

PROF. DR. MARCO ALTHAUS

Cascais, Portugal | 6 June 2018

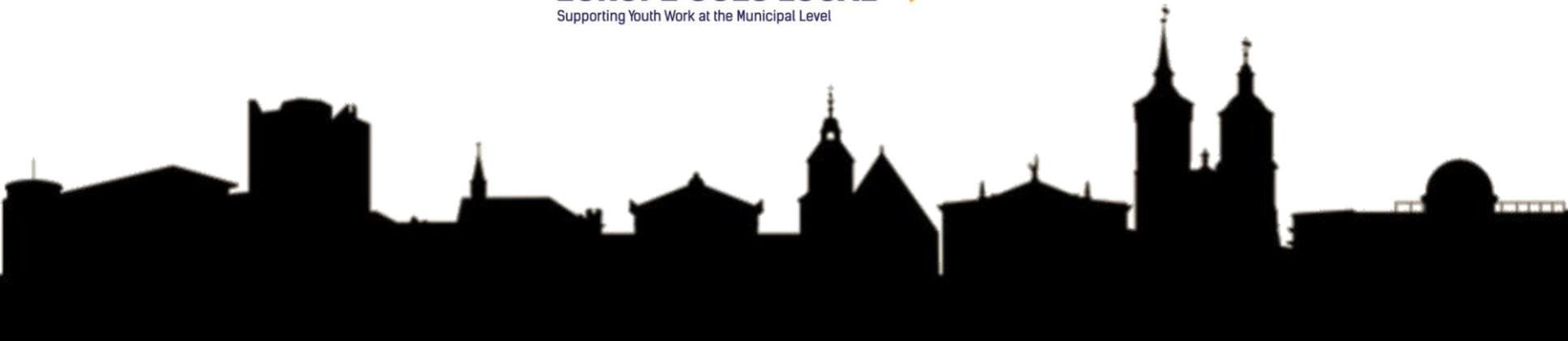
# *The* Youth Work Lobbyist

*Shaping Government Relations  
and Making Politicians Listen*



**EUROPE GOES LOCAL**

Supporting Youth Work at the Municipal Level



*Lobbyist clichés*  
**Is that you?**



Who are you? Why should I listen? What can you do for me?

CITY HALL



The Youth Work  
**Lobbyist**



**1** | A Lobbyist's Craft

**2** | Counsel to Kings

**3** | Making Strategy

# The Youth Work Lobbyist

*Shaping Government Relations and Making Politicians Listen*

Plenary Input | 6 June 2018 | 9:30-10:30 | Cascais, Portugal  
*Europe Goes Local: Supporting Youth Work at the Municipal Level*

Youth work is, in many ways, about **advocacy and representation**. First, youth work aims to grow young people's involvement and participation in society. Youth are encouraged to make themselves heard so they can overcome their marginal presence and influence public decisions. In this sense, youth work is about empowering active citizenship. Second, youth workers are themselves advocates and representatives. When they speak for and on behalf of young people as clients, youth workers **articulate legitimate interests and promote goals** for youth policy and youth-connected issues and causes. They help **organize and mobilize communities and constituencies**. An interest group has higher capacity for external influence.

Third, youth workers represent their own vocation. Their **professionalism** includes a responsibility to weigh in on public policy-making on behalf of their own vocation and colleagues. Youth workers aim to be publicly recognized for their qualifications and responsible practice, to protect their values and job autonomy, and to shape public decisions that affect their jobs and budgets that pay for them.

In all three areas, it is necessary to find **access and communication channels**. Policy-makers should receive accurate, complete, valid, fair, and persuasive information about beneficial or adverse effects of a policy decision at the right time. Moreover, because most policy-makers are not experts, there is a need for **continuous issue education and concrete advice** about youth issues. Working within the policy-making process, which is a competitive environment, requires a political mindset, political skills, and strategy. When they are combined for an attempt to directly influence institutional decision-making on a certain project with **persuasive communication**, then this is what, generally speaking, constitutes "lobbying."

It seems that lobbying is only what interest groups do from the outside of government. But parts of **governments also lobby each other**. They, too, build **networks, liaisons, and coalitions** with like-minded offices and external groups. They, too, try to shape **media and public perception** in order to gain legitimacy for their claims and demands. They, too, want support for policy positions, projects, programs, and budget requests for staff and money. They, too, rival with others for resources. Whether they call it lobbying or not, they pursue lobbying strategies.

Lobbying may work through various channels: inside or outside, more formal or more informal. Youth work may be represented on formal, **institutionalized platforms**, for example a **youth council or youth policy advisory panel** that works in

The Youth Work Lobbyist

Summary  
and extra  
ideas...

My 5-pager  
for this EGL  
conference

# A Lobbyist's Craft



# Who Does It? Various Organizations with In-House and External (Contract) Lobbyists



**Business  
Companies**



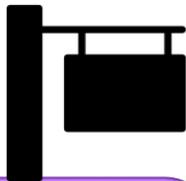
**Trade  
Associations**



**Labor Unions &  
Professional  
Associations**



**Non-  
Governmental  
Organizations**



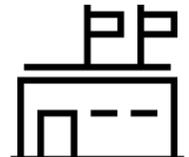
**Consultants  
Agencies  
& Law Firms**



**Think Tanks  
Institutes,  
foundations,  
forums**



**Government  
Authorities  
(all levels)**



**Public  
Agencies  
(all levels)**

HILL & KNOWLTON

PRESENTS



**Know the  
players**



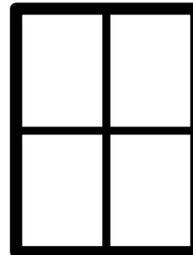
**Analyze  
priorities &  
the politics**



