means an increasing willingness to develop and employ nontraditional methods of making and implementing public policy. These are often indirect instruments, such as using tax incentives to influence behavior rather than command-and-control regulations to mandate behavior. (15/100)
2. There are four basic ways to manage risk: prevention, risk shifting, risk spreading, and loss control. *Prevention* (or risk reduction) attempts to reduce the frequency and severity of bad things that can happen. Much health and safety regulation falls into this category. *Risk shifting* transfers the responsibility for bad outcomes, often from the person who suffers the initial loss to the person or entity that caused it (or, in some cases, the person or entity best able to absorb and manage the risk). Liability rules fall into this category. *Risk spreading* distributes the costs of particular bad outcomes across a large pool of people. Insurance is the standard loss-spreading institution, and many government programs are forms of insurance. *Loss control* manages or mitigates the consequences after the bad outcome has occurred. Much of the work of fire departments and emergency management agencies, and some of the work of public health and welfare agencies, falls into this category. (15/100)

3. Bruce Yandle (1983) colorfully dubbed a special case of the economic theory of regulation the "bootleggers and Baptists" phenomenon. Yandle observed that unvarnished special interest groups cannot expect politicians to push through legislation that simply raises prices on a few products so that the protected group can get rich at the expense of consumers. Like the bootleggers in the early-20th-century South, who benefited from laws that banned the sale of liquor on Sundays, special interests need to justify their efforts to obtain special favors with public interest stories. In the case of Sunday liquor sales, the Baptists, who supported the Sunday ban on moral grounds, provided that public interest support. While the Baptists vocally endorsed the ban on Sunday sales, the bootleggers worked behind the scenes and
quietly rewarded the politicians with a portion of their Sunday liquor sale profits. Modern-day stories of bootleggers and Baptists abound. Large biotechnology companies join with food safety activists to encourage stricter regulation of new foods involving genetic engineering, thus putting smaller competitors who cannot afford the regulatory compliance costs at a disadvantage. (15/100)

II. The glossary shown as below includes seven terms, which are very important in the fields of public policy and public administration. Please briefly explain each of them in English.

1. Punctuated Equilibrium (5/100)
2. Program Theory (5/100)
3. Regulatory Impact Analysis (5/100)
4. Big Data Analysis (5/100)
5. Representative Bureaucracy (5/100)
6. New Public Management (5/100)
7. Goal Displacement (5/100)

III. Please write a meaningful and convincing essay in English based on the following key terms. Make sure that each of the key term is included in your essay. (20/100)

1. Planning Programming Budgeting System
2. Cost Benefit Analysis
3. Performance Management
4. Strategic Management
5. Management by Objectives