



**Clingendael**  
Institute

---

# **Effective interest representation in the EU**

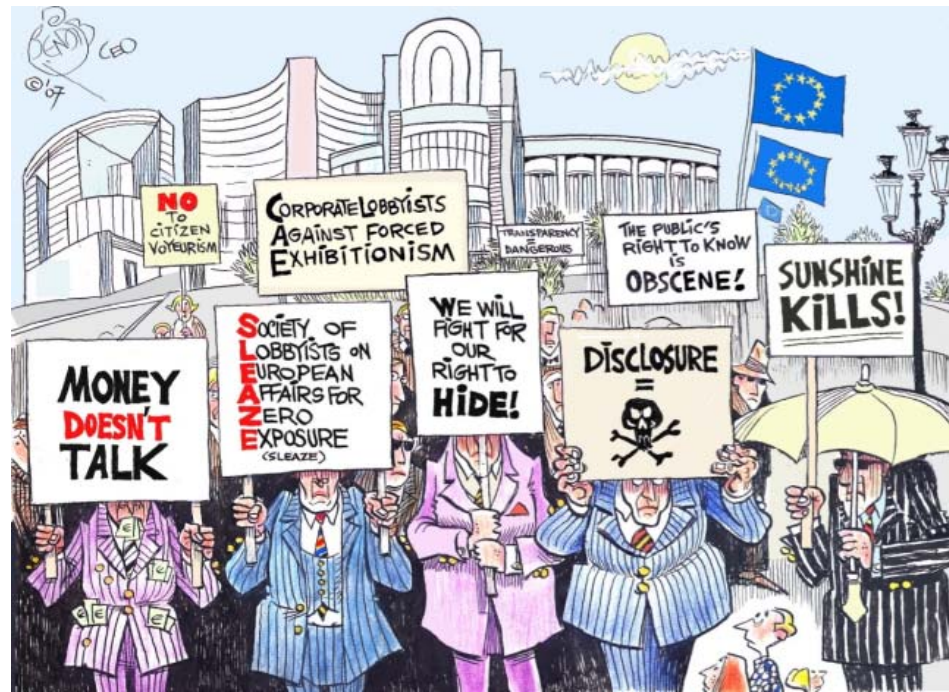
Tim Masselink

Training and Research Fellow  
Clingendael Academy



# Agenda

- 1) The EU political playing field
- 2) Influencing the institutions: tips and tricks
- 3) Assignment: make a stakeholder analysis



# EU Political Market Characteristics

---

- Interesting staple market (with interests)  
lawmaking, financial, commercial, institutional
- Attracting many different interested stake-holders  
highly divided/strong competition and often well organized
- The miracle of consensus/majority formation  
whealing and dealing – negotiate-compromise
- Political market with:
  - low predictability
  - high complexity
  - high dynamics

EU Institutions/major centre of political decision-making

Interest groups

NGOs & Consumer Groups

Industry/  
Corporate  
centre


Think Tanks

Largest Press Corps in the World




# Roles of interest representatives

---

- **Monitor** - what is happening in the institutions? What are the new policy trends, legal proposals?
  - **Analyse** - what could this mean for us nationally or regionally, for specific groups in society? What actions are needed - passive monitoring or active lobbying?
  - **Inform** - explain the background of the issue, basic elements of the proposal, the timeframe for action
  - **Raise awareness** - ensure that our firm agency or other interest groups understand the implications for them and their issues of this policy or legislation
  - **Engage** - encourage debate, exchange of ideas, brainstorm on what should be the goals of the lobbying effort
- 

# Roles of the government sector


---

- **Consult** - gather viewpoints from communities and target groups - particularly those affected by the policy proposal
  - **Challenge** - EU policy-makers and other stakeholders to address concerns or provide evidence and arguments for their positions
  - **Empower** - provide the tools to influence, e.g. draft letters, briefing documents, attend meetings with policy-makers, etc.
  - **Represent** - bringing forward the diversity of voices of civil society, local industry, public interests, improving visibility through the media, etc.
  - **Follow-up** - keep up the momentum, follow the policy through to implementation. evaluation and review
- 

# Changing landscape for lobbying

---

## Findings from recent ECPA Survey

- Parliament seen as having a 'strong civil society bias'
  - Council in particular is not transparent and inaccessible
  - Commission and think tanks highly trusted, lawyers not
  - Media a legitimate but 'dangerous' lobbying channel
  - Effective lobbying requires a more integrated approach involving several stakeholders, including the media
  - Rise of new social media, such as blogs, Wikipedia and social networking sites such as Facebook
- 

