



Lobbying from the Politician's perspective

How to achieve that your
voice turns to ACTION




PART 1. (15 minutes)



- **The Reason for (active) engagement**

- Some definitions
- What is the added value of the LEGISLATION
- Concrete case for EaP NRENs and GÉANT
 - The European Neighbourhood strategy
 - The EU Science policy
 - The EU Multiannual Financial Framework **BUDGET**
 - **Commission Workprogram 2014-2019**
- **STRATEGY FORMULATION:**
 - **Mission, and Strategic Goal**
 - **Objectives**
 - Execution plan



**NO STRATEGY is
a STRATEGY
only if it is an
intended choice**

Some definitions



- **Lobbying**

- *“Lobbying serves an important function in politics – by putting forward the views of stakeholders to policy makers, it helps in the development of better legislation” - **Introducing a Statutory Register of Lobbyists, Consultation Paper, January 2012.***
- Transparency register for the EP

- **Public Affairs**

- Public affairs is a term used to describe an organisation’s relationship with stakeholders. These are individuals or groups with an interest in the organisation's affairs, such as politicians (MPs, MSPs, AMs, MLAs, MEPs), civil servants, customers and local communities, clients, shareholders, trade associations, think tanks, business groups, charities, unions and the media.

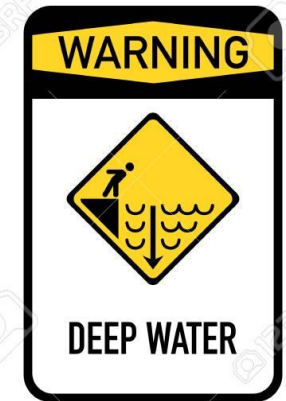
- **Strategic Marketing**

- Identification of one or more sustainable competitive advantages a firm has in the markets it serves (or intends to serve), and allocation of resources to exploit them.

The added value of LEGISLATION



- Market Economy based on Rule of LAW = similar to country borders
- Long-term, stable environment = Reduced RISK
- Best when it fits to your long term plan
- Active engagement can create long term value for stakeholders
- Cost / Benefit ratio and the ROI (Return On Investment)



LONG TERM COMMITMENT



- **Legislation is a long term investment and a long term stable environment**
- **Legislation is based on**
 - Long term challenges and mega-trends and SDGs or very big shocks/crisis
 - Political priorities
 - Very detailed stakeholder dialogue, with different opinions
 - Legislative proposal followed by:
 - legislative process
 - Implementation period
 - Until it is changed it will remain



5-10 years

Legislation for EaP NRENs at EU level



- Political priorities of the EU
- EU Science policy and Diplomacy
- EU neighbourhood policy
- Multi Annual Financial Framework, implemented by yearly budgets and project calls
- Data related legislation
 - FFD, PSI, GDPR, Copyright
- **BUT**
- General Political landscape matters too

**Know it and/or
Change it**

- **Unless you know it, you can't decide**
 - how to make it even better or
 - How to avoid it
 - How to live with it
- **The future opportunities and risks should be a priority for all institutions. If not, why should anybody else be bothered?**