**Tell the  
story,  
make it  
matter**



**Build  
support**



**Find windows  
of opportunity**

# *Direct Lobbying, Defined*

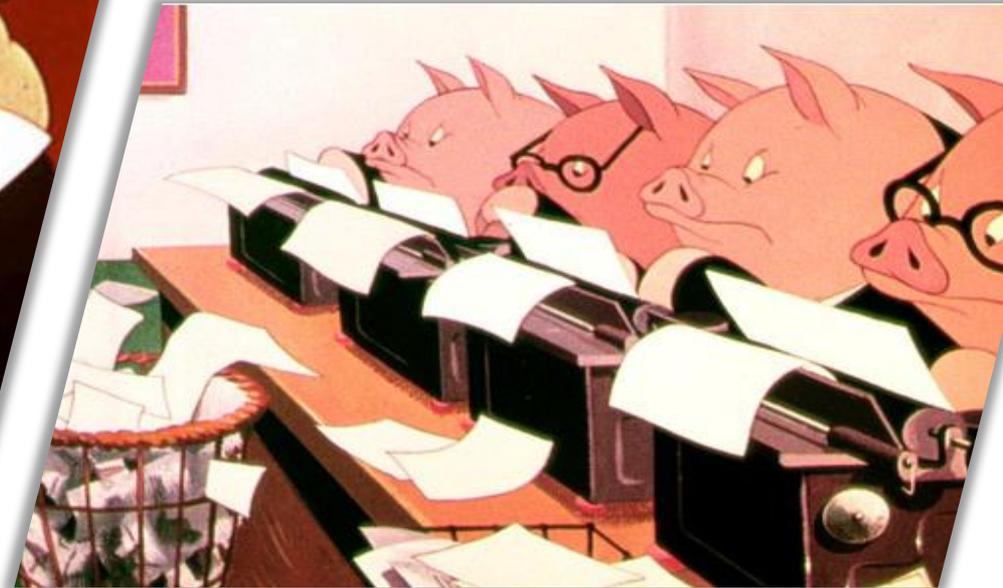
- 1.** A project-based attempt to influence,
- 2.** with a concrete project goal,
- 3.** elected or appointed public officials  
(or their staff)
- 4.** in a decision-making process which  
formulates or implements public  
policy (legislative or administrative),
- 5.** by persons who do not formally  
participate in the decision-making,
- 6.** in direct contact through informal  
interactions (oral or written,  
regardless of event, format or channel)

# Indirect Lobbying, Defined

- 1. Aims to support direct lobbying**
- 2. by influencing other influencers** in the decision-makers' environment (e.g. colleagues, opinion leaders, experts)  
or
- 3. mass media** with targeted or broad appeals in order to shape public **debates & public opinion**,  
or
- 4. mobilizing citizens to contact** elected representatives or appointed authorities in **grassroots campaigns.**



Lobbyists  
know **policy...**  
but also the  
**politics of policy**



Lobbying is a



for policymakers



Help them do their work  
better and faster  
(and look good doing it).

# Bribes, Blondes, and Booze? No, Good Lobbyists Provide Practical Political Value

The Youth Work  
**Lobbyist**

Arguments

Problem Definitions

Solutions

Competitive Advantage

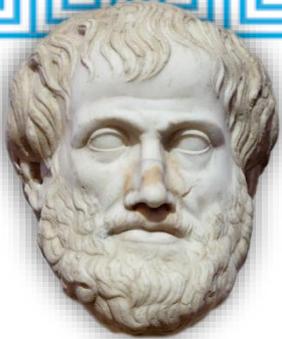
Political  
Intelligence

Access to &  
Support of a  
Policy  
Community

Detailed data, facts,  
authentic stories

Channels to  
Voters





ARISTOTLE,  
POLITICS  
350 B.C.

“It is the practice of kings to make to themselves many **eyes and ears and hands and feet**, for they make **colleagues** of those who are the **friends** of themselves and their governments.”



# Counsel to Kings



Speak!

# *Counsel - The Politician's Ancient Problem*

- ▶ Taking the right advice
- ▶ Taking advice right



- ▶ Choose advisers
- ▶ Control advisers' access and competition



# Advisers Offer Judgment on Policy Choices

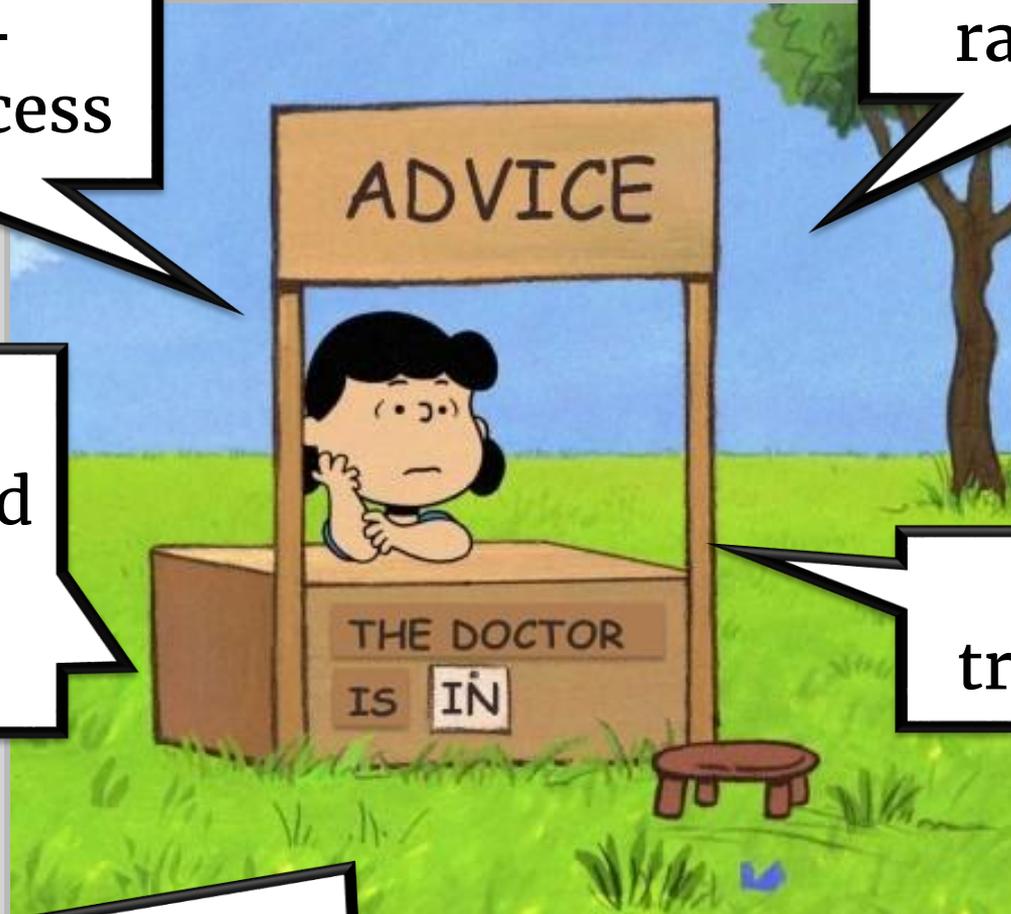
Support the  
decision-  
making process