# Influencing the EU: tips and tricks

---

Influencing by TRIPLE P

PROCEDURES

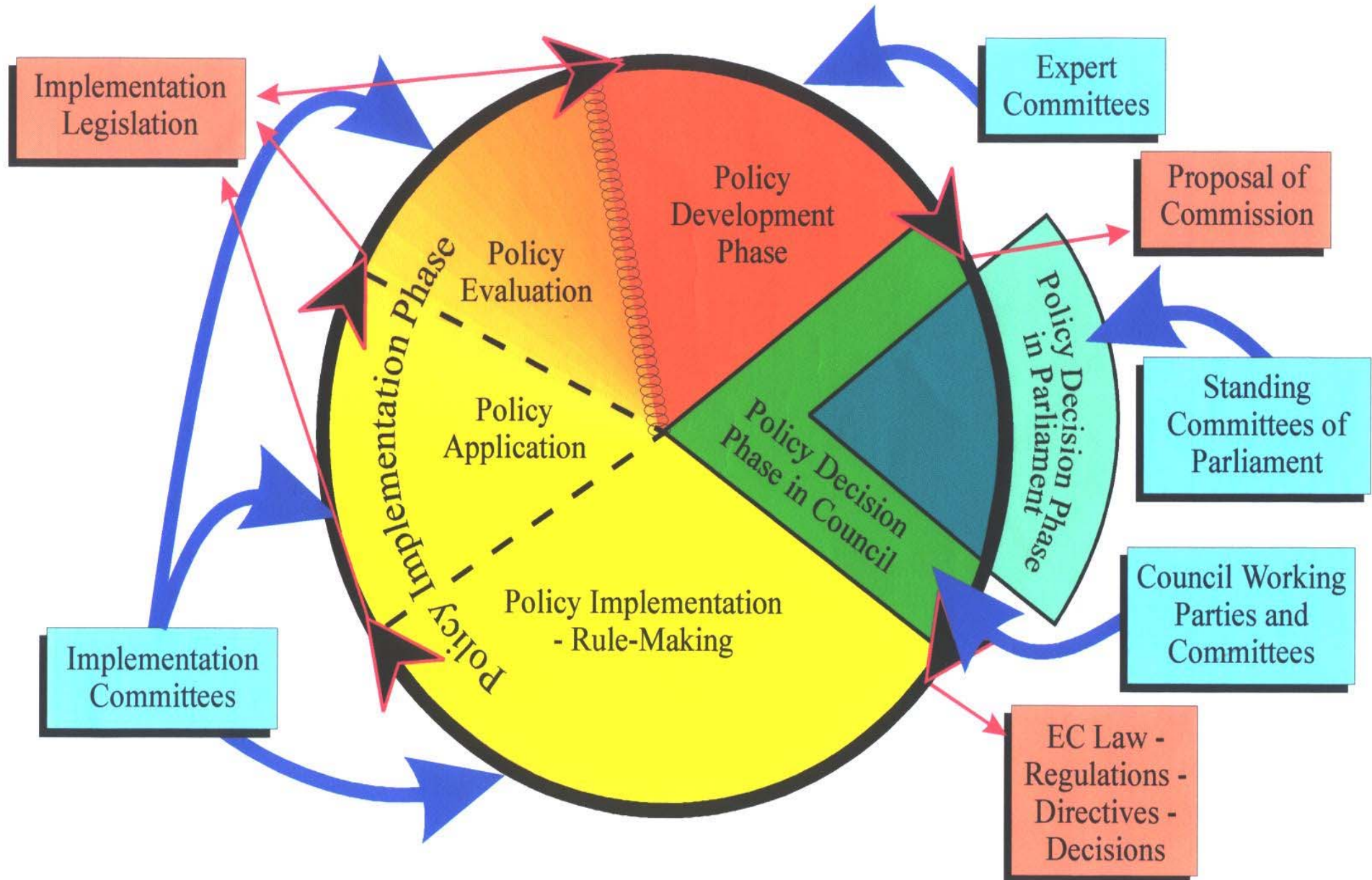
POSITIONS

PEOPLE





# Committees in EU legislative & policy cycle



# Influencing