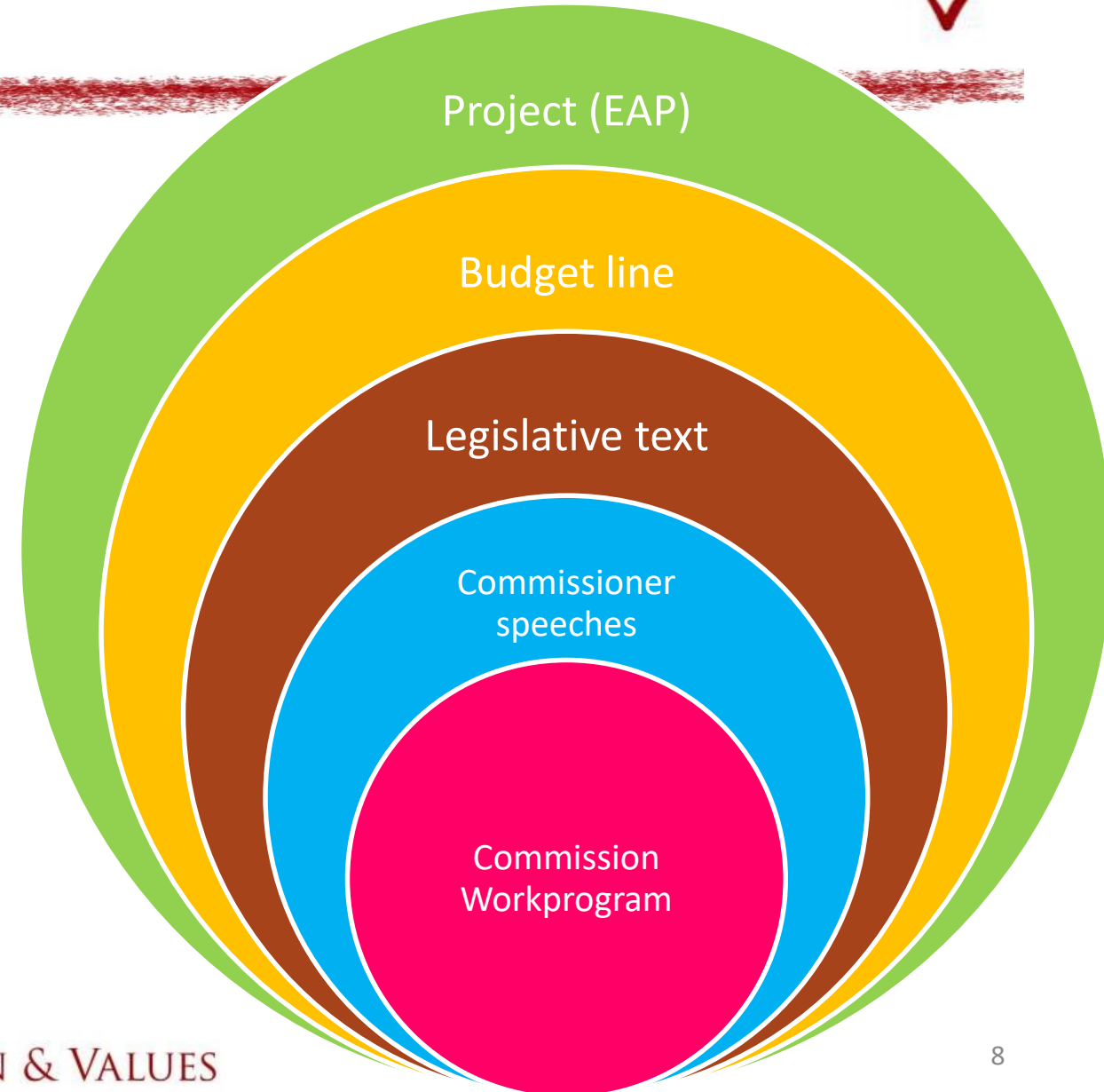


EXERCISE ONE: DO YOU KNOW IT?

Is your issue a priority?



- It is easier if you are a priority already:
 - Are you a priority?
 - How to know it at all?



1. Commission WP 2014-19 (Juncker priorities)



The ten priorities set out in his political guidelines are as follows:

- 1. A new boost for jobs, growth and investment
- 2. A connected digital single market
- 3. A resilient Energy Union with a forward-looking climate change policy
- 4. A deeper and fairer internal market with a strengthened industrial base
- 5. A deeper and fairer Economic and Monetary Union (EMU)
- 6. A reasonable and balanced free trade agreement with the United States
- 7. An area of Justice and Fundamental Rights based on mutual trust
- 8. Towards a new policy on migration
- 9. Europe as a stronger global actor
- 10. A Union of democratic change.
-

1. Commission WP 2014-19 (Juncker priorities)



The ten priorities set out in his political guidelines are as follows:

- 1. **A new boost for jobs, growth and investment**
- 2. **A connected digital single market**
- 3. A resilient Energy Union with a forward-looking **climate change policy**
- 4. A deeper and fairer internal market with a strengthened industrial base
- 5. A deeper and fairer Economic and Monetary Union (EMU)
- 6. A reasonable and balanced free trade agreement with the United States
- 7. An area of Justice and Fundamental Rights based on mutual trust
- 8. Towards a new policy on migration
- 9. **Europe as a stronger global actor**
- 10. **A Union of democratic change.**

President Juncker each year (September) speaks at the EP Plenary on the progress

2. Neighbourhood strategy 2014-2020



- The policy proposes **four priority areas**: good governance, aiming at fostering a just, inclusive and stable society with maximal respect for human rights and space for civil society; **economic and social development, including the creation of job opportunities for youth**, as key measures for economic stabilisation in the region; cooperation in the security sector, mainly in the areas of conflict-prevention, counter-terrorism and anti-radicalisation policies; migration and mobility, which tackles mobility on the one hand, and irregular migration, human trafficking and smuggling on the other. Finally, attention is also paid to energy security and climate action.
- *“Our most important challenge today is to find ways for the young men and women in our region to see a meaningful future; a sense of belonging to a local and global community where they can offer and get rewards for their individual skills. We need to send them the message that we see the future of this region as one of cooperation and exchange”* – **Johannes Hahn, EU Commissioner for Neighbourhood Policy and Enlargement Negotiations**



Key priorities for EaP (Riga 2015)

- Economic development and market opportunities;
- Strengthening institutions and good governance;
- Connectivity, energy efficiency, environment and climate change;
- Mobility and people-to-people contacts.

