

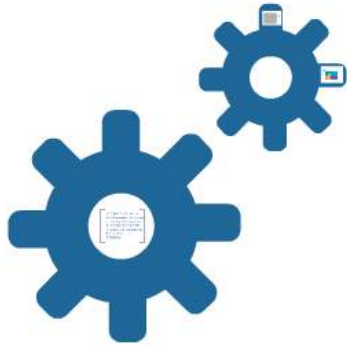
Europe, EU



Thank you!

## **EU advocacy**

Advocacy  
methodology



Which level of  
governance?



When & who to  
target?



# EaP - CSF

May 2018



## **How the EU Works & how to advocate for your interests**

**Andras Baneth**

baneth.eu  
@andrasbaneth



the eu is a



the eu is a **quizlet**

the eu is a **sinking ship**

the eu is a **failed experiment**

the eu is a **threat to democracy**

the eu is a **dictatorship**



l'ue est |



l'ue est **elle un etat**

l'ue est **elle démocratique**

l'ue est **elle un espace multipolaire**

l'ue est **elle une grande puissance**

l'ue est **elle un etat fédéral**

l'ue est **elle absente du monde**

l'ue est-elle **une organisation internationale**

l'ue est **elle une puissance**

l'ue est-elle **protectionniste en matière agricole**

l'ue est **elle l'europe**

“Lobbying provides useful information and opinions to political representatives and public officials. It is not, therefore, a morally questionable activity, but an important element of the democratic debate and decision-making process.” [Transparency International, 2009]

1. Objectives & issues
2. Stakeholders & players
3. Timing & procedure
4. Method & channels
5. Comms & arguments
6. Plan & repeat
7. Results

**How many "interest representative organizations" are registered in Brussels?**

A. 5,000

B. 8,000

C. 12,000

D. 18,000

# Statistics

On 15/05/2018, there are 11772 registrants in the register.

They are from the following (sub)sections:



	I - Professional consultancies/law firms/self-employed consultants	<b>1,279</b>
	II - In-house lobbyists and trade/business/professional associations	<b>5,823</b>
	III - Non-governmental organisations	<b>3,114</b>
	IV - Think tanks, research and academic institutions	<b>915</b>
	V - Organisations representing churches and religious communities	<b>50</b>
	VI - Organisations representing local, regional and municipal authorities, other public or mixed entities, etc.	<b>591</b>

# EU PUBLIC AFFAIRS BY THE NUMBERS

## EU OFFICIALS

### All European Commission staff

Including temporary and contract staff, special advisors, local staff and agents under national law

33 039

### Council of the EU

3500 staff\*

### European Parliament

6000 staff

2000 assistants

751 Members of the European Parliament (as of 1 July 2014)

### European Court of Justice

2000 staff

28 judges

9 advocates general\*

### European Court of Auditors

800 staff\*

28 members

### European Central Bank

1600 staff\*

30 members (General Council)

18 governors of euro-area central banks

6 members (Executive Board)

### EU Agencies

5415 staff

\*Estimate

## STAKEHOLDERS

### Registrants on the EU Joint Transparency Register

as of 1 February 2017

11 108

In-house lobbyists and trade/business/professional associations

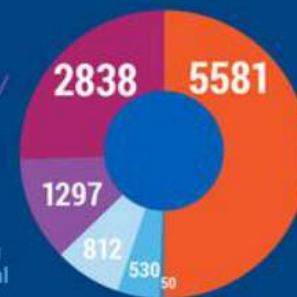
Non-governmental organisations

Professional consultancies/law firms/self-employed consultants

Think tanks, research and academic institutions

Organisations representing local, regional and municipal authorities, other public or mixed entities, etc.

Organisations representing churches and religious communities



### Journalists in Brussels covering the EU

as of 15 September 2013

1022

Greens/  
European  
Alliance of Liberals  
and Democrats  
for Europe  
European  
People's Party  
(Christian  
Democrats)

MINISTERS\* FROM THE  
28 EU MEMBER STATES



## 28 EU MEMBER STATES



## LAWMAKING BY THE NUMBERS

### Legislative rules

Adopted by ordinary legislative procedure

**81** /year\*

Average time between a proposal's introduction and it becoming law

**2** years

### Regulatory rules

Delegated and implementing acts

**1647** /year\*



Average time between a proposal's introduction and it becoming a technical rule

**4** months

\*On average

\*Including: ministers, state secretaries, deputy ministers, deputy prime ministers, ministers of state, parliamentary secretaries

## SOURCES

DESIGN BY

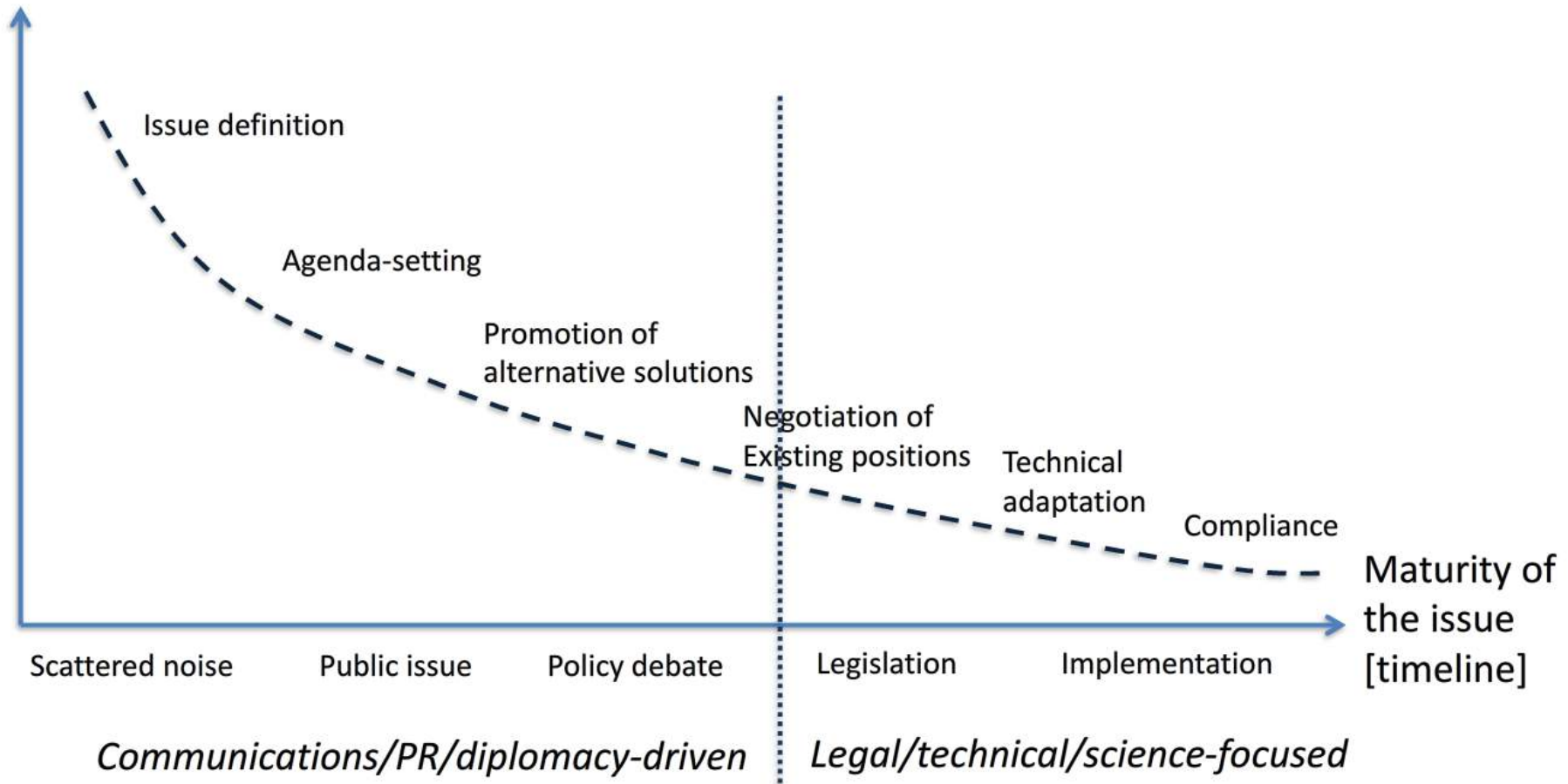


[http://ec.europa.eu/civil\\_service/docs/europa\\_sp2\\_bs\\_sexe\\_x\\_age\\_en.pdf](http://ec.europa.eu/civil_service/docs/europa_sp2_bs_sexe_x_age_en.pdf)  
<http://ec.europa.eu/transparencyregister>  
[http://www.europarl.europa.eu/code/about/statistics\\_en.htm](http://www.europarl.europa.eu/code/about/statistics_en.htm)



Public Affairs  
Council

Potential  
influence



Inspired by Novo Nordisk's public affairs chart  
Inspired by Novo Nordisk's public affairs chart

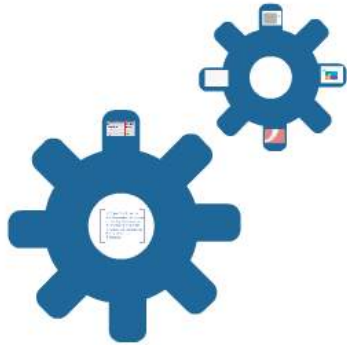
Europe, EU



Thank you!