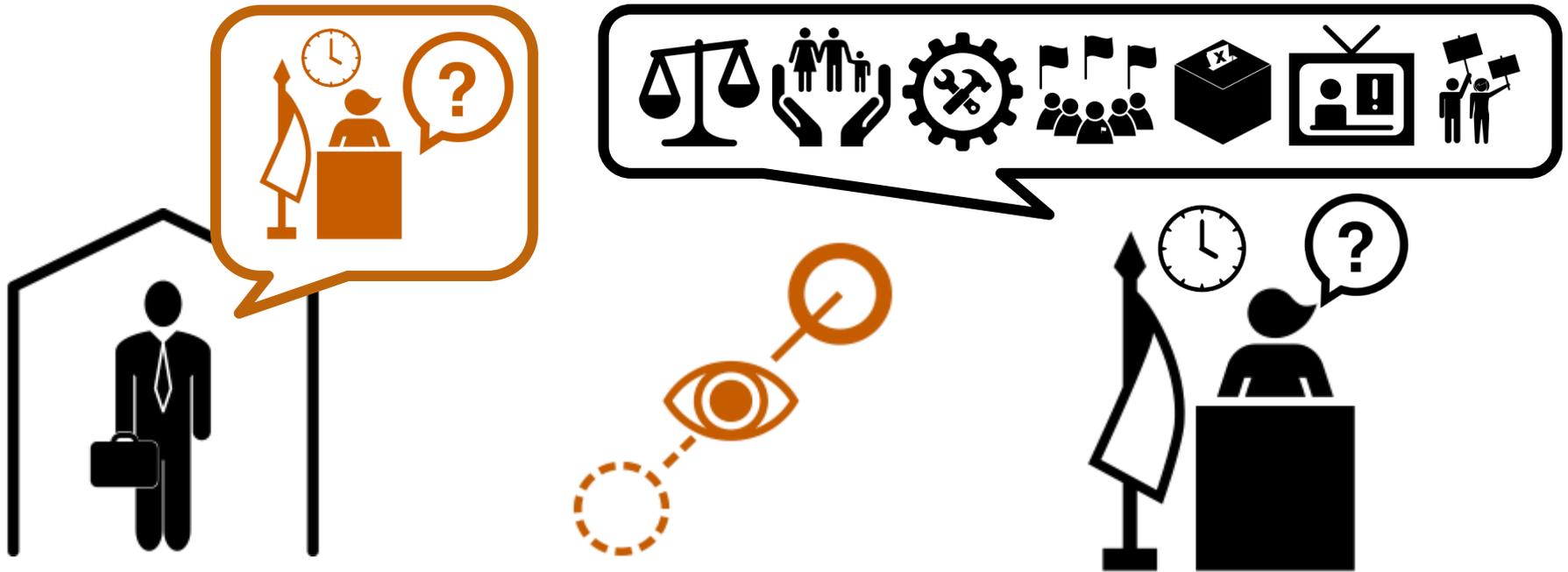
Improve  
rationality

Clarify  
problems and  
alternative  
solutions

Clarify  
trade-offs

Help explain and legitimize choices





Advice is useful if it takes the *perspective of the receiver*.

- ▶ Serves information need and time budget
- ▶ Fits with interest, specialization, and constituency
- ▶ Shows advantages for clients, party, office, person etc.
- ▶ Considers feasibility and process management

# The Pragmatist Policymaker



## World View

## Key Rhetoric

- ▶ #1: Survival in office
- ▶ Policy-making is part of the “game” of politics
- ▶ Elected to “get things done”
- ▶ Context: incrementalism / muddling through, legal & budget constraints, rivalries for power and resources
- ▶ Friends/allies, enemies, loyalty, favors, deals, reputation
- ▶ Claim credit
- ▶ Shift blame to others
- ▶ Show empathy with constituents
- ▶ Show “decider” ability