PLUS

- ***civil society organisations, further gender equality and non-discrimination***
- ***delivery on key global policy goals set by the UN 2030 Sustainable Development Goals and the Paris Agreement on Climate Change.***

Any position paper of EaP NRENs should start from here

Eastern Partnership Deliverables



| | | | |
|---|--------------------|--|--|
| <p>High-capacity broadband internet network for research and education being established across Partner Countries.</p> | <p>EaP Connect</p> | <p>European Commission GÉANT National research and education network</p> | <p>Six National research and education networks in the region integrated in pan-European GÉANT network, decreasing digital divide.</p> <p>Eduroam deployed and integration with GÉANT services stimulated.</p> |
|---|--------------------|--|--|

3. The 3 „O” strategy: Open Science, Open to innovation, Open to the world



- Research and innovation are changing rapidly. Digital technologies are making science and innovation more collaborative, international and open to citizens. The Open Science goal is materialising in the development of a European Science Cloud and open access to scientific data generated by Horizon 2020 projects. Explore the goals of Open Innovation, Open Science and Open to the World in this publication produced by the European Commission's Directorate-General for Research & Innovation (RTD).



CONCLUSION 1.



- Legislation provides safe environment for operation
- It is important to be aware of the legislative environment
- It can be beneficial, or it should be improved

KEY:

- It is NRENs /GÉANT responsibility to decide strategy
 - Engage actively in Decision-making process
 - Active engagement can be direct, indirect, or even passive by choice
 - Remaining passive and taking whatever is decided is not a strategy
- Active engagement is a long-term commitment, it requires skills

Good news:

- You are in most of the documents
- You have a good message (Imagine some very controversial files)
- Questions:
 - Was it a conscious strategy or rather taking what was offered?
 - Did your strategic business plan consider the political priorities/ opportunities



Part 2


HOW TO ACHIEVE ACTIVE ENGAGEMENT

PART 2. (20 minutes)



- **How to prepare for (active) engagement**

- How EU legislation works
- Concrete case for EaP NRENs and GÉANT
 - **The European Neighbourhood strategy**
 - The EU Science policy
 - The EU Multiannual Financial Framework **BUDGET**
 - Commission Work Program 2019-2024
- Who is who
 - Who is responsible for your representation?
- **STRATEGY FORMULATION:**
 - **Mission, and Strategic Goal**
 - **Objectives**
 - **Execution plan**



**NO STRATEGY
is a STRATEGY
only in case it
is an intended
choice**



2019-2024

- New EC WP priorities
- First draft by 1st of May, adoption at the end of 2020

2021-2027

- Started officially at the end of May 2018, will be adopted at the end of 2019 or 2020

2021-

- Neighbourhood strategy is an individual budget line of MFF, will be adopted together with the MFF at the end of 2019 or 2020

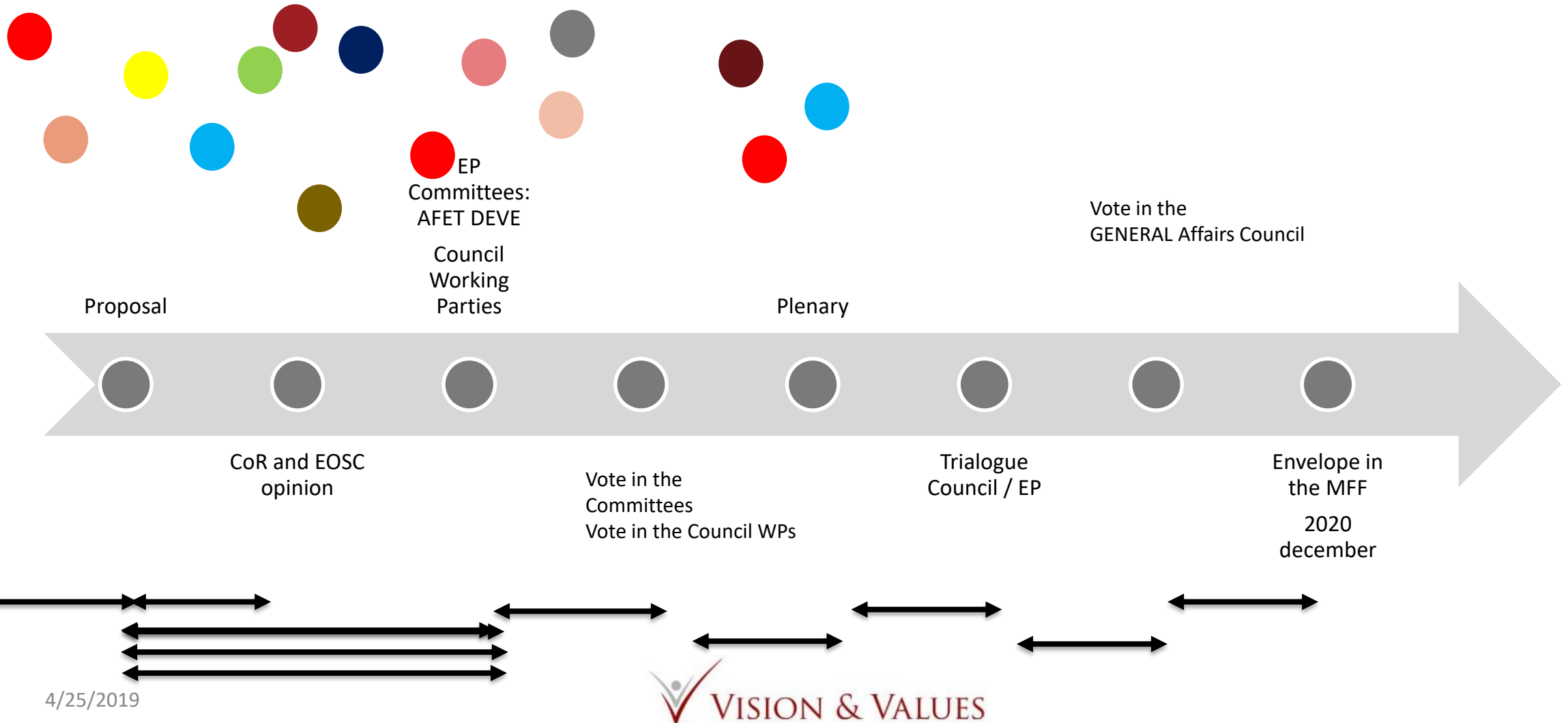
All have multiple steps starting with consultation. It takes years to agree them