the Commission



# European Commission

---


Framing

Formulation stage or evaluation stage

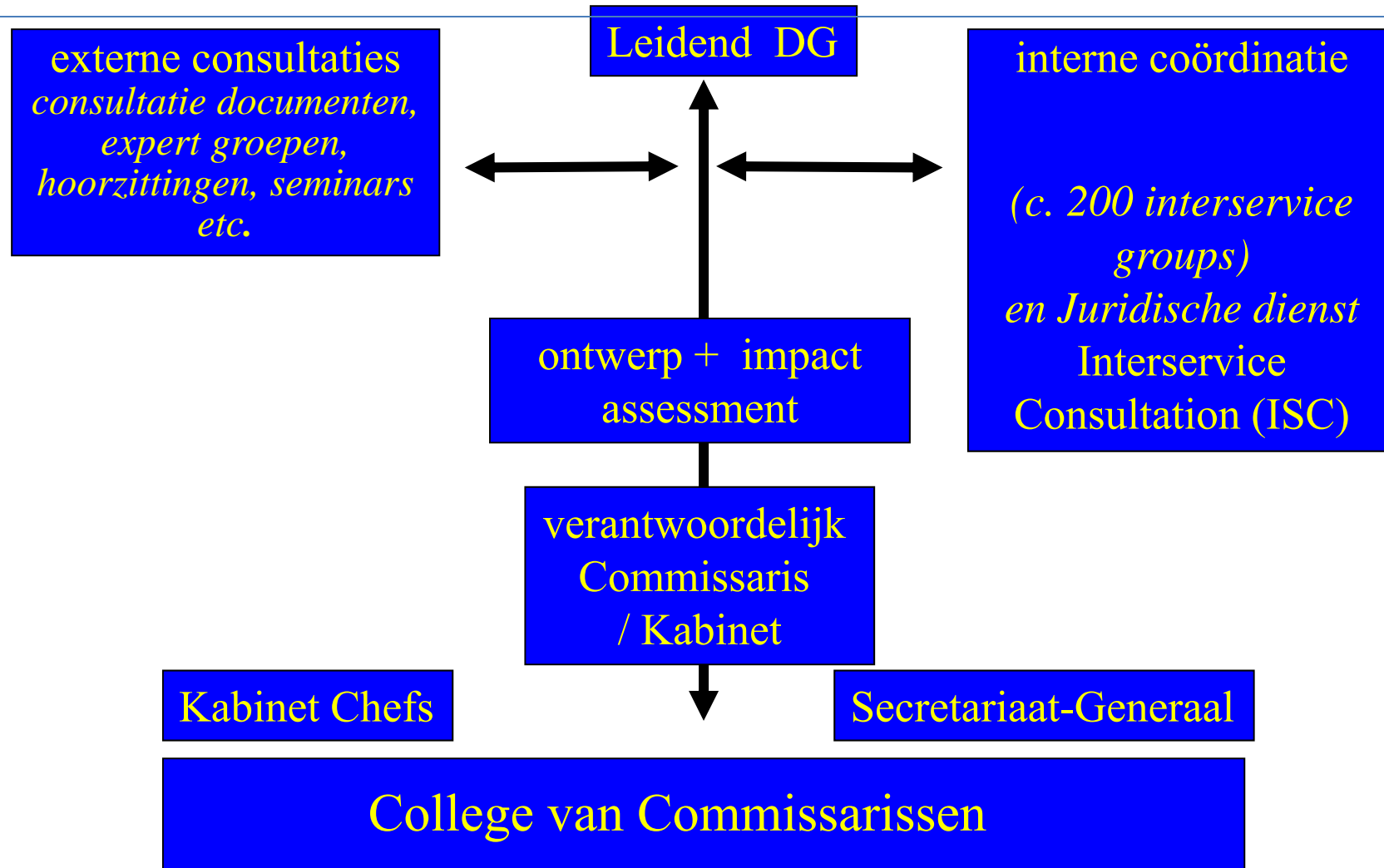
Influence curve: when and where to act  
Technical and political issues