# Making Strategy



# Navigating the Institutional Corridors

**PRESS  
START**



**100%**



**0%**

**SMS: 10/17**  
**email: 6/25**  
**calls: 0/0**

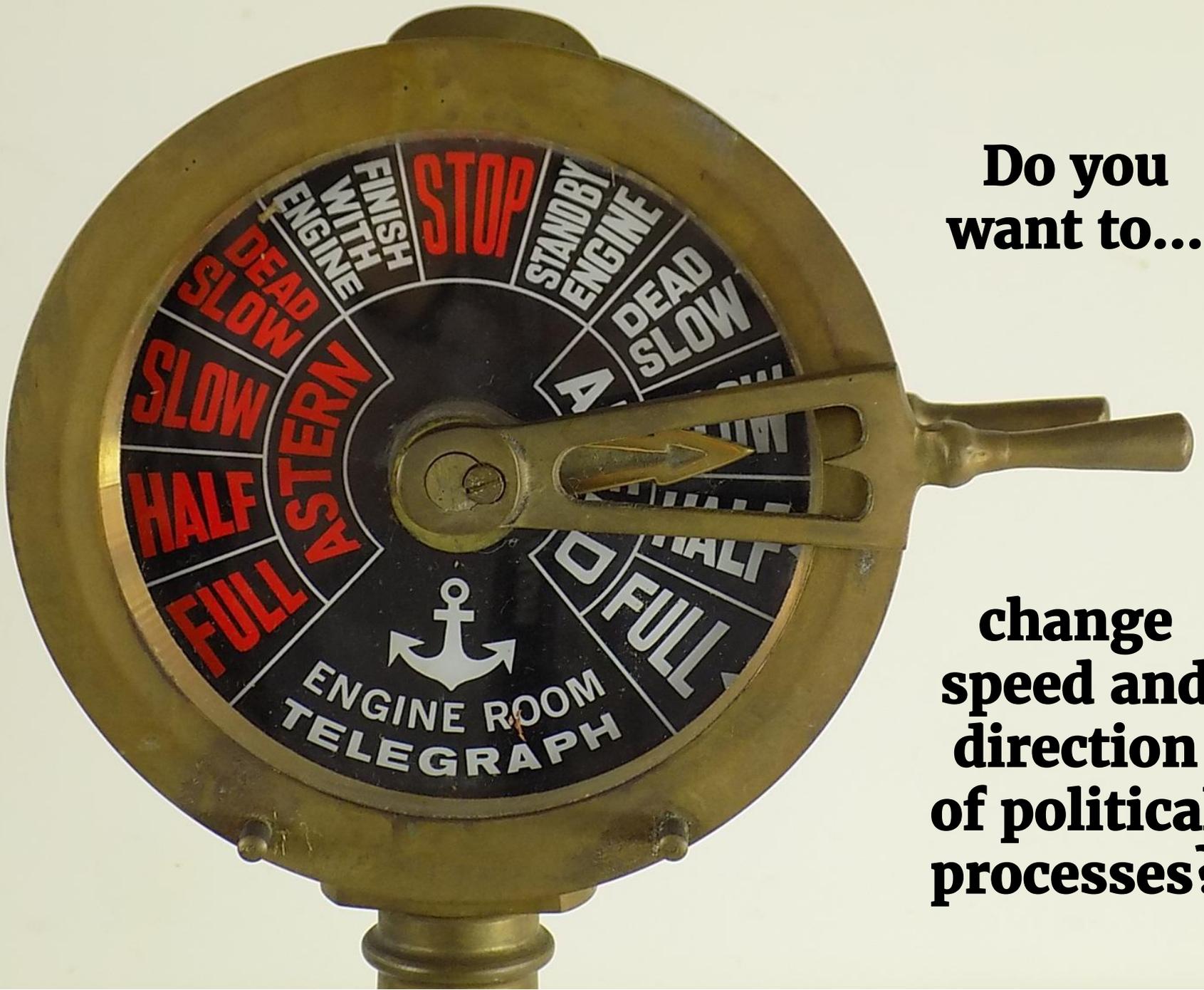
**What exactly do  
you want your  
target to DO?**