The European Institutions

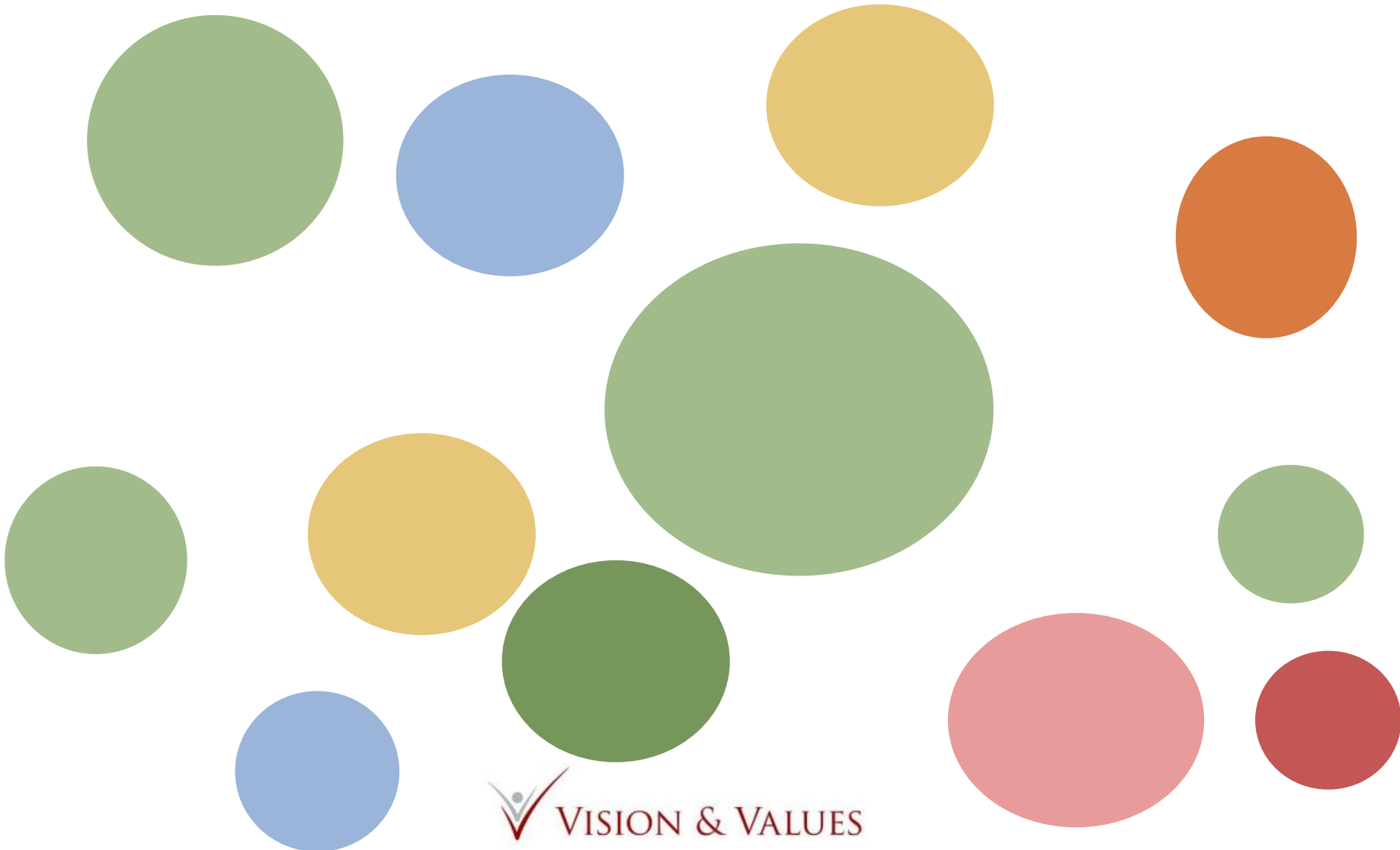


- The European Commission has a nominated EaP Policy officer for GÉANT
- The Council working method is driven by CLOSED meetings
- The European Parliament is a place to generate impact
- The EP has 751 MEPs
- 8 political groups **Majority**
- 20 committees **ITRE, AFET, DEVE, CULT**
- 41 delegations
 - EuroNEST
 - Delegation to the Caucasus countries (DSCA)
 - Delegation to Central Asia (DCAS)
 - Delegation to North Macedonia
- **All with rules and procedures**

Legislative Process. (1 minute)