Is EC strong or weak? MS / EP support

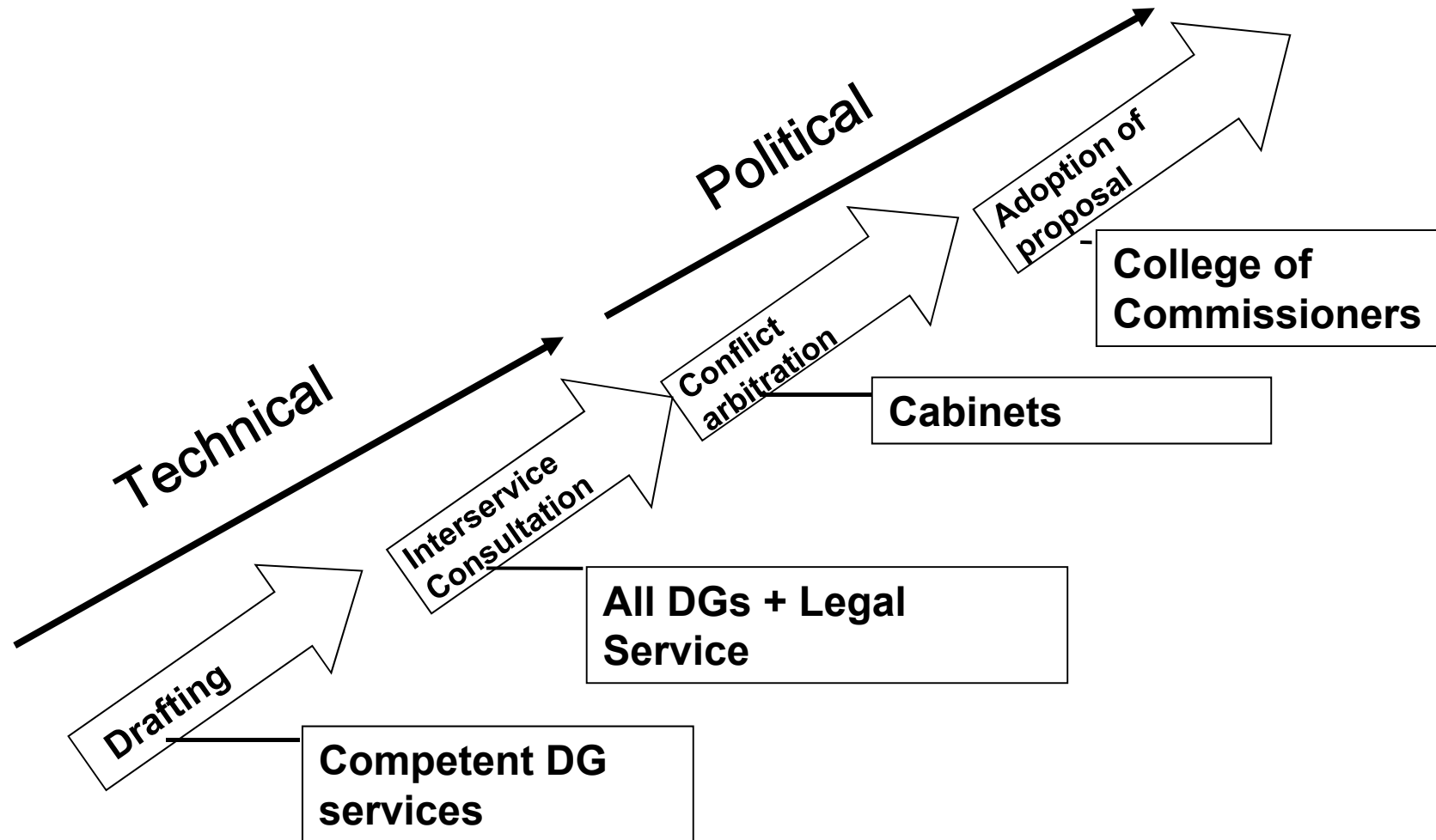
Rôle is ongoing (withdraw, redraft,  
opinions)