## **EU advocacy**

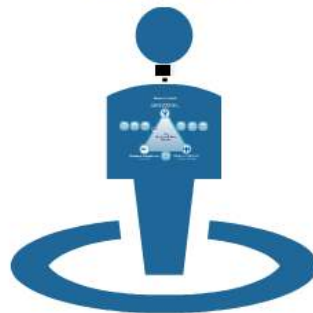
Advocacy  
methodology



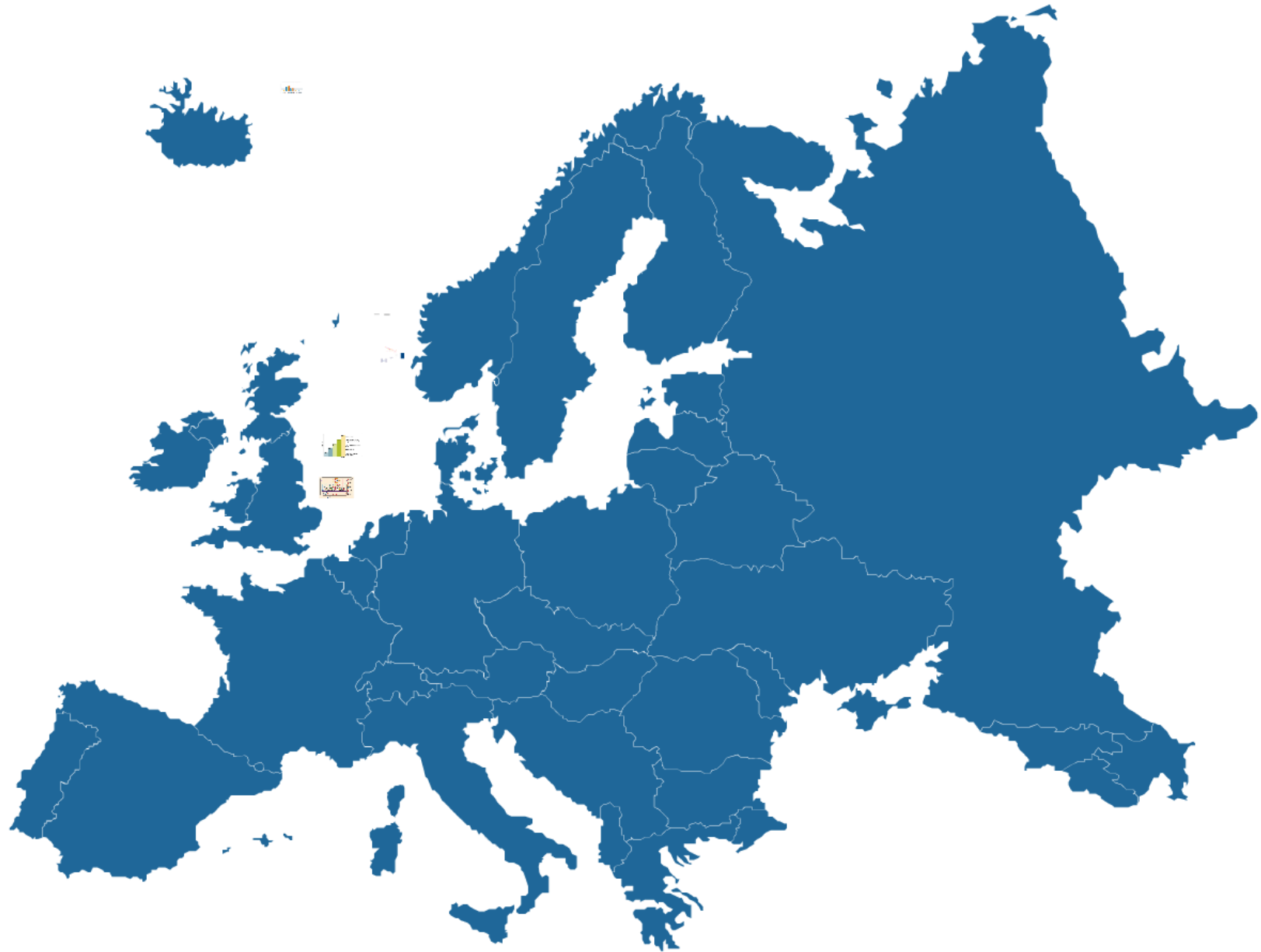
Which level of  
governance?



When & who to  
target?