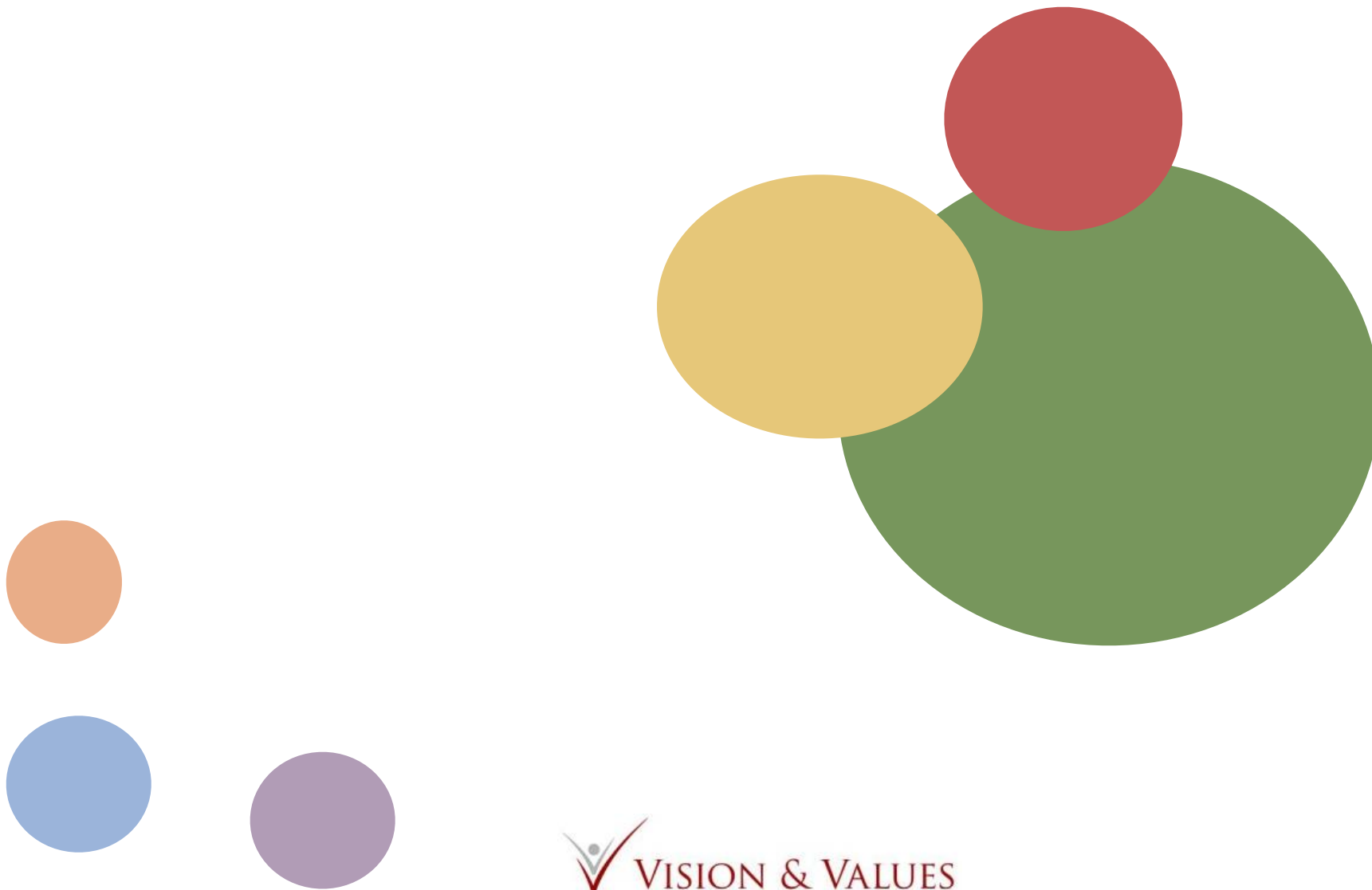


Different interests arise





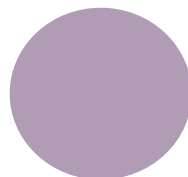
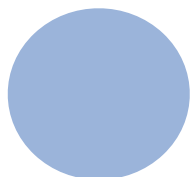
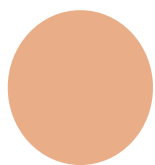
Different interest clash





Compromise

Compromise:
Includes all possible interest



The legislative milestones



| | white paper | consultation | green paper | 1st reading | 2nd reading | 3rd reading |
|-------------|-------------|--------------|-------------|--------------|-------------|-------------|
| COM | ✓□ | ✓□ | ✓□ | ✓□ | ✓□ | ✓□ |
| COU | | ✓□ | ✓□ | ✓□ | ✓□ | ✓□ |
| EP | ✓□ | ✓□ | ✓□ | ✓□ | ✓□ | ✓□ |
| PEOPLE n | | ✓□ | ✓□ | via lobbyist | | |

You were invited to be part of active engagement



- To ensure a broadly streamlined approach, the new multi-annual assistance frameworks for the period 2017/2018-2020 are being designed in an inclusive manner between the EU, its Member States and the six Partner countries to act as a work plans guiding the actions until 2020, supporting delivering under existing commitments, and allowing for an easier monitoring of progress.
- Supporting the comprehensive approach by the EU towards its Eastern partners is the European Neighbourhood Instrument, which is the key EU financial instrument for cooperation with the EaP countries during the period of 2014-2020.
- Cooperation then takes place both at bilateral (with individual partners: [Armenia](#), [Azerbaijan](#), [Belarus](#), [Georgia](#), [Moldova](#) and [Ukraine](#)) and at [regional](#) level, depending on the nature of the action.
- This is then supported through the relevant dialogues, both at bilateral level, such as the **Association Council**, as well as at **multilateral level through thematic Platforms and Panels of the Eastern Partnership**.
- Eastern neighbours also participate in initiatives open to all Neighbourhood countries – such as **Erasmus+**, **TAIEX**, **Twining**, **SIGMA** and the **Neighbourhood Investment Facility** - and in **Cross-Border Cooperation** programmes.

How to achieve active engagement 2.



- **Legislation and the Legislative process**
 - MFF, Neighbourhood Strategy and Instrument, Horizon Europe
 - Rules and Timing
- **Stakeholders:** Elected and staff
 - EU Institutions
 - EP, Committees, Delegations
 - Commission,
 - Council,