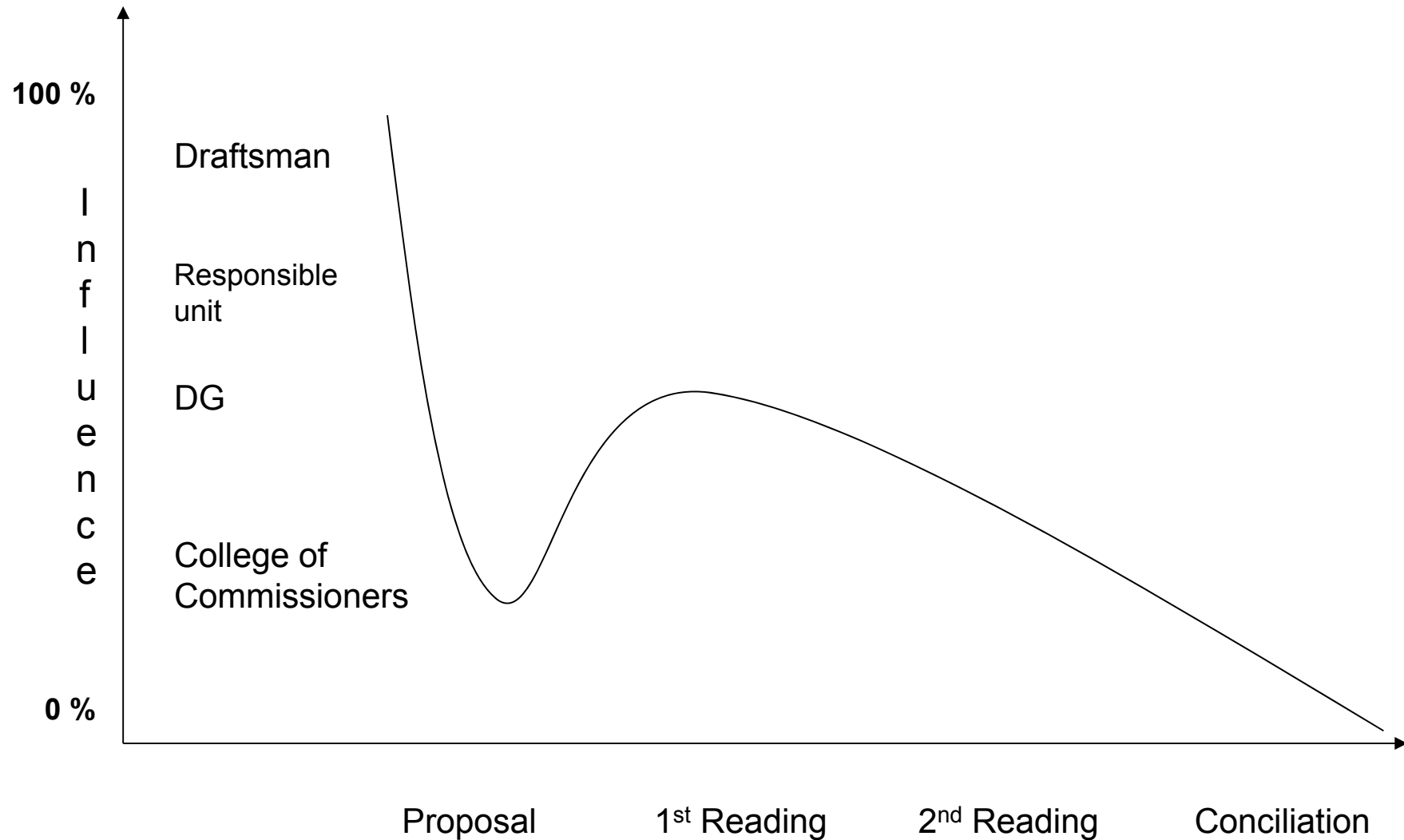
# How does the Commission work?



# Proposal in EC




# Guéguen: EC Influence Curve



# Influencing Commission: tips and tricks

---

- Commission develops policy but majority of legislation emanates from national level via industry, NGOs, interest groups & EP pressure
  - Increasingly, policy dictated by Member States
  - Member States will “use and exploit” EU for national interests
  - The earlier the better: during their « thinking » stages & during stakeholder dialogue
  - Don't just focus on the obvious DG – other DGs & Services can pull strings
  - Play the technical & the politics: bottom-up & top-down approach
  - Prepare your dossier extremely well & plan ahead for compromise solutions
  - Do you have backing from certain Big Member States (UK/DE/FR/IT/SP/PL) – Commission needs Member State support
- 

