

Civil Society Organisations and their ability to influence policy

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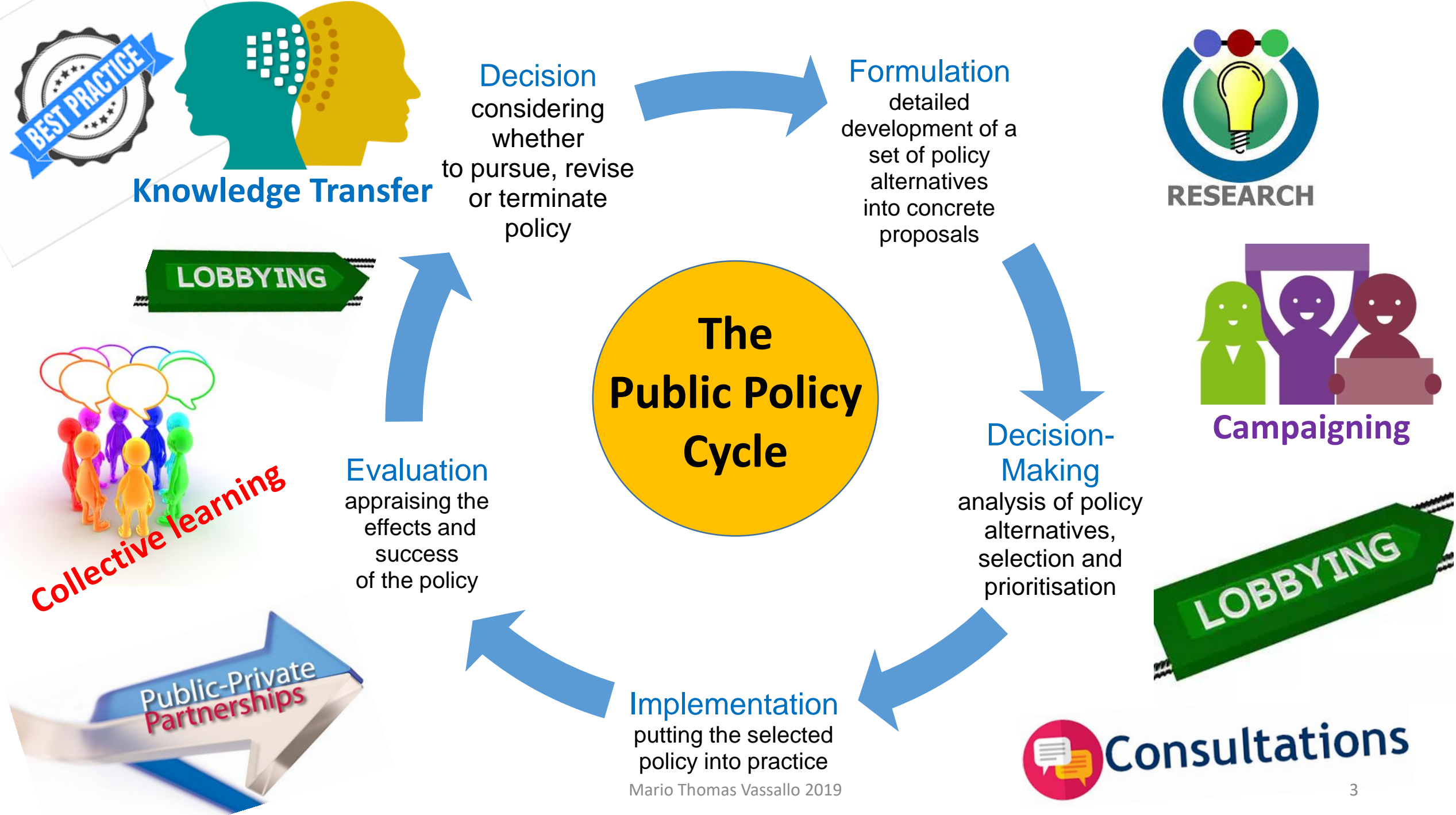
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Agenda