**THE**  
**ASK**®

**What exactly do  
you want your  
target to DO?**

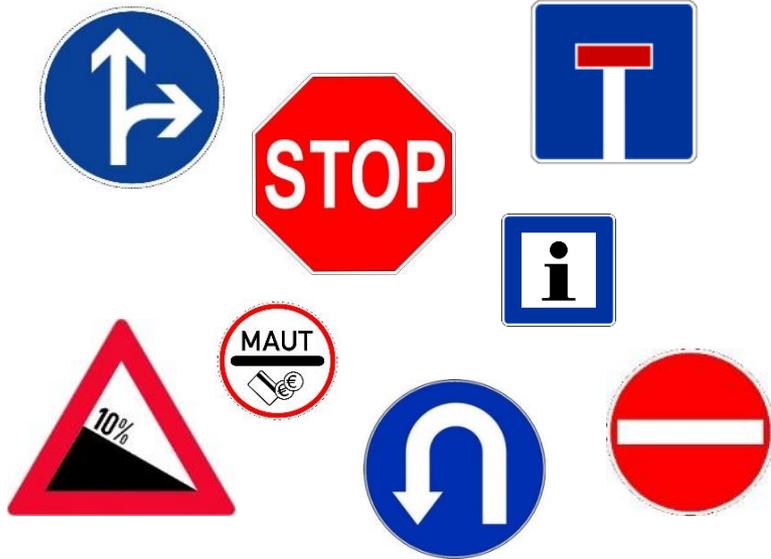
**THE  
ASK**

**(It's too often unclear.)**



**Do you  
want to...**

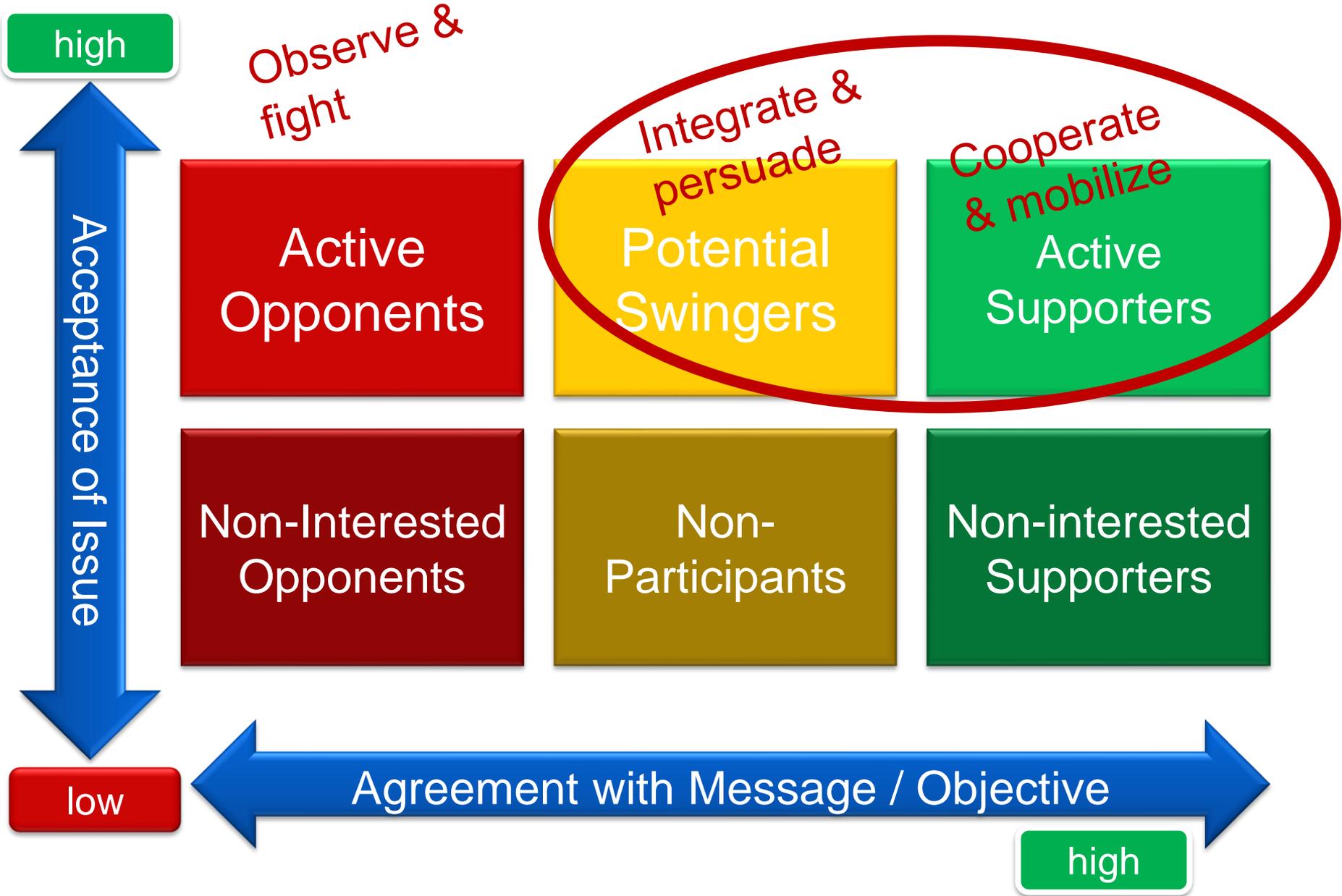
**change  
speed and  
direction  
of political  
processes?**



- ▶ **Stay Course? Redirect?**
- ▶ **Broaden? Narrow?**
- ▶ **Deal with roadblocks, accidents, errors?**



# Choose your target audience(s)





**The politician is a human being.  
The politician's targets—citizens  
and voters—are humans, too.**



*Political response is low-information  
rationality: heads, hearts, and guts.*





# People are complicated.



*Does your policy idea fit with policy culture, actors and institutions?*

*Pain and gain: What is the political cost of transformation, compared to the desired result?*





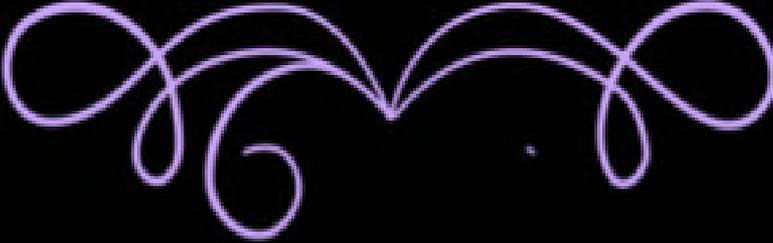
**Make parties the friend and  
carrier of your policy idea.**



*Respect politics' need for groups and  
organization. Know the passions and  
beliefs that drive a party.*

*Make your proposals compatible.*





**Politics is an endless stop-and-go game. Be patient, but be ready to speed up fast.**



*All is fluid, and authority is fragmented. Politicians make daily choices about timing of initiatives, appeals, and conflicts.*