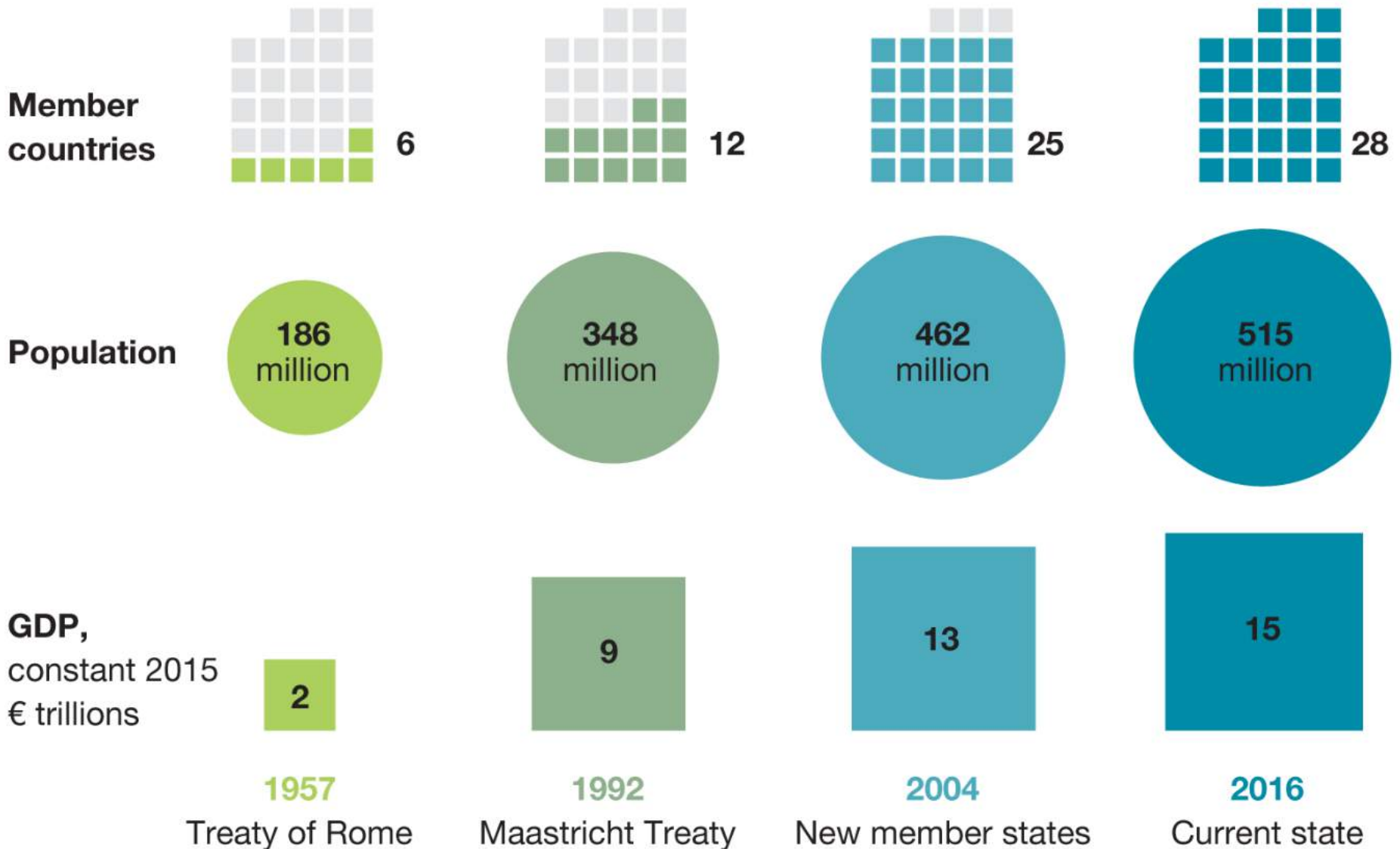


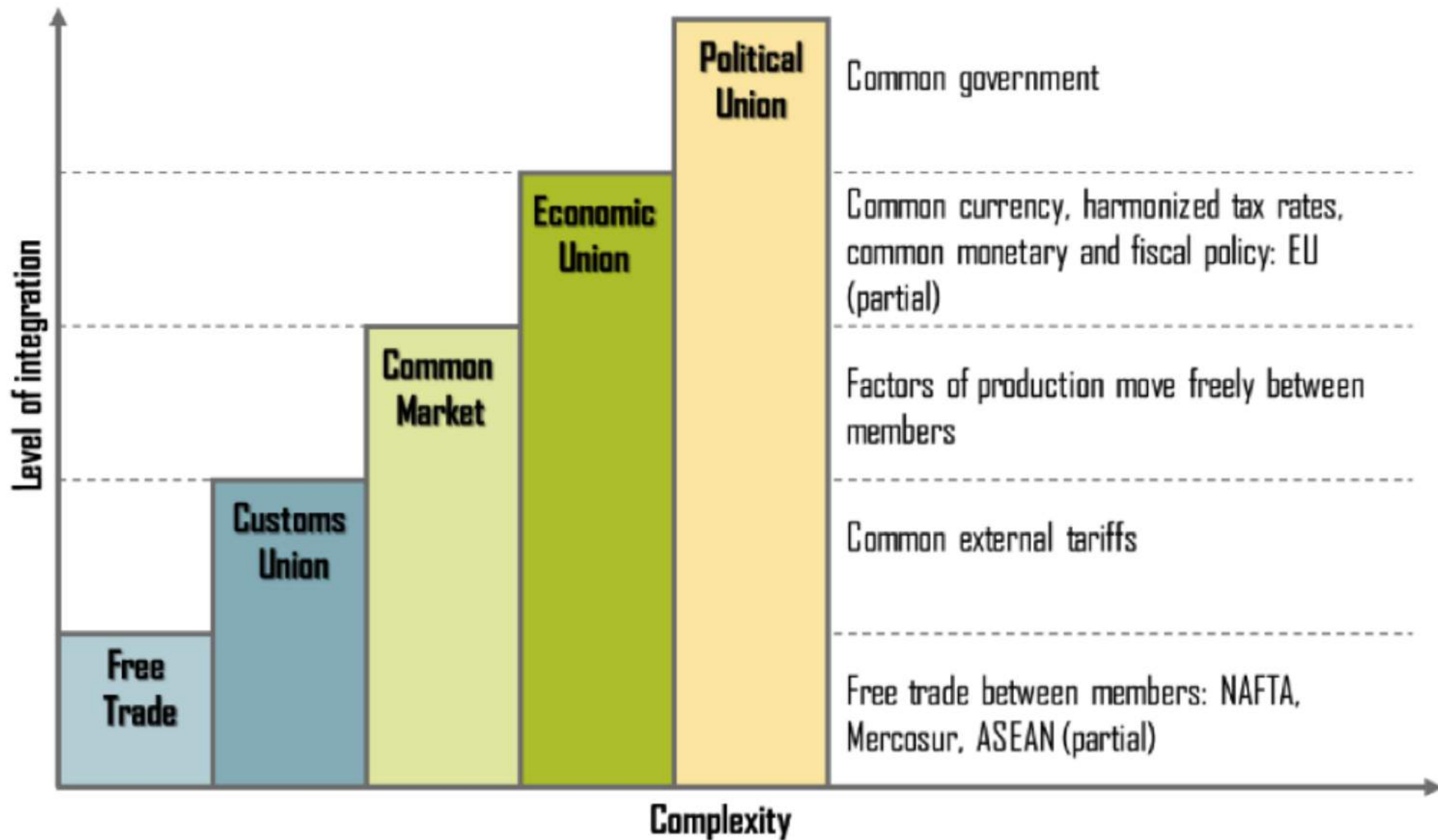
# Europe, EU

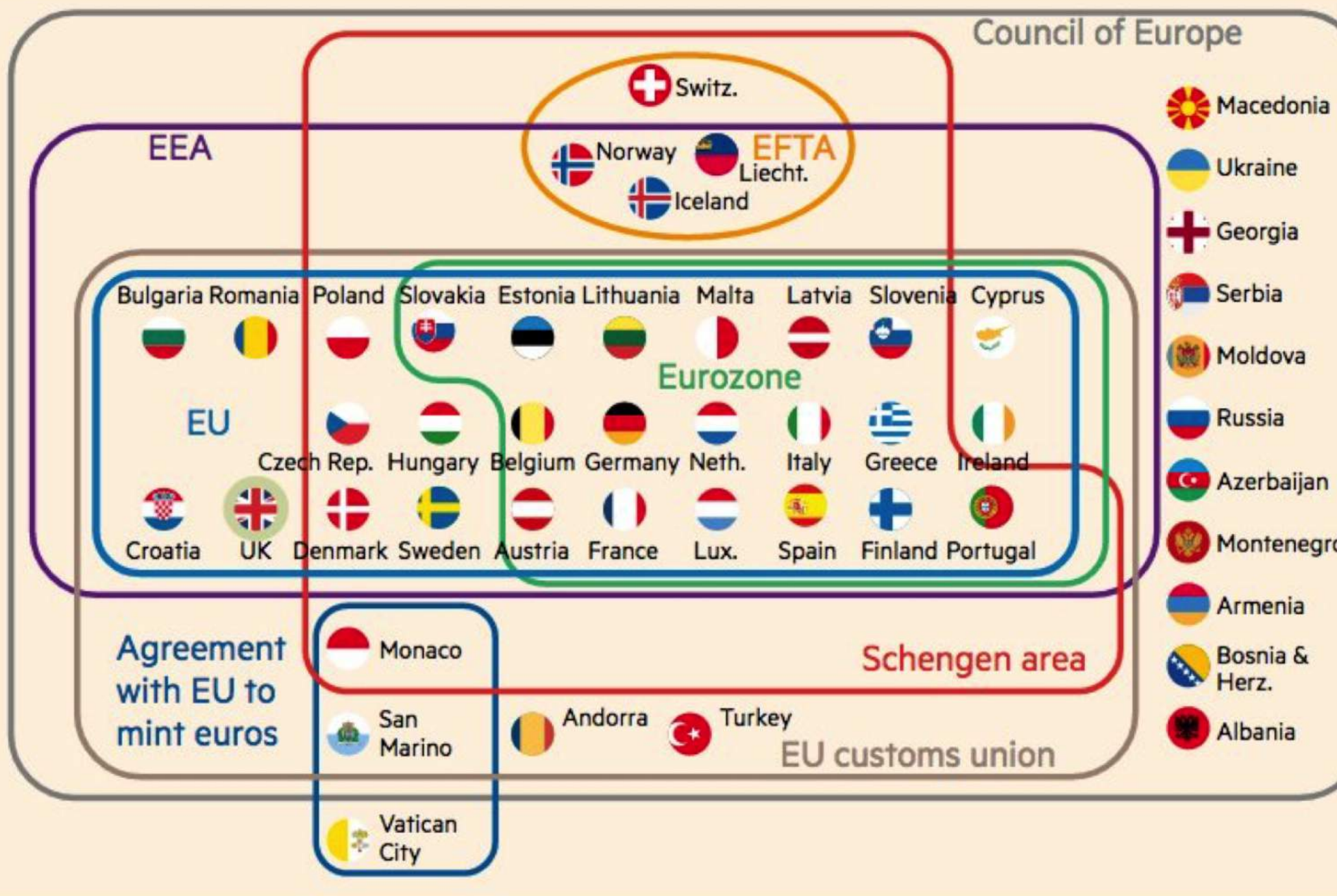


In 60 years, the EU expanded from 6 to 28 members, added 330 million inhabitants, and increased GDP by more than seven times.

### The growth of the European Union







Council of Europe

EEA

Switz.

Norway

EFTA  
Liecht.

Iceland

Bulgaria Romania Poland Slovakia Estonia Lithuania Malta Latvia Slovenia Cyprus

EU

Eurozone

Czech Rep. Hungary Belgium Germany Neth. Italy Greece Ireland

Croatia UK Denmark Sweden Austria France Lux. Spain Finland Portugal

Agreement  
with EU to  
mint euros

Monaco

San  
Marino

Vatican  
City

Andorra Turkey

Schengen area

EU customs union

Macedonia

Ukraine

Georgia

Serbia

Moldova

Russia

Azerbaijan

Montenegro

Armenia

Bosnia &  
Herz.

Albania

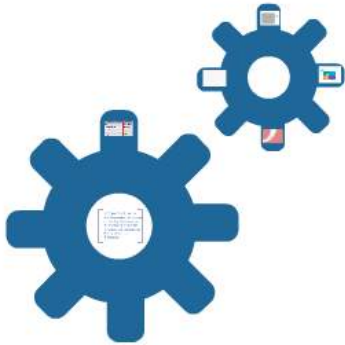
Europe, EU



Thank you!