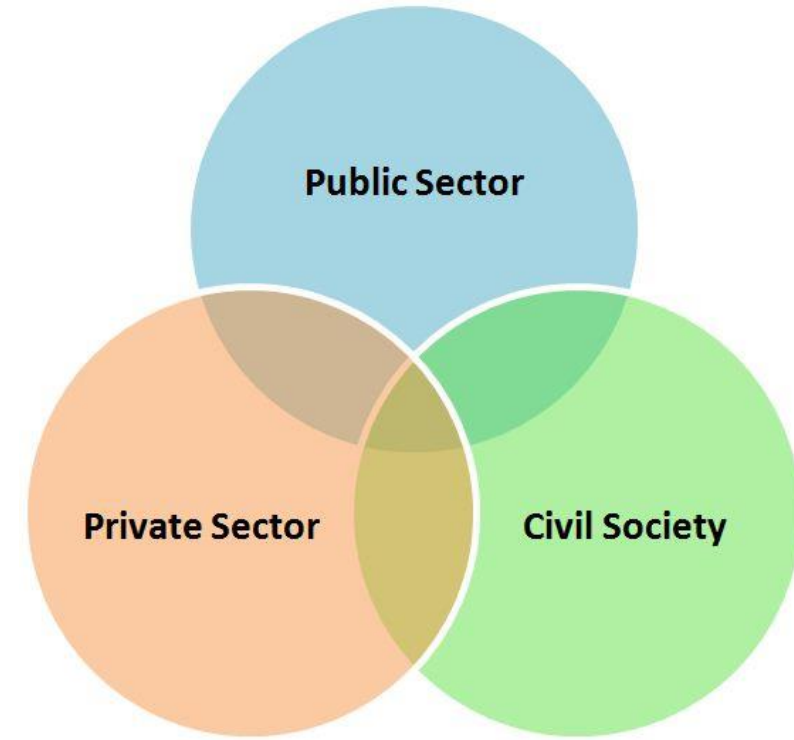
- The public policy cycle
- Influencing the policy cycle
- Government's interaction
- Different strategies of lobbying
- Traditional influencing strategies
- A new model for policy influence
- Going window-out & window-in
- Final reflections