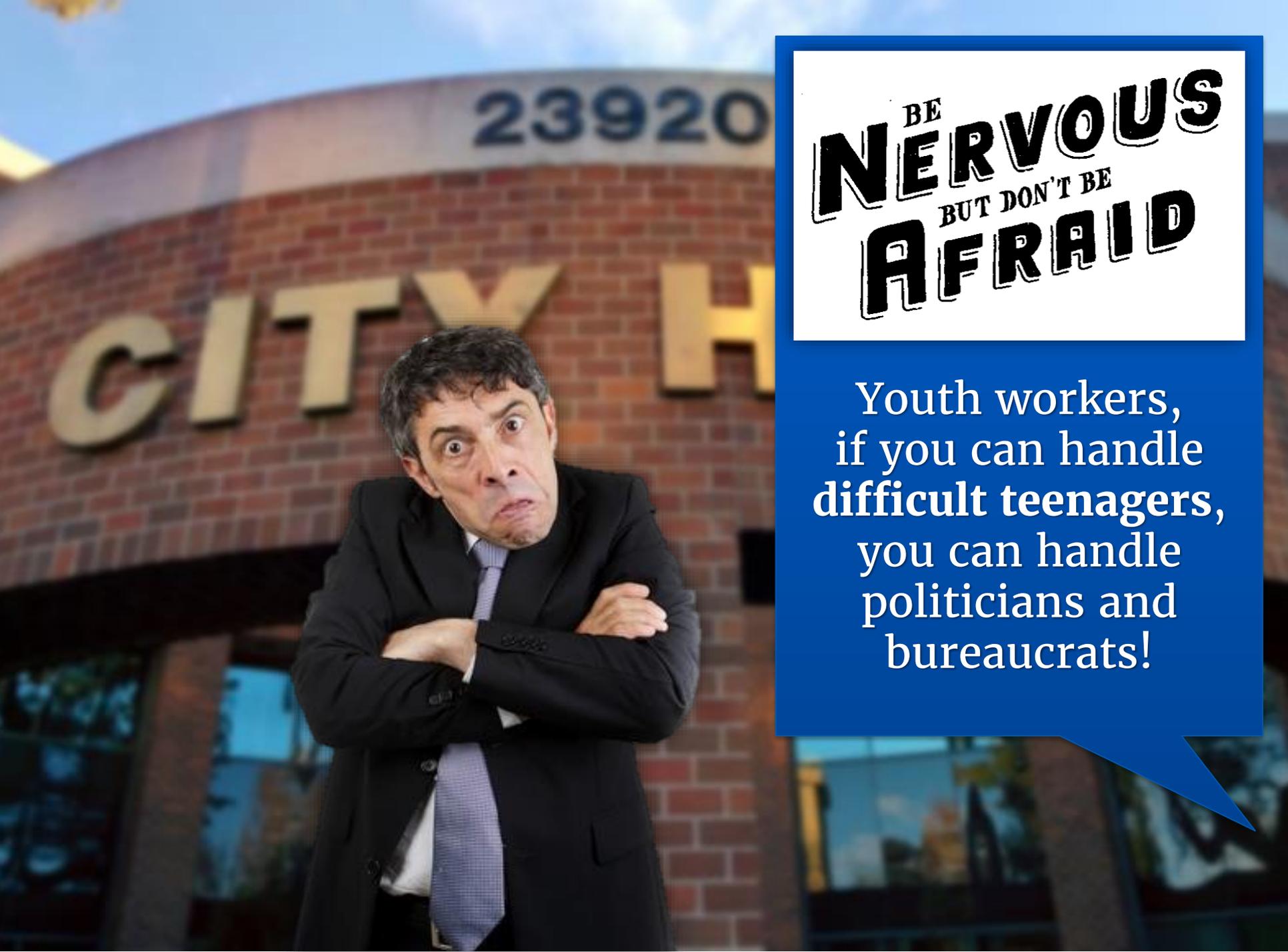
A man in a dark suit and light blue tie stands in front of a brick building with "CITY HALL" written on it. He has a wide-eyed, confused expression and his arms are crossed. A blue thought bubble above him contains the text "I'm confused... What exactly do they want me to DO?". To his right, there is a graphic with the text "Don't forget to pitch" and "THE ASK" in large orange letters. The word "THE" is inside a light orange speech bubble, and "ASK" is in large orange block letters below it. A small copyright symbol is visible at the end of "ASK".

I'm confused...  
What exactly do they  
want me to DO ?

Don't  
forget  
to pitch

THE

ASK<sup>©</sup>

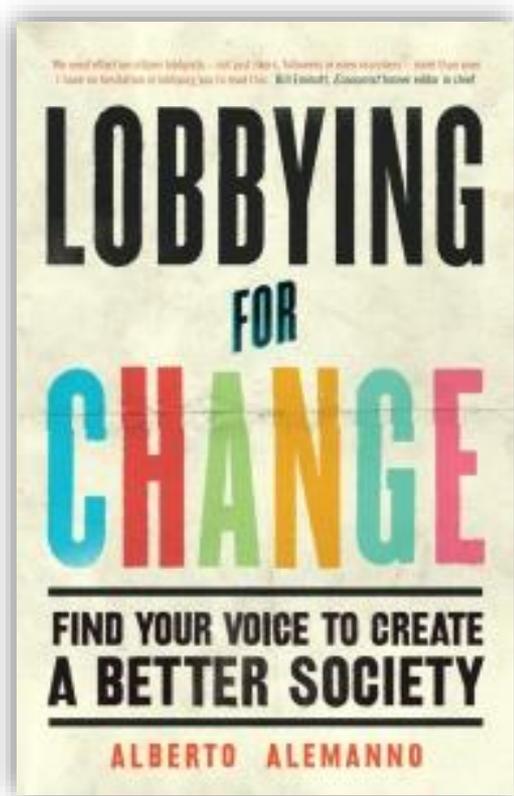


**BE  
NERVOUS  
BUT DON'T BE  
AFRAID**

Youth workers,  
if you can handle  
**difficult teenagers,**  
you can handle  
politicians and  
bureaucrats!

There are plenty of lobbying how-to books, some specifically for not-for-profit workers

Browse, and start reading for developing your skills.  
**Just one reading tip for change-makers...**



Alberto Alemanno (2017).  
Lobbying for change: Find  
your voice to create a better  
society. London: Icon Books.