## EU advocacy

Advocacy  
methodology



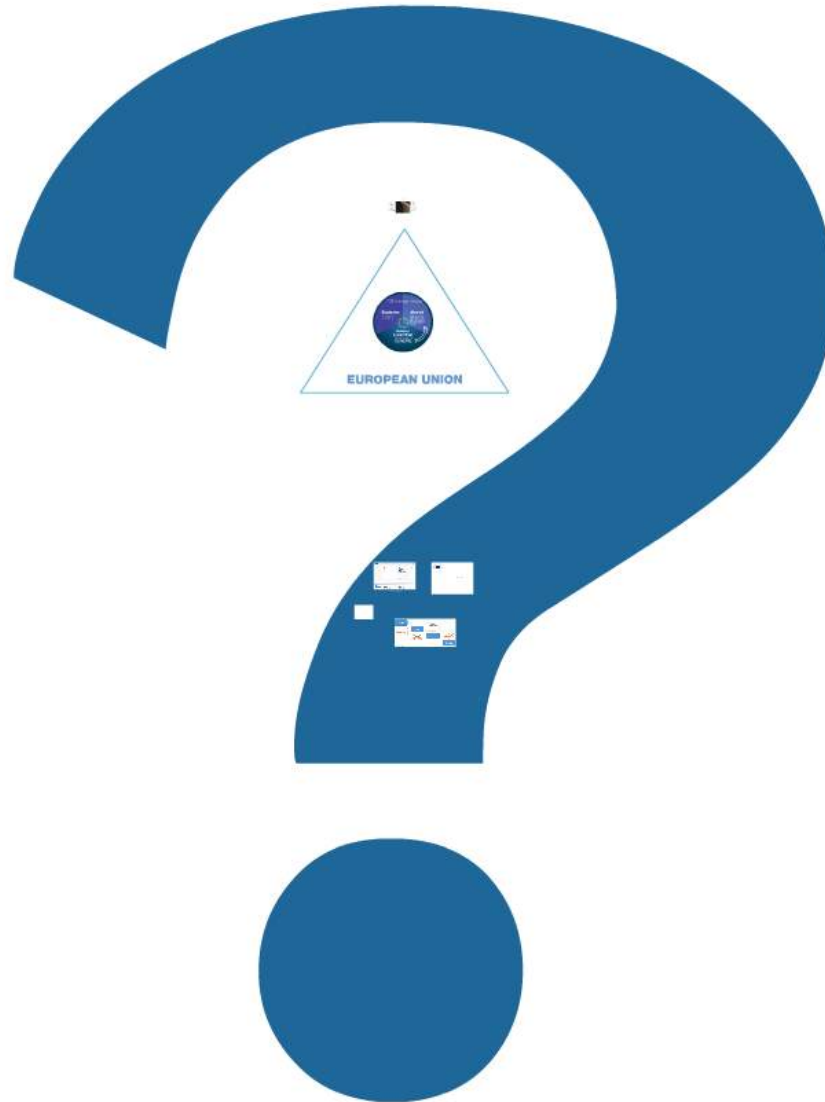
Which level of  
governance?



When & who to  
target?



# Which level of governance?



## What is he?

Migrant

Refugee

Tourist

EU citizen

EEA citizen



Student

Worker

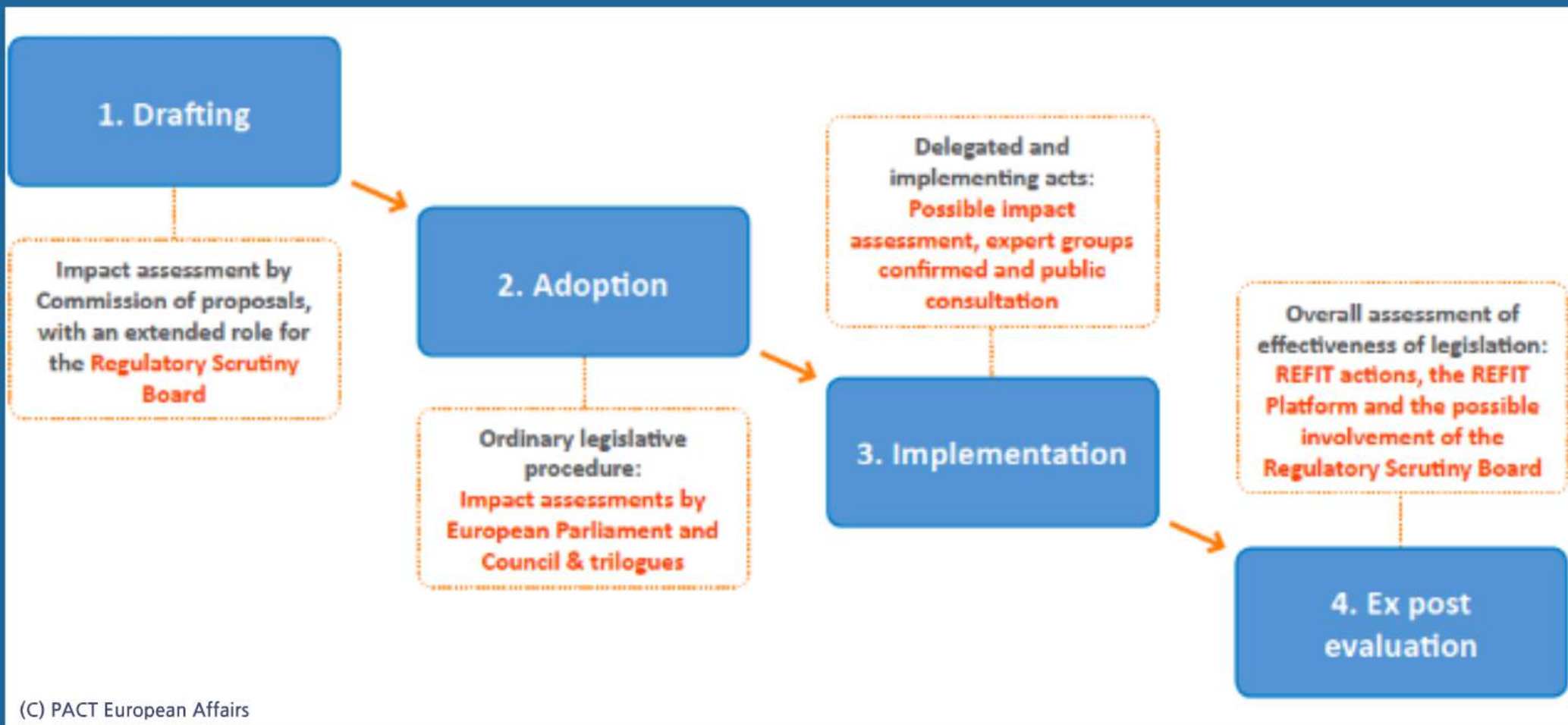
Father

Expat





**EUROPEAN UNION**





EUROPEAN  
COMMISSION












Brussels, 13.7.2016  
COM(2016) 467 final

2016/0224 (COD)

Proposal for a

**REGULATION OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL**

**establishing a common procedure for international protection in the Union and  
repealing Directive 2013/32/EU**

European Parliament	Committee responsible		Rapporteur	Appointed
	 Civil Liberties, Justice and Home Affairs		 FERRARA Laura  Shadow rapporteur  LENAERS Jeroen  NIEDERMÜLLER Péter  HALLA-AHO Jussi  WIKSTRÖM Cecilia  ALBIOL GUZMÁN Marina  KELLER Ska	05/09/2016
	Committee for opinion		Rapporteur for opinion	Appointed
	 Foreign Affairs		The committee decided not to give an opinion.	
	 Employment and Social Affairs		The committee decided not to give an opinion.	
Council of the European Union				
European Commission	Commission DG		Commissioner	
	Migration and Home Affairs		AVRAMOPOULOS Dimitris	



European Parliament

BG ES CS DA DE ET EL EN FR GA HR IT LV LT HU MT NL PL PT RO SK SL FI SV

Procedure : **2017/2130(INI)**

Document stages in plenary

Document selected : **A8-0308/2017**

Texts tabled :

**A8-0308/2017**

Debates :

**PV 14/11/2017 - 14**  
**CRE 14/11/2017 - 14**

Votes :

**PV 15/11/2017 - 13.14**

Texts adopted :

**P8\_TA(2017)0440**

## REPORT

302k 64k

16 October 2017

PE 607.922v02-00 A8-0308/2017

on a European Parliament recommendation to the Council, the Commission and the EEAS on the Eastern Partnership, in the run-up to the November 2017 Summit (2017/2130(INI))