 - CoR, ESSC
 - Non-EU institutions
 - Professional associations (EUA)
 - Embassies

**"NAVIGARE
necesse est"**

**Who is your
Champion?**



Stakeholders and Lobbyists
All lobbyists are Stakeholders, but
Not all Stakeholders are Lobbyists

WHO IS WHO

Lobbying



We are talking about Lobbying only if the organization with primary interest, or a paid representative on their behalf DIRECTLY approaches the decision maker during the legislative process with the aim to change their opinion

Stakeholders and Lobbyists
All lobbyists are Stakeholders, but
Not all Stakeholders are Lobbyists



Stakeholders & Lobbyists



It is even more complicated



- **Lobbyists:**

- Stakeholders directly approach decision makers
- Public Affairs Companies

- **NON Lobbyists:**

- Law Firms
- Press
- Social media

FIRST MOVER ADVANTAGE IS PREMIUM



- To see what is next to you
- To be visible
- To find partners and build coalition
- To modify the legislation
- **To align Company / Organization strategy with legislation in advance**

Professional style



–Hunters

- standing for a single interest
- Short-term projects
- Special interest in the market
- Cherry picking

–Farmers

- Multilateral thinker
- Multi-stakeholder management
- Visionaries
- Strategic thinking
- market designers



Lobbyist: professional excellence

Strategic Marketing

Public Affairs

Quality Selling

Political Sense

WIN WIN satisfaction for the client, for the Institution as well as for Society and Environment, is targeted and achieved

Key people: all who can influence a final text



- **Consultation**
 - European Commission
 - All stakeholders who are aware fill it out
- **Staff Working Document**
 - European Commission
- **Commission communication**
 - European Commission
 - In case EP issues opinion: INI report
- **Draft proposal:**
 - European Commission: EEAS
 - EP main and opinion making committees
 - Council Working Parties
 - CoR or EESC opinion
- **In all institution there is a procedure with timelines**
- **It is important to know all people:**
 - Elected,
 - Staff members
- **Who else is interested to impact the same legislation?**
 - Other stakeholders
 - Friends and Fools
 - Lobbyist
- **Different people interested / or not to different things or by different reasons**



Lobbyists are different . . .