# Extra Slides

The Youth Work  
**Lobbyist**

# The Local World



# *Multi Level Governance*



**Layer Cake ?**



***Marble Cake!***

# *Multi Level Governance*

Local  
Government



# Public Trust in Regional and Local Authorities 2008-17

EB - EU: 28.055 Respondents, 5.-14.11.2017



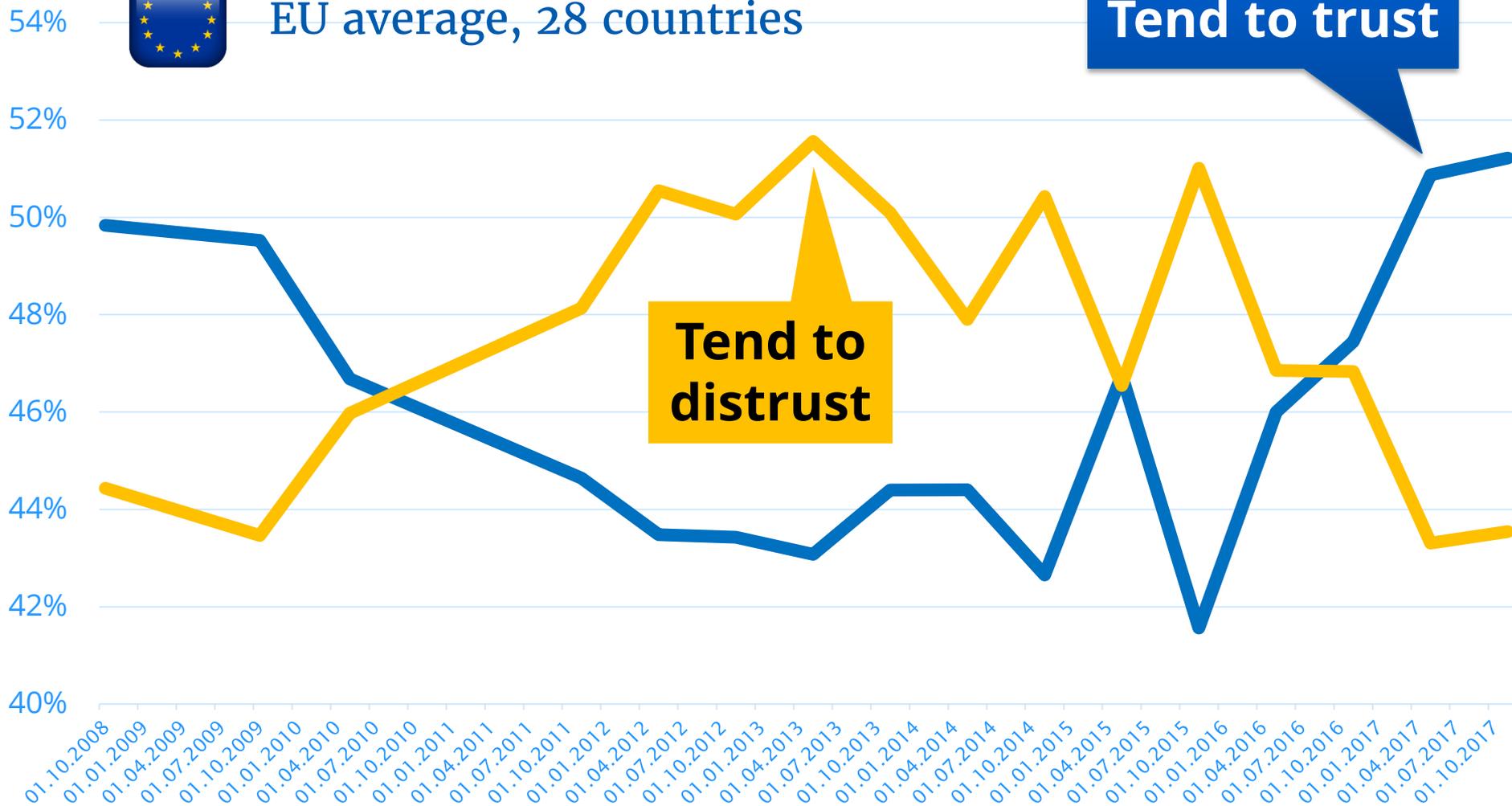
EUROBAROMETER



EU average, 28 countries

**Tend to trust**

**Tend to distrust**



Countries  
differ  
... a lot



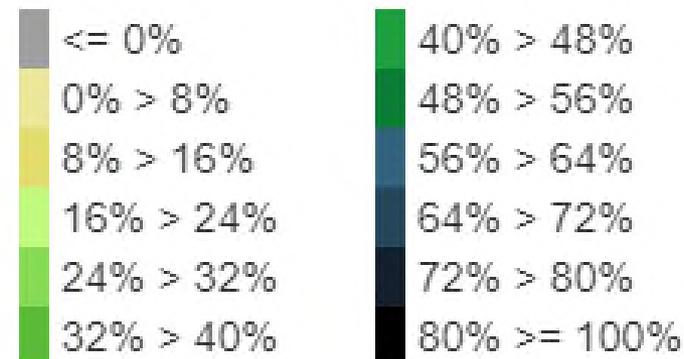
EUROBAROMETER

## Public Trust in Regional and Local Authorities

November 2017

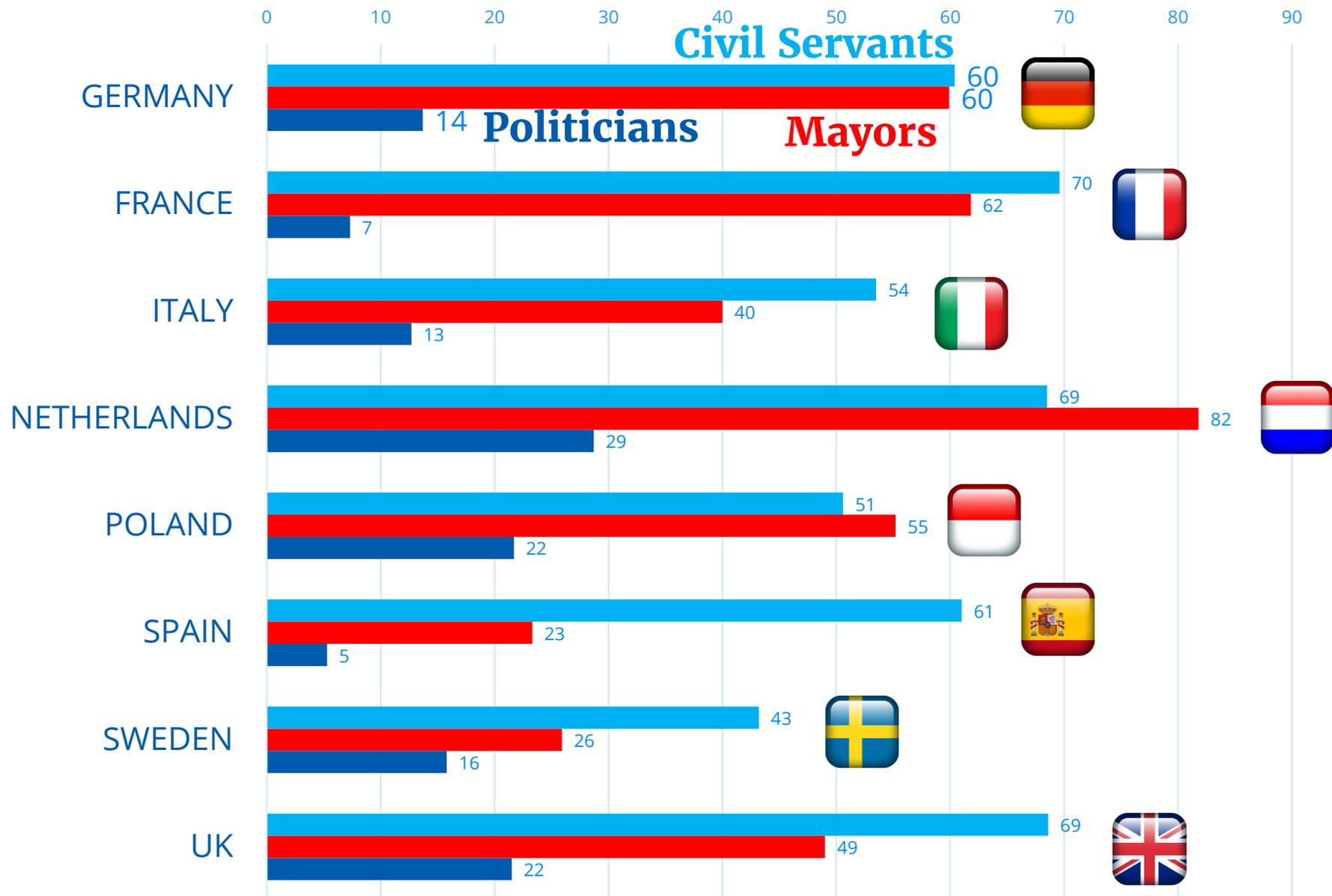
Survey 5.-14.11.2017