Committee on Foreign Affairs

Rapporteurs: Laima Liucija Andrikienė, **Knut Fleckenstein**



- ▶ **DRAFT EUROPEAN PARLIAMENT RECOMMENDATION**
- ▶ **INFORMATION ON ADOPTION IN COMMITTEE RESPONSIBLE**
- ▶ **FINAL VOTE BY ROLL CALL IN COMMITTEE RESPONSIBLE**

### ▶ DRAFT EUROPEAN PARLIAMENT RECOMMENDATION



to the Council, the Commission and the EEAS on the Eastern Partnership, in the run-up to the November 2017 Summit

(2017/2130(INI))

*The European Parliament,*

- having regard to Articles 2, 3 and 8 and to Title V, notably Articles 21, 22, 36 and 37, of the Treaty on European Union (TEU), as well as to Part Five of the Treaty on the Functioning of the European Union (TFEU),
- having regard to the launch of the Eastern Partnership in Prague on 7 May 2009 as a common endeavour of the EU and its eastern partners Armenia, Azerbaijan, Belarus, Georgia, Moldova und Ukraine,
- having regard to the Joint Declarations of the Eastern Partnership Summits of 2011 in Warsaw, of 2013 in Vilnius and of 2015 in Riga,
- having regard to the Declaration of the leaders of 27 Member States and of the European Council, the European Parliament and the European Commission adopted on 25 March 2017 in Rome.

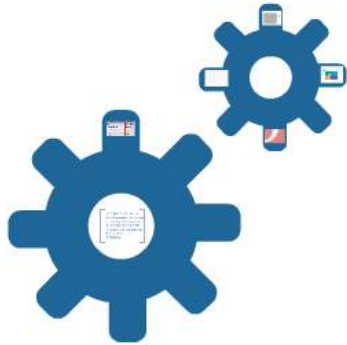
Europe, EU



Thank you!

## **EU advocacy**

Advocacy  
methodology



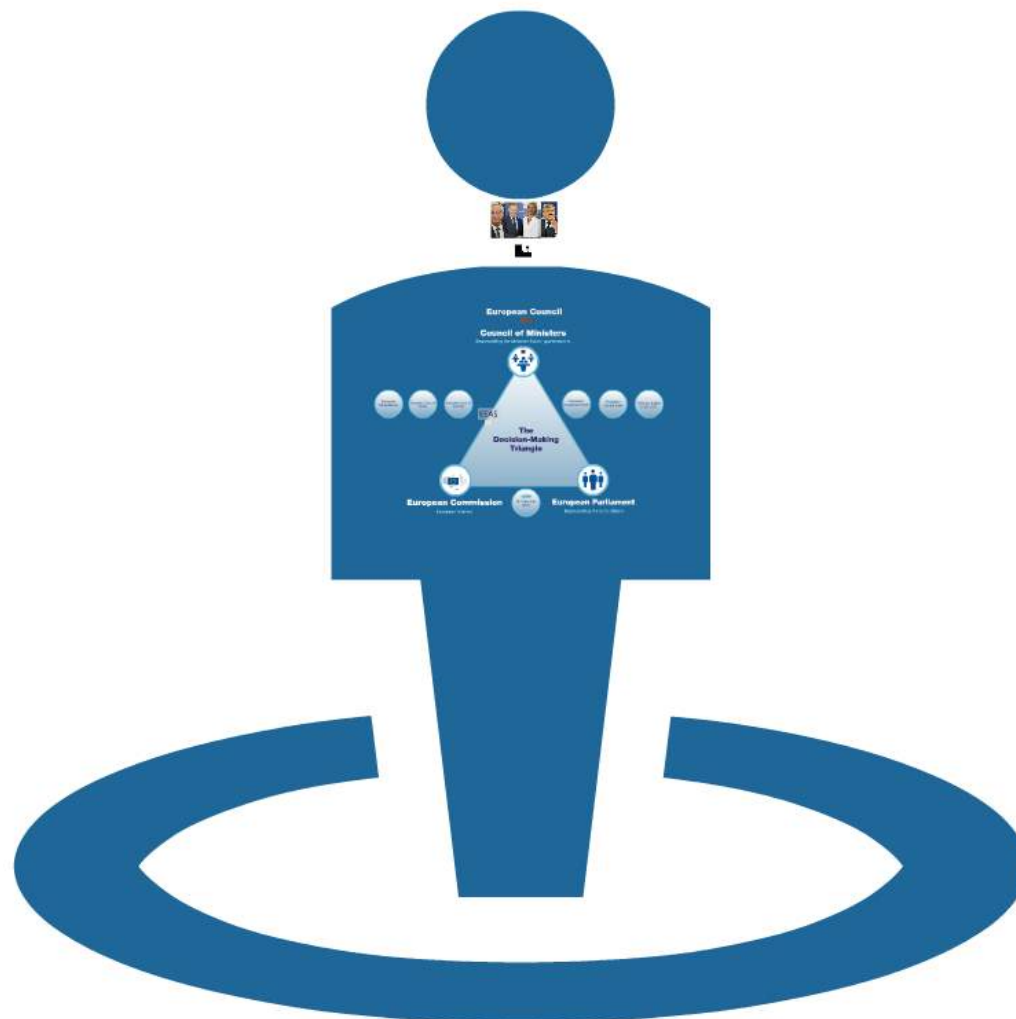
Which level of  
governance?



When & who to  
target?



# When & who to target?



# European Council



## Council of Ministers

Representing the Member States' governments



EEAS



### The Decision-Making Triangle



## European Commission

European interest



## European Parliament

Representing the EU's citizens

EU Agencies  
(40+)

European  
Ombudsman

European Court of  
Justice

European Court of  
Auditors

European  
Investment Bank

European  
Central Bank

Advisory bodies  
(CoR, ESC)



# EU OFFICIALS



**What my mom thinks I do**



**What my friends think I do**



**What society thinks I do**



**What my boss thinks I do**



**What my wife thinks I do**



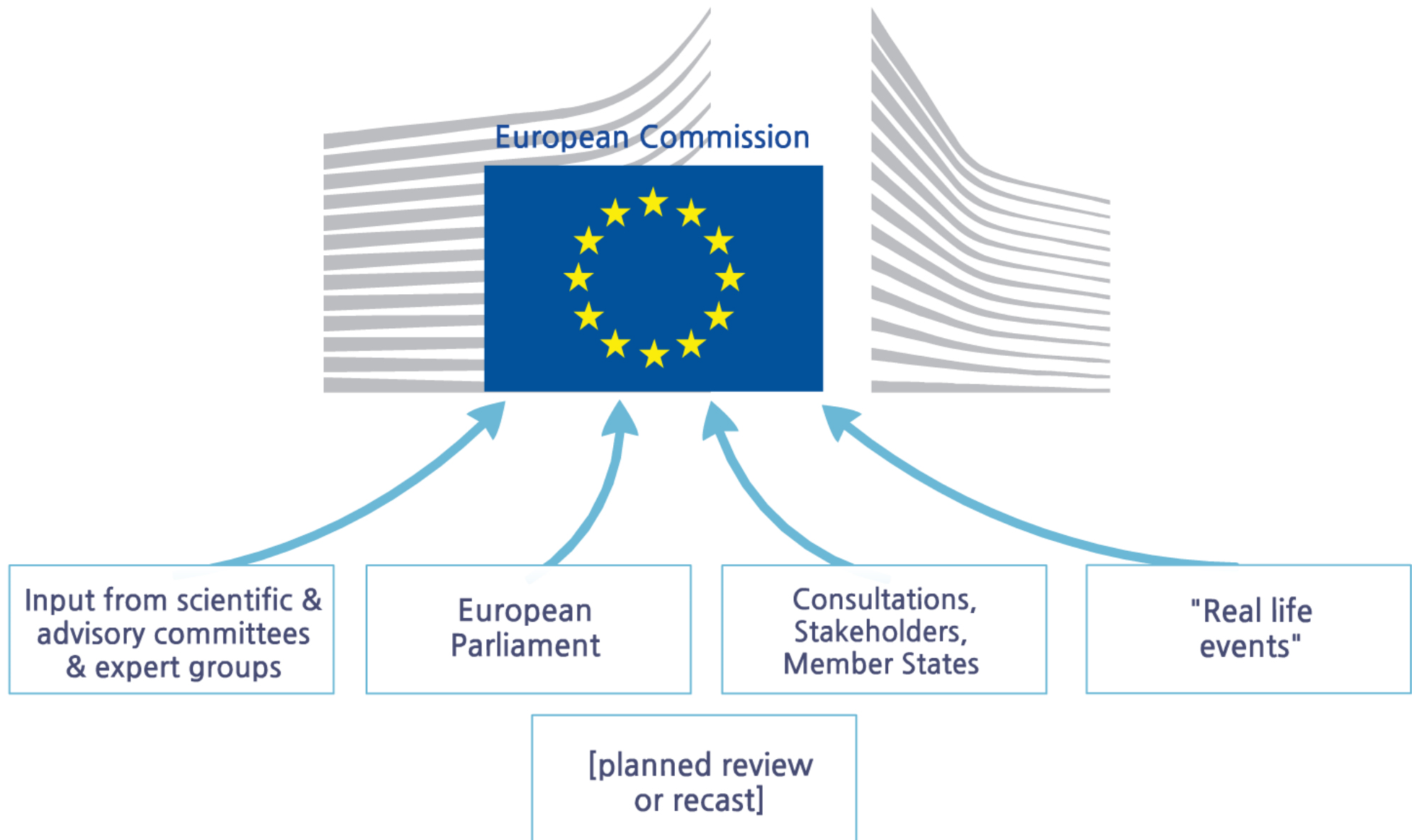
**What I really do**



# European Commission

European interest

# What influences the European Commission to initiate legislation?



**THE COUNTRY  
I KNOW BEST**





European  
Commission



**JEAN-CLAUDE  
JUNCKER**

PRESIDENT



**FRANS  
TIMMERMANS**

FIRST VICE-PRESIDENT  
*Better Regulation, Interinstitutional Relations,  
Rule of Law and the Charter of Fundamental Rights*