Ad Hoc  VISION & VALUES Strategic



MEPs are different



Ad Hoc  VISION & VALUES Strategic



CONCLUSION 2

- Lobbying, Public Affairs require serious effort
- All of them became individual professions, but to work with lobbyists or PA firms require serious awareness
- **Unless you generate Impact it remains lost investment and frustration:...'Brussels is stupid'**
- Maybe you do not need it all.
- **Question: How to achieve the necessary Impact?**

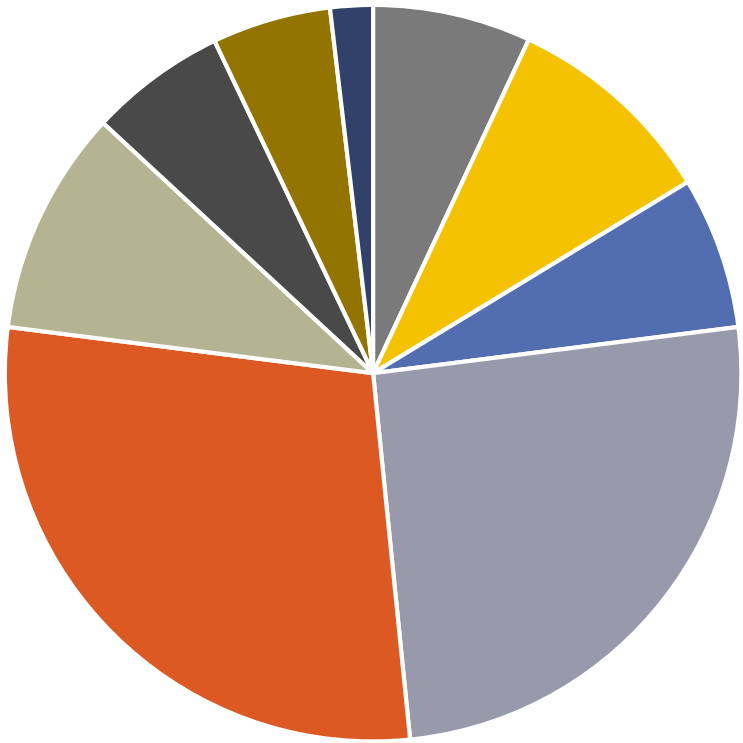


There are too many people and therefore you have to make a sure you choose a right people

**WHO IS YOUR CHAMPION TO ENGAGE AND
DELIVER THE NECESSARY RESULT**



Political Group Voting power



■ GUE ■ ALDE ■ GREENS ■ S&D ■ PPE ■ ECR ■ EFDD ■ ENN ■ NI

The EU's work with partner countries to improve transport links and infrastructure, boost energy resilience and efficiency, as well as the use of renewable energy to reduce Greenhouse Gas emissions has resulted in significant progress. Continuing to invest in these areas will lead to greater sustainable economic development and concrete benefits to the lives of citizens by reducing energy dependence and consumption.

ACHIEVED

- ✓ The indicative **TEN-T Investment Action Plan** finalised, foreseeing the development of approximately 5,500 kilometres of roads and railways across the region by 2020 and an additional 4,600 kilometres by 2030
- ✓ The recent inauguration of the Azerbaijan – Georgia section of the **Southern Gas** Corridor strengthens common energy security
- ✓ High-level energy efficiency initiative between the EU and International Financial Institutions has led to improved legislation and investments to reach more people, municipalities and SMEs to **help cut energy** bills, and improve standards

WHAT NEEDS TO BE DONE

- Further **reduction of CO2 emissions** and setting up effective national emissions monitoring
- Stepping up action on **biodiversity protection** and sustainable forestry

IN-DEPTH ANALYSIS

EPRS | European Parliamentary Research Service

Author: Philippe Perchoc

Members' Research Service

October 2015 — PE 569.048

EN

(or. FR)



The European Neighbourhood Policy

Key MEPs for EaP



Parliament committees define priorities for future external instrument

Amendment 351

Proposal for a regulation

Annex II – part A – point 2 – point o

Text proposed by the Commission

(o) Promoting cooperation in the areas of science, technology and research, *and* open data and innovation;

Amendment

(o) Promoting *capacity building and* cooperation in the areas of science, technology and research, open data, *big data, artificial intelligence,* and innovation, *in coordination with the Union's framework programme for research and innovation, to combat the phenomenon of the brain drain;*



MEPs like to be seen as nice





How to choose a champion 1.1.?