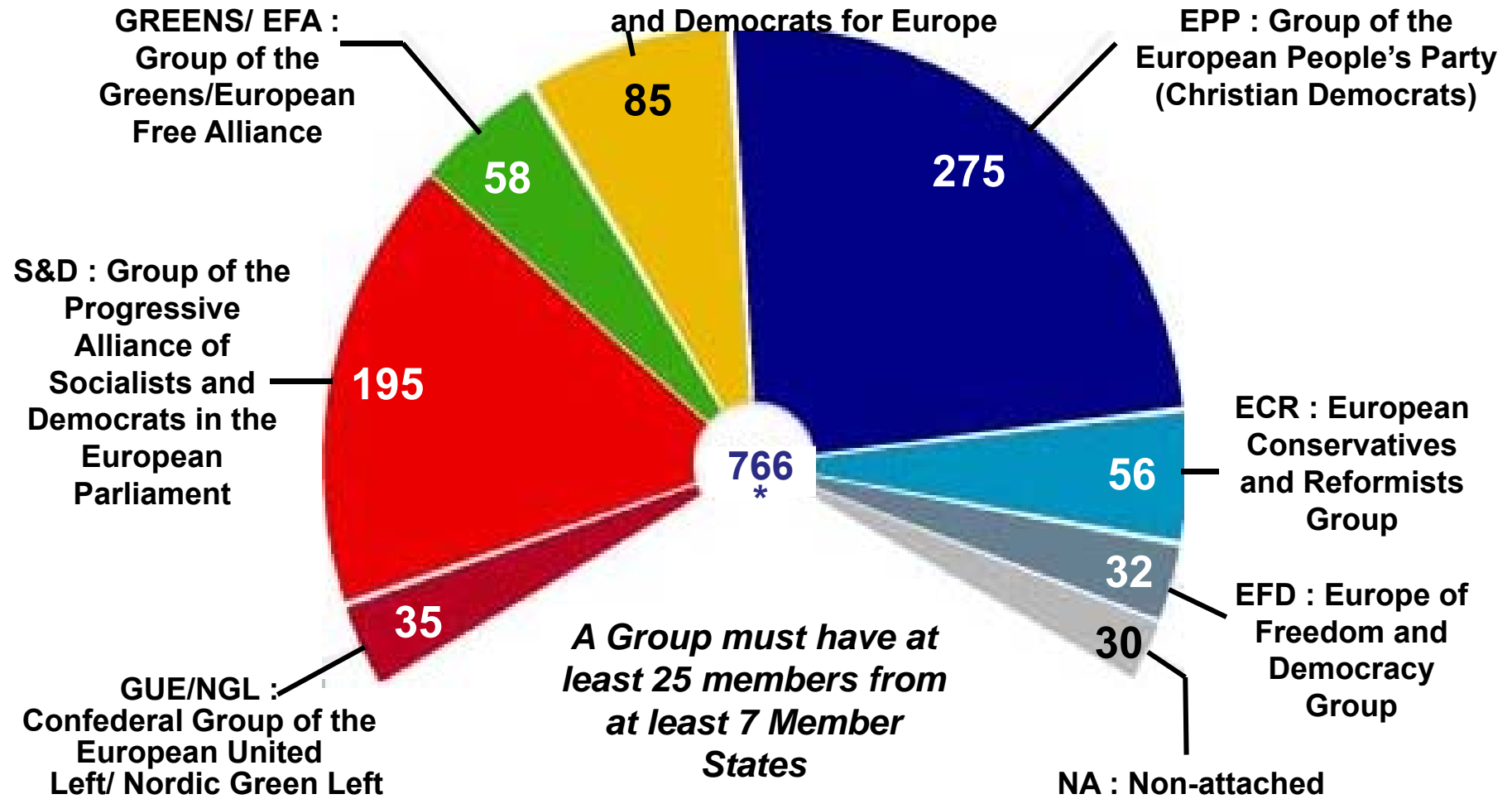
# Influencing the European Parliament

---

- Co-legislator
- Elected every five years
- Committees and political groupings
- Political bodies(bureau of the president, etc.)



# EP Political Groups



\*As of 1 September 2013


# Influencing EP: tips and tricks

---

- Multilingual (tower of babel)
- Make yourself relevant to them (tick their boxes)
- Build trust, be honest, offer solutions
- Acknowledge MEPs own priorities
- Why should I see you? What needs to be done? How?


# Influencing EP: tips and tricks

---

- MEPs are accessible/need good info/very busy/also have home base politics. MEPs are VERY receptive to good lobbying
  - Very political – so know their preferences, voting records etc ([www.votewatch.eu](http://www.votewatch.eu))
  - Lobby at the right time – your window of opportunity is often only a matter of weeks
  - You have 10 minutes to win over an MEP – make it count!
  - Play the politics – what is in it for them?
  - Who are the key MEPs on the dossier?
  - Party Politics - who calls the shots in a political group?
  - Political Groups – where is the majority to be found?
  - Who are their masters back home?
- 