**FEDERICA  
MOGHERINI**

VICE-PRESIDENT  
HIGH REPRESENTATIVE  
*of the Union for Foreign Affairs and Security Policy*



**ANDRUS  
ANSIP**

VICE-PRESIDENT  
*Digital Single Market*



**MAROŠ  
ŠEFČOVIČ**

VICE-PRESIDENT  
*Energy Union*



**VALDIS  
DOMBROVSKIS**

VICE-PRESIDENT  
*Euro and Social Dialogue  
Financial Stability,  
Financial Services  
and Capital Markets Union*



**JYRKI  
KATAINEN**

VICE-PRESIDENT  
*Jobs, Growth, Investment  
and Competitiveness*



**GÜNTHER  
OETTINGER**

*Budget &  
Human Resources*



**JOHANNES  
HAHN**

*European Neighbourhood  
Policy and Enlargement  
Negotiations*



**CECILIA  
MALMSTRÖM**

*Trade*



**NEVEN  
MIMICA**

*International Cooperation  
and Development*



**MIGUEL ARIAS  
CAÑETE**

*Climate Action and Energy*



**KARMENU  
VELLA**

*Environment, Maritime  
Affairs and Fisheries*



**VYTENIS  
ANDRIUKAITIS**

*Health and Food Safety*



**DIMITRIS  
AVRAMOPOULOS**

*Migration, Home Affairs  
and Citizenship*



**MARIANNE  
THYSSEN**

*Employment, Social Affairs,  
Skills and Labour Mobility*



**PIERRE  
MOSCOVICI**

*Economic and Financial Affairs,  
Taxation and Customs*



**CHRISTOS  
STYLIANIDES**

*Humanitarian Aid  
and Crisis Management*



**PHIL  
HOGAN**

*Agriculture  
and Rural Development*



**VIOLETA  
BULC**

*Transport*



**ELŻBIETA  
BIENKOWSKA**

*Internal Market, Industry,  
Entrepreneurship and SMEs*



**VĚRA  
JOUROVÁ**

*Justice, Consumers  
and Gender Equality*



**TIBOR  
NAVRACSICS**

*Education, Culture, Youth  
and Sport*



**CORINA  
CREȚU**

*Regional Policy*



**MARGRETHE  
VESTAGER**

*Competition*



**CARLOS  
MOEDAS**

*Research, Science  
and Innovation*



**JULIAN  
KING**

*Security Union*

Market

ER  
GER

urces

NU

, Maritime  
fisheries

OS

VIDE



Energy Union



**JOHANNES  
HAHN**

*European Neighbourhood  
Policy and Enlargement  
Negotiations*



**VYTENIS  
ANDRIUKAITIS**

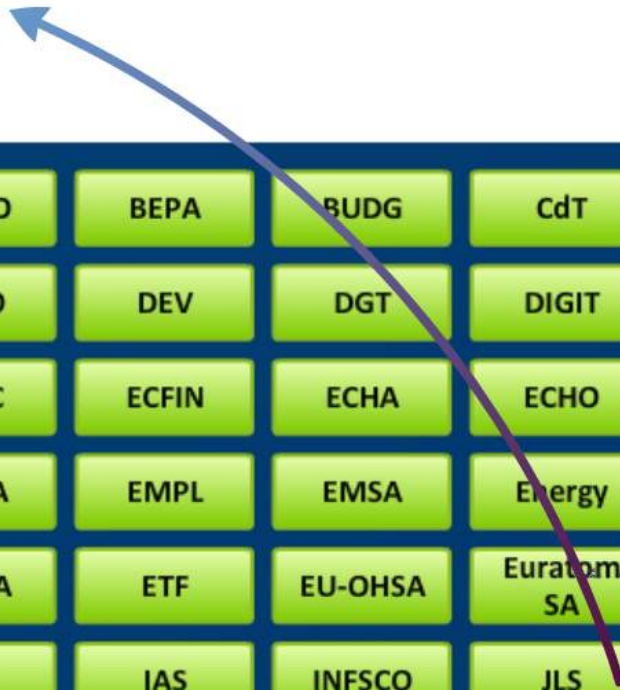
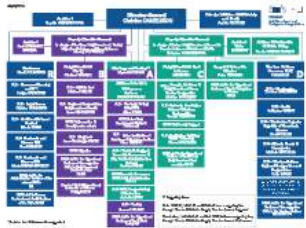
*Health and Food Safety*