1. Teach if it is possible
2. If he/ she agrees with you is OK, if not it can be the most difficult
3. Can be a great opportunity, takes lot of investment
4. Only if there is a concrete issue to mobilise him / her

It is up to you how to make other people your champion

Cares

| | |
|---------------------------------|--------------------------|
| 1. Cares / Does not Know | 2. Cares /Knows |
| 3. Does not care /Does not know | 4. Knows / does not care |

Knows



How to choose a champion 2.1.?

1. You are lucky
2. You have to be super-efficient to explain and get his/her interest
- 3. You can make him/her important**
4. Waste of time
5. The Friends of group 2 are good suspects too

Important

| | |
|---|----------------------------------|
| 1. Important and have time for your issue | 2. Important and overloaded |
| 3. Non Important have lot of time | 4. Non important and has no time |

Busy



How to choose a champion 2?

1. Get information only
2. YOUR CHAMPION
3. Avoid opposition
4. Get support in certain issues based on real interest for the person

Ad hoc / regular

| | |
|----------------------|-----------------------|
| 1. Regular/ Tactical | 2. Regular/ Strategic |
| 3. Ad hoc / Tactical | 4. Ad hoc /Strategic |

Tactical/ strategic

IT IS ONE THING TO CONVINCe PEOPLE YOU ARE SMART. IT IS ANOTHER TO CONVINCe PEOPLE YOU ARE RIGHT.



| | | | |
|---|--|---|---|
| 1 Be creative and memorable from start to finish | 2 Recognise Europe's diversity | 3 Ensure that your message gets through online | 4 Mobilise people to act |
| 5 Know the wide range of people that you need to talk to | 6 Identify your ultimate audience | 7 Be transparent | 8 Be aware |
| 9 Get your timing right | 10 Understand the legislative process | 11 Think politically | 12 Back up political arguments with evidence |

3. Some suggestions



- ❑ The four “I”s: **Impact, Intelligence, Intent, Integrity**: Personal qualities of the successful lobbyist.
- ❑ It is a mixture of eloquence, presence, charm, eye contact and other indefinable “somethings”.
- ❑ Public affairs should be about **delivering solutions**. The most targeted and well-argued case will fail if you do not provide a workable way forward.
- ❑ Most lobbyists agree to be **open and transparent** in their attempts to inform and influence the public policy agenda, and that they must be accountable and answerable.
- ❑ There are at least **two sides to every argument**, and as in a court of law it is only right that both parties should have access to professional representation.
- ❑ **Detailed briefs and arguments** prevent Institutions from having a free run with their policies and legislation.

Some suggestions



- Professional engagement activities are **beneficial to legislation and to democracy at large.**
- People in power **do not make decisions in a vacuum.** They react to arguments and they respond to the climate of opinion.
- Good engagement is truthful** and builds meaningful relationships with politicians and officials.
- Sometimes **an army of blue-suited professionals** is sent - other times all that is needed to turn the tide on an issue is a **simple letter, phone call, or voice to a committee member.**
- Social media is important: Create opportunities for good news in twitter /instagram/**
- Politicians' main goal is to be seen as acting in good faith**

KPIs to be followed



Meetings with MEPs

- Declining : red
- Increasing : green
- Stable : yellow



Meetings with Commission

- Declining : red
- Increasing : green
- Stable : yellow



Number of members reached and "convinced"

- Declining : red
- Increasing : green
- Stable : yellow



WHAT WOULD BE MY ADVICE FOR EAP NRENS?

Conclusion



- **Know in advance what you want as a result**
 - Maybe it is already in the papers, but you need to read and understand the real value of the paper
- **Show interest to your own priorities and follow the procedures**
 - Why others have to bother if you are inactive, impotent
- **Know your partners' priorities: If it is not you, maybe education, research, brain drain, virtual mobility, safe and secure area,.. etc**
 - You wish them to act on your behalf
 - Celebrate the success with your partners
- **Choose your strategy to maximize your impact with reasonable resources**

If I would be the EaP NREN



- **Because it is too much effort**
 - I would ask GÉANT to take care of lobbying and Public Affairs coordination at EU level
 - However, I would invest to understand the basics: Who is who, stakeholders, procedures... Brussels is NOT STUPID it is just a different profession
 - I would recognise my best internal lobbyist: the Policy officer
 - I would understand the MEPs directly worked on the Neighbourhood legislation
 - I would try to understand why the project is not mentioned in the EPRS documents, and work to get it into the next one
- **Visibility matters:**
 - Create events for celebrating special milestones and invite MEPs from the delegation (once they are in your country) or/and send a news to their own newsletter.



THANK YOU FOR ATTENTION