# Council of the EU

---

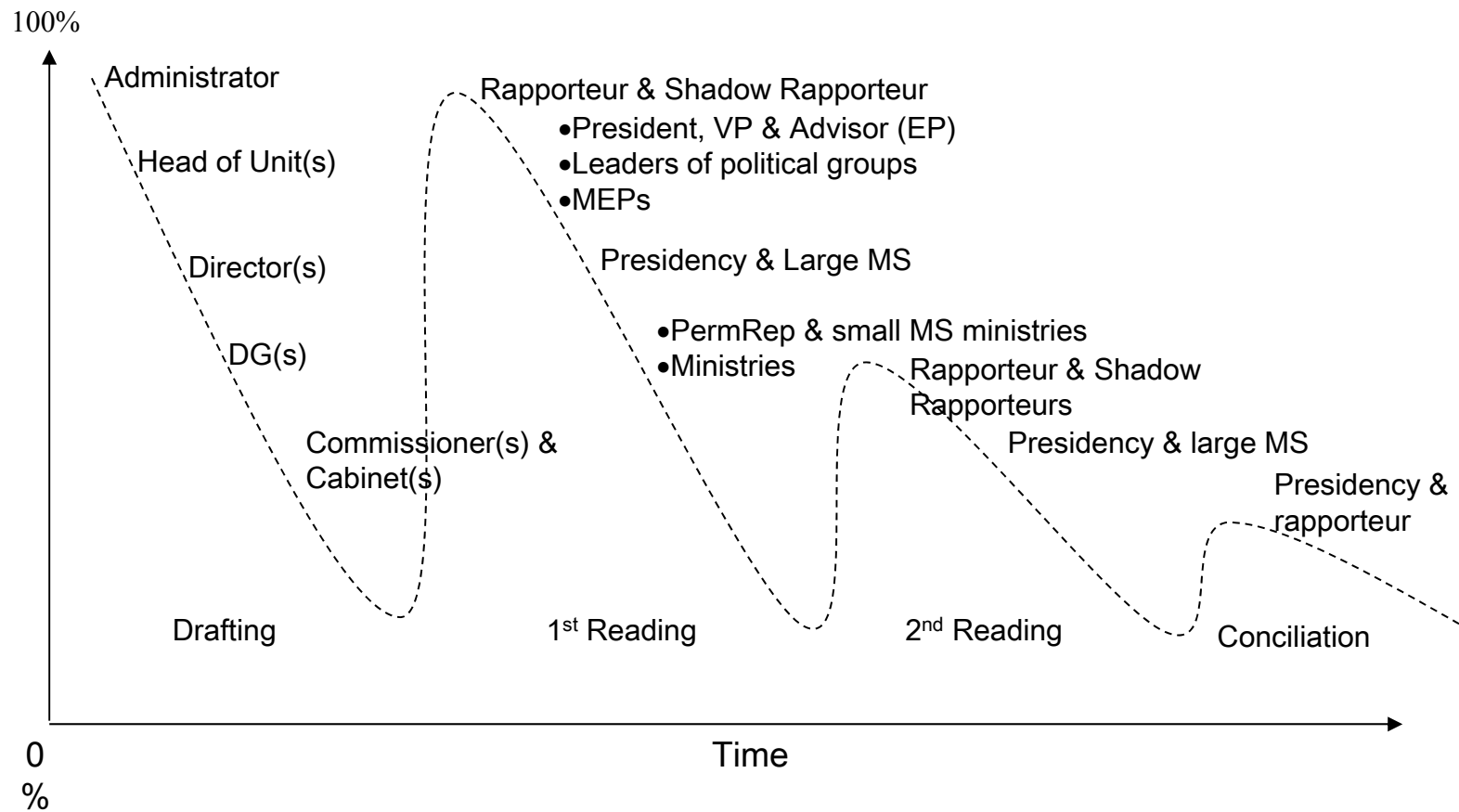
- Complex institution
  - PermRep offers access to ongoing data
  - MS offers influence on positions
  - Think QMV
    - Rank issue importance for MS and focus accordingly
  - Use, coordinate and manage national networks
  - Acknowledge cultural differences
- 

# Influencing the Council: tips

---

- National officials and Ministers in the Council have loyalties to home
  - National officials are “invariably” part of the whole decision-making process from pre-proposal stage to adoption by Ministers
  - Most difficult institution to lobby as the Administration is closed/un-transparent/PermReps are the voice of national interests/need to lobby in country (use Embassy and/or personal contacts??)
  - Remember that they are involved in the process from start to finish and, hence, can be lobbied at all stages
  - Brussels-based representations are only the antenna – home is where the power is and, hence, lobbying in country is imperative
  - Big countries count –but some small MS can be influential on certain dossiers/more open to persuasion
  - Use Member States to put pressure on the Commission and MEPs
- 