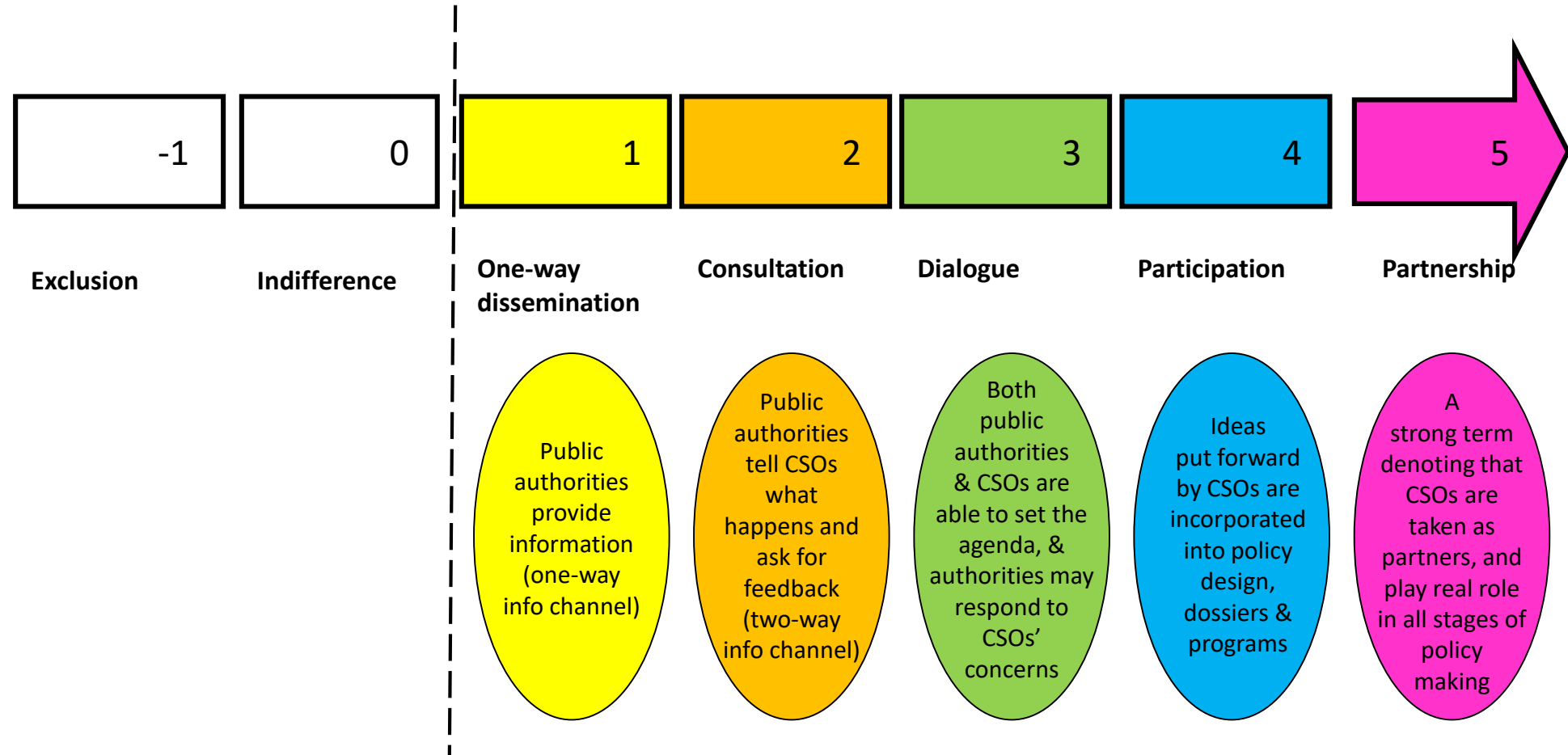


So, why are CSOs important?

- Expressions of social diversity and political pluralism
- Vehicles of interest representation
- Instruments of political mobilisation
- Campaigners – using the discourse of rights, breaking the mould of traditional party politics – flexible, opportunistic
- Service delivery – especially targeted social services and community development
- Scrutiny of public office – part of the checks and balances of power



Models of how Governments deal with CSOs



Lobbying Methods

Contact lobbying

- Direct interaction with government officials or staff in meetings, phone calls, or e-mail

Background lobbying

- Indirect lobbying activity designed to build friendly relations with lawmakers, officials, and staff

Grassroots lobbying

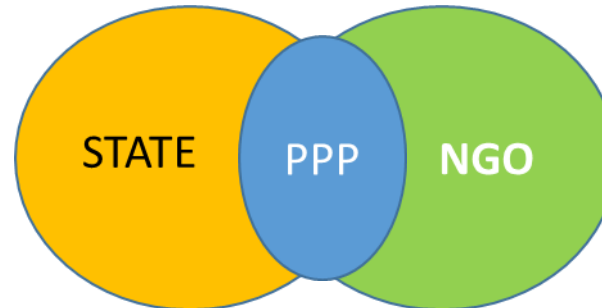
- The technique of generating an expression of public, or “grassroots,” support for the position of a company, industry, or any interest

Traditional & new methods of policy influence

- Coercion tactics



- Encapsulation strategy



- Advocacy campaigning



- The new way of lobbying – Public Affairs Management

Public Affairs Management (PAM): The new model of influencing policy

- PAM entails the detection of those policy arenas where interest groups need to form coalitions and bargain collectively, build a workable agenda, set appropriate timing when to intervene and opt for the optimum tailored lobbying methods, techniques and routes. This is a complex process involving a simultaneous matrix constituted of 'internal preparatory work' and 'fieldwork interactivity'.
- Groups need not only be rational in their choices to maximise their interests in the arena, but they must also be eager to learn through constant processes of evaluation and socialisation.

Public Affairs Management (PAM)

(Van Schendelen 2005)

Taking influence
strategies a step
further ...



	Homework: Analysing	Fieldwork: Organising
Who acts?	the internal organisation	improving the organisation
Why?	threats and opportunities	choosing the strategy
For what?	deliberate various options	determining the targets
To whom?	crucial actors	making relations, networks
Where?	domestic and European arenas	forming coalitions
On what?	dossiers and issues	bargaining
When?	time and agenda-phase	timing, agenda-building
How?	methods, techniques, routes	LOBBYING
& result?	process evaluation	learning

PAM: Going Window-Out & Window-In

- The new techniques are, in contrast, based on the belief that the domain and the scope of influence are always limited and fragile.
- The domain has to be scanned by going window-out and the scope has to be enlarged by acting window-in.
- The popular catchword for both is *influence*.
- A CSO group can be an association acting both window-out [external fieldwork] and window-in [home organisation and strategy formulation]
- The approach proposed by the PAM is considered by many as a core constituent of good governance not only within organised groups structures but, more importantly, in securing more legitimate processes of policy-making.



Two final reflections

“The problem is, of course, that these interest groups are all asking for changes, but their enthusiasm for change rapidly disappears when it affects the core of their own interests.”

Angela Merkel
German Chancellor



“You cannot open a window and expect the wind not to blow through.”

Prof Joe Friggieri
Maltese philosopher and writer



Thank you

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