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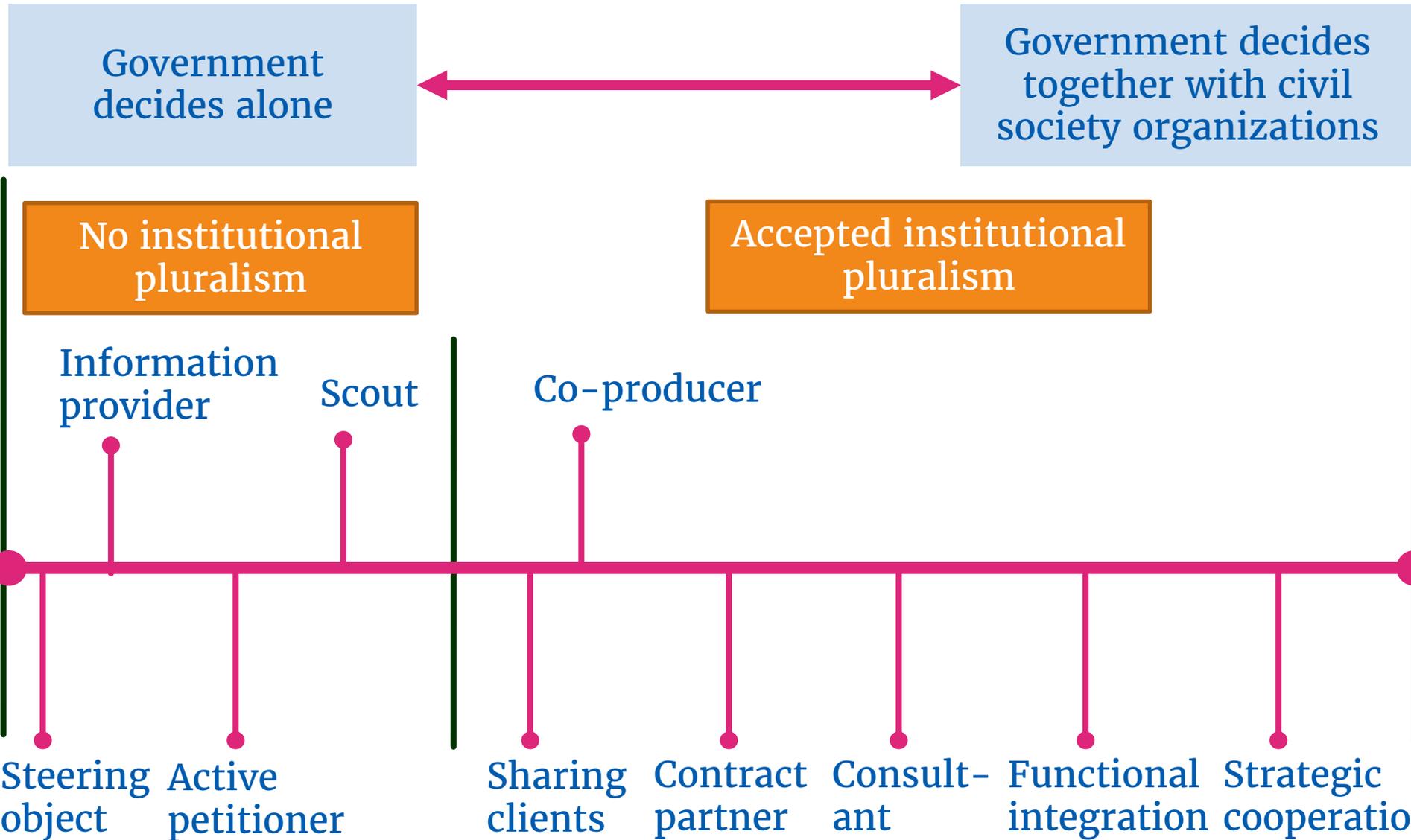


# Public Trust in Professional Groups: Civil Servants, Mayors, and Politicians 2017

23.519 Respondents worldwide (20 countries), Germany 2056 Respondents



# Integrating civil society organizations in the production and distribution of local services



Government  
decides alone

Government decides  
together with civil  
society organizations

No institutional  
pluralism

Accepted institutional  
pluralism

Information  
provider

Scout

Co-producer

Steering  
object

Active  
petitioner

Sharing  
clients

Contract  
partner

Consult-  
ant

Functional  
integration

Strategic  
cooperation