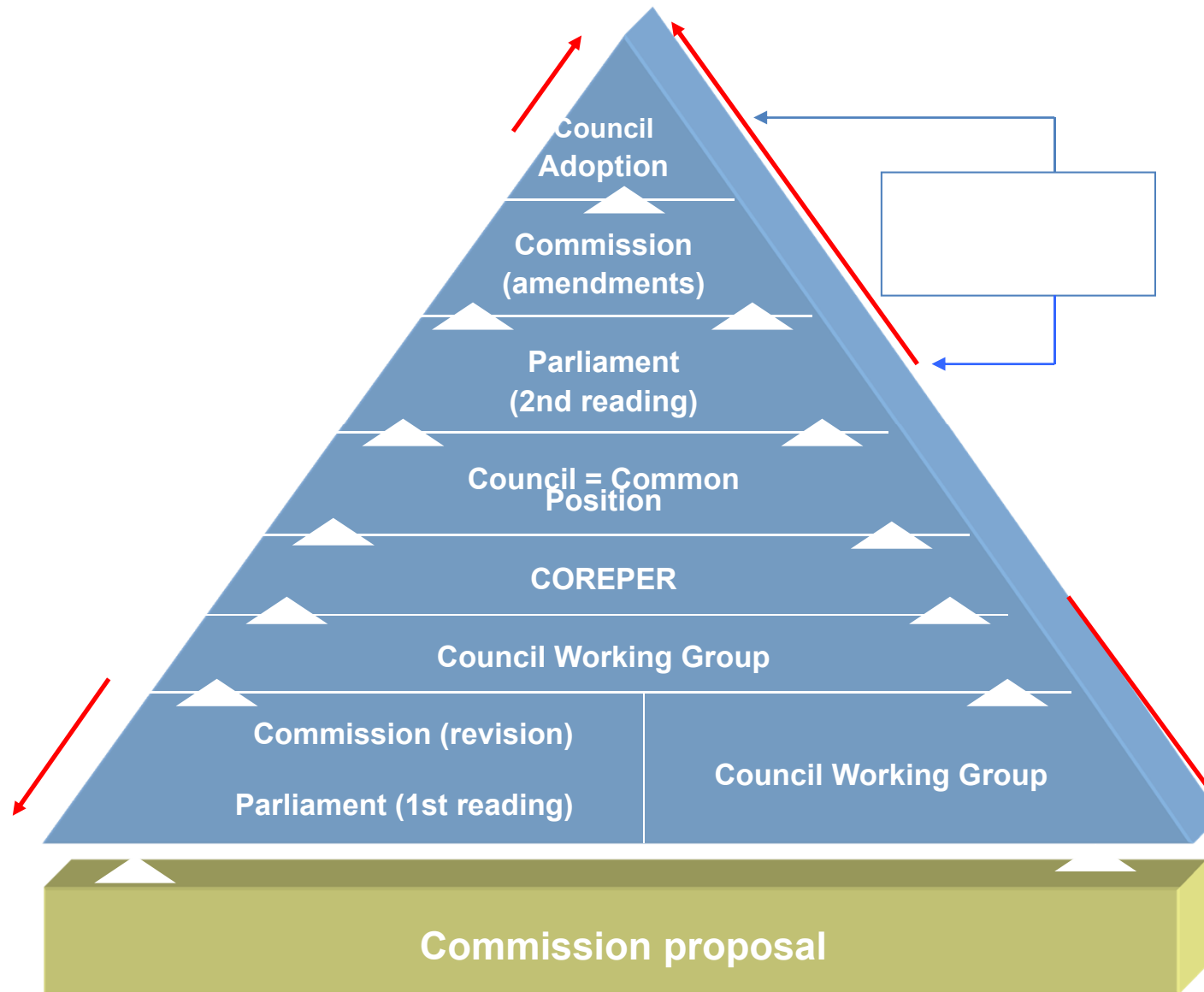
# Influence curve: Actors



# Key Actors

---

- Commission
  - Commissioners
  - Cabinets
  - Director Generals
  - Directors & Heads of Units
  - Desk Officers
- Council
  - Other MS (Ministers; officials)
  - Other Permanent Representations
  - Secretariat Directors & Desk Officers
- Parliament
  - President & Bureau
  - Committee Chairs, Rapporteurs & Group Shadows
  - Political groups / MEPs / Assistants
  - EP secretariat esp. Committee staff





# Literature

---

More Machiavelli in Brussels. THE ART OF LOBBYING THE EU

By Rinus Van Schendelen

EUR 39,90 ISBN/ISBN13: 9789089641472

THE FIRST PRACTICAL BOOK ON EUROPEAN LOBBYING METHODOLOGY !

By Daniel Guéguen (EUR 50.00)

SURVIVAL GUIDE TO EU LOBBYING, INCLUDING THE USE OF SOCIAL MEDIA

By Caroline De Cock (EUR 14,95, ISBN 9789059724402)

HOW TO WORK THE EU INSTITUTIONS.

Edited By Alan Hardcare

EUR 30,00