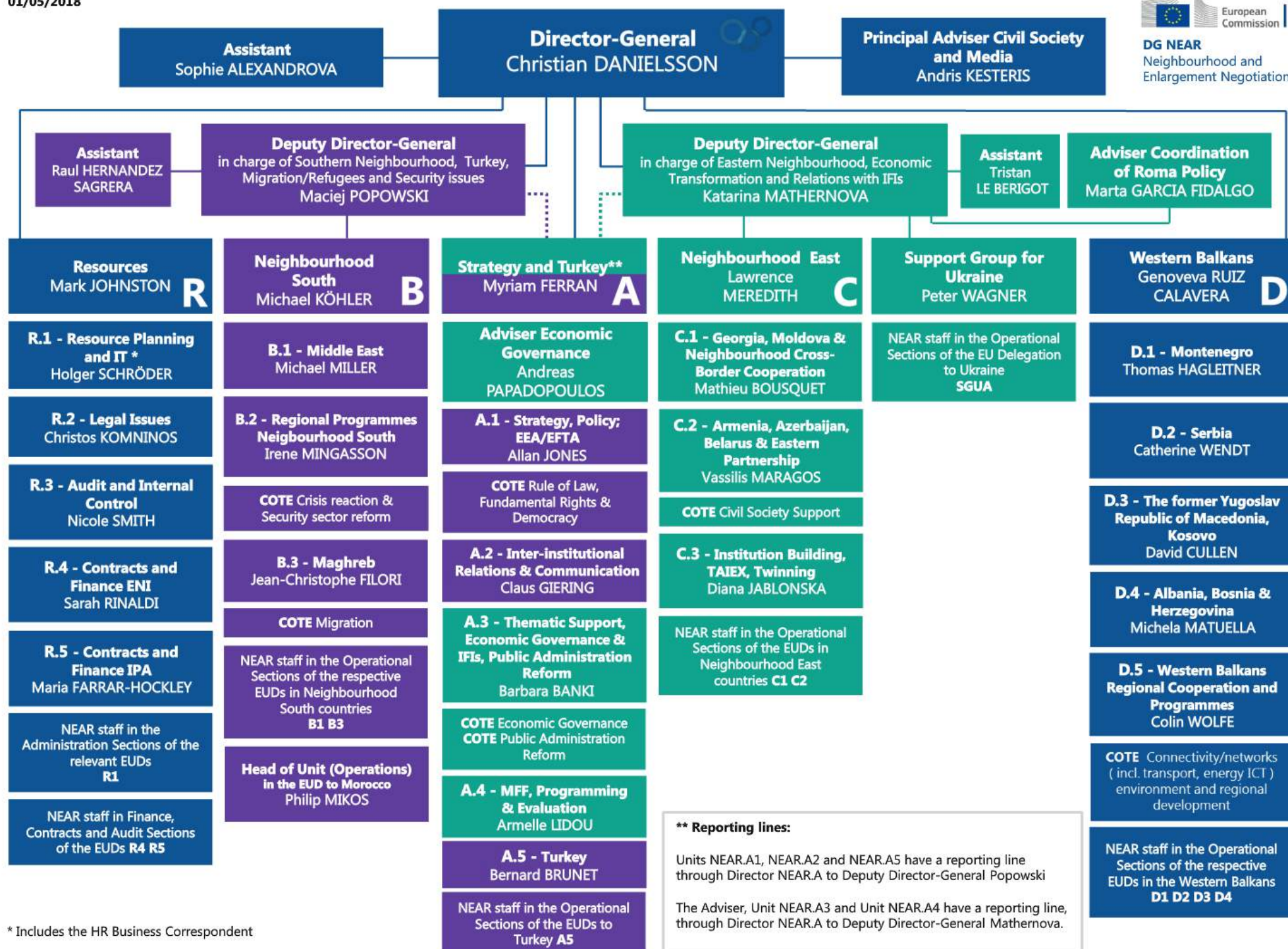
**PHIL**

VIDE

# Directorates General & Services



AGRI	AIDCO	BEPA	BUDG	CdT	CEDEFOP	CEPOL	CFCA	Climate Action	COMM
COMP	CPVO	DEV	DGT	DIGIT	EAC	EACEA	EACI	EAHC	EAS
EASA	ECDC	ECFIN	ECHA	ECHO	EEA	EFSA	EIGE	EIT	ELARG
EMCDDA	EMEA	EMPL	EMSA	Energy	ENISA	ENTR	ENV	EPSO	ERA
ERC	ERCEA	ETF	EU-OHSA	Euratom SA	Eurofound	EUROJUST	EUROPOL	EUROSTAT	FRA
FRONTEX	HR	IAS	INFSCO	JLS	JRC	LS	MARE	MARKT	OHIM
OIB	OIL	OLAF	OP	PMO	REA	REGIO	RELEX	RTD	SANCO
SCIC	SecGen	SIS II	SPP	TAXUD	TRADE	Transport	TTNEA	VIS II	





# European Commission

European interest

# European Council



## Council of Ministers

Representing the Member States' governments



EEAS



### The Decision-Making Triangle



## European Commission

European interest



## European Parliament

Representing the EU's citizens

EU Agencies  
(40+)

European  
Ombudsman

European Court of  
Justice

European Court of  
Auditors

European  
Investment Bank

European  
Central Bank

Advisory bodies  
(CoR, ESC)



# European Parliament

Representing the EU's citizens

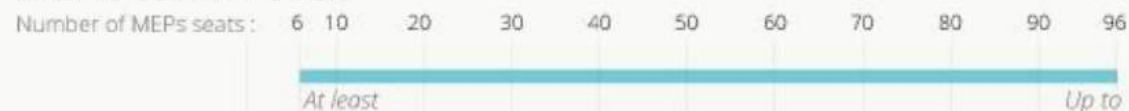


## HOW MANY MEPS WILL WE VOTE FOR IN 2014?

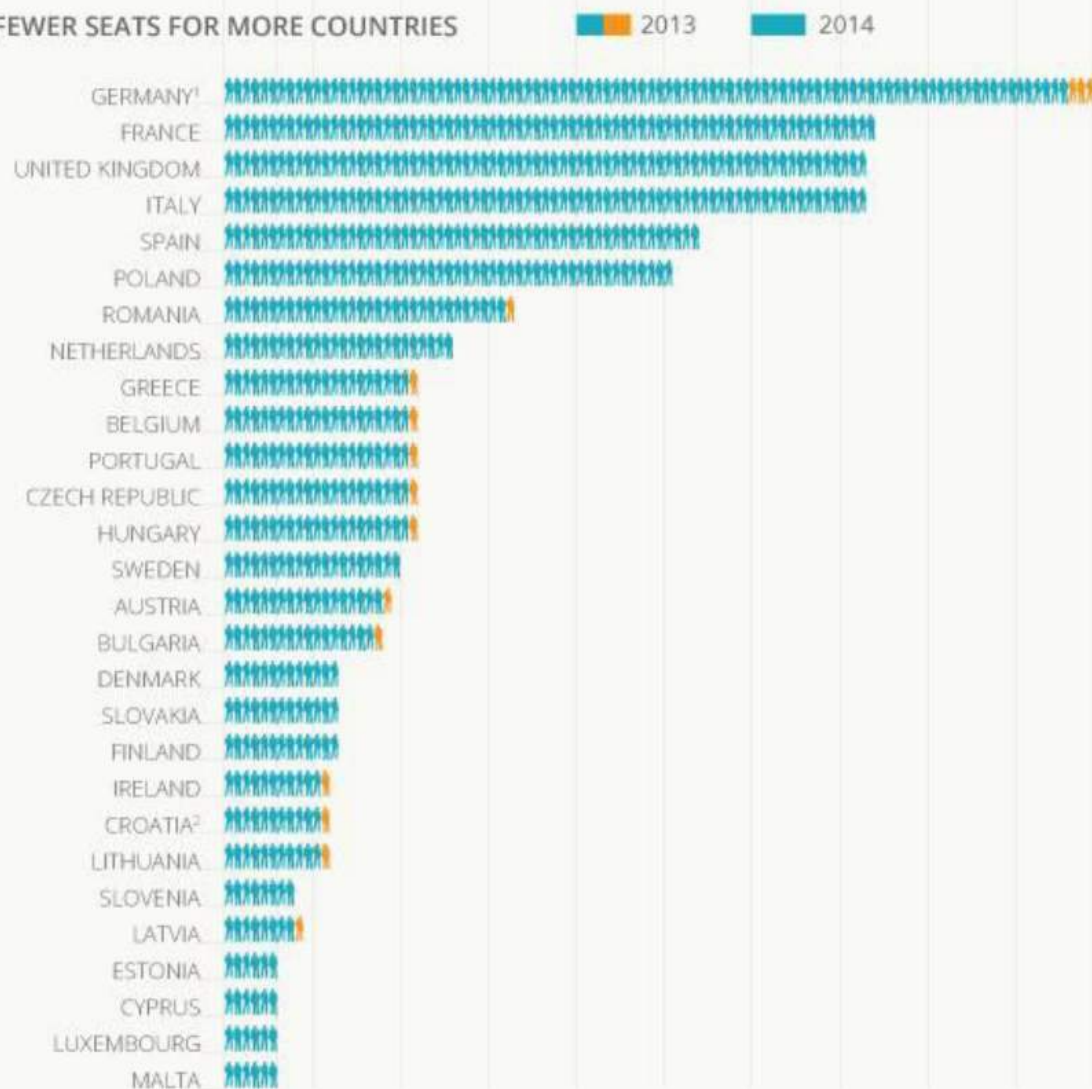
# 751

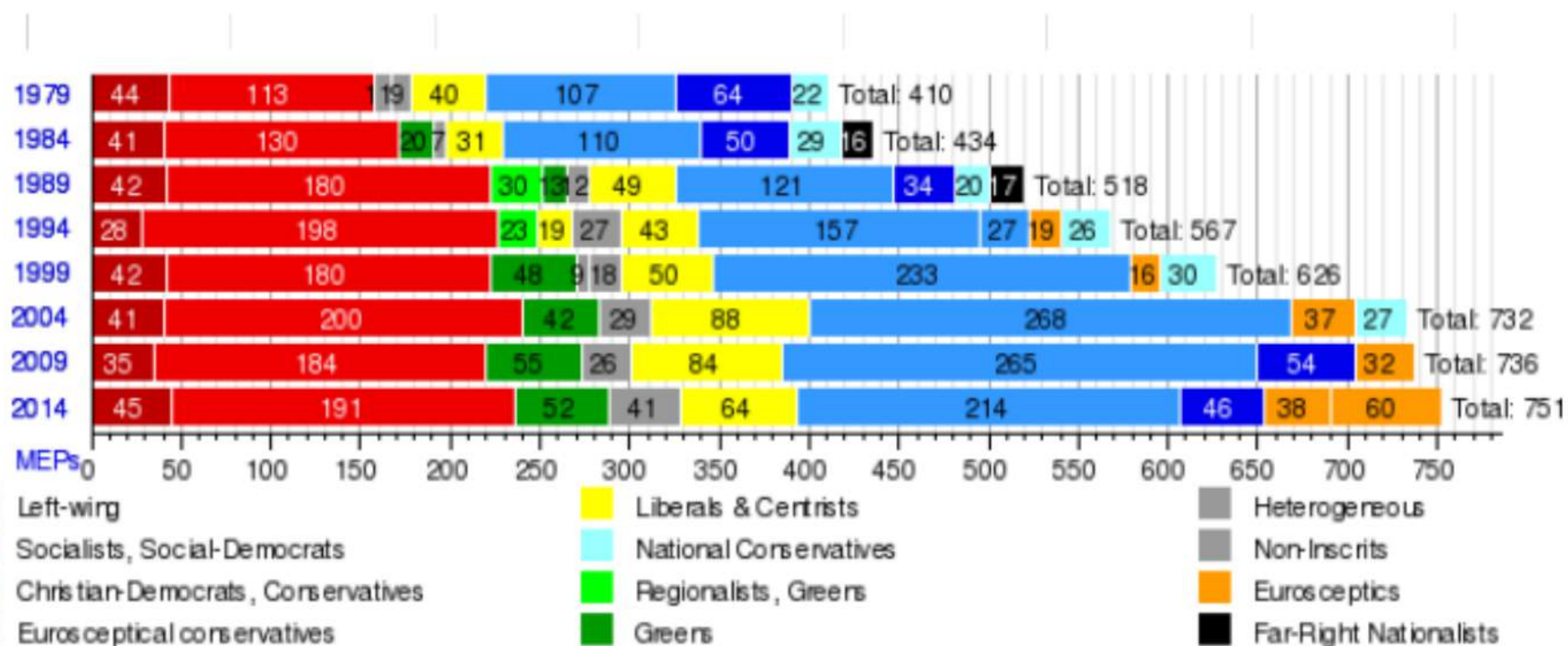
750 MEPs + 1 President

### EACH EU COUNTRY GETS...

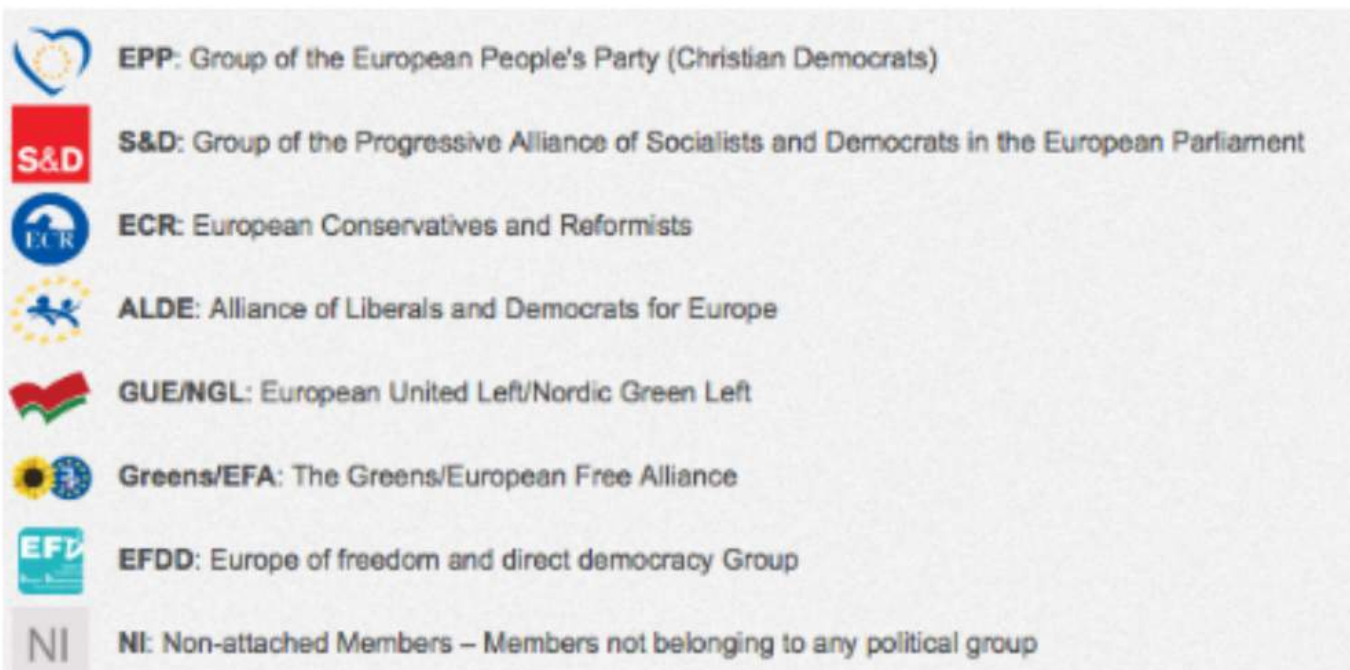
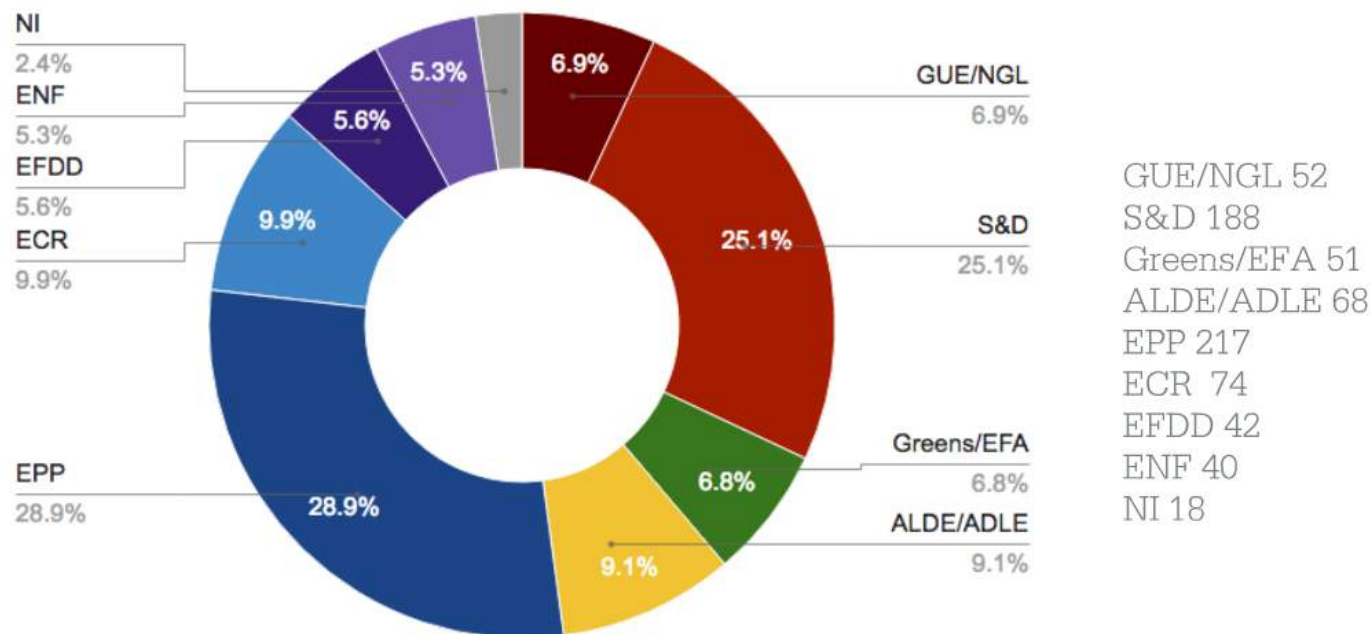


### FEWER SEATS FOR MORE COUNTRIES





# European Parliament 2014-2019



# 20 (+2) Standing committees

Foreign Affairs - Human Rights - Security and Defence <b>AFET</b>	Development <b>DEVE</b>	International Trade <b>INTA</b>	Budgets <b>BUDG</b>	Budgetary Control <b>CONT</b>
Economic and Monetary Affairs <b>ECON</b>	Employment and Social Affairs <b>EMPL</b>	Environment, Public Health and Food Safety <b>ENVI</b>	Industry, Research and Energy <b>ITRE</b>	Internal Market and Consumer Protection <b>IMCO</b>
Transport and Tourism <b>TRAN</b>	Regional Development <b>REGI</b>	Agriculture and Rural Development <b>AGRI</b>	Fisheries <b>PECH</b>	Culture and Education <b>CULT</b>
Legal Affairs <b>JURI</b>	Civil Liberties, Justice and Home Affairs <b>LIBE</b>	Constitutional Affairs <b>AFCO</b>	Women's Rights and Gender Equality <b>FEMM</b>	Petitions <b>PETI</b>

## Temporary (inquiry) committees:

- Emission Measurements in the Automotive Sector
- Money laundering, tax avoidance and tax evasion



Search

Full list

Incoming /  
Outgoing

Assistants

Directory

Search on "MEPs"



## Knut FLECKENSTEIN

 Group of the Progressive Alliance of Socialists and Democrats in the European Parliament

Member

Germany

Sozialdemokratische Partei Deutschlands

Date of birth: 20 December 1953, Bad Nauheim

Home

Parliamentary  
activities



Curriculum vitae

Declarations

History of  
parliamentary service


Assistants

### Member

-  Committee on Foreign Affairs
-  Delegation to the EU-Russia Parliamentary Cooperation Committee
-  Delegation to the EU-Moldova Parliamentary Association Committee
-  Delegation to the Euronest Parliamentary Assembly


### Substitute

-  Committee on Transport and Tourism
-  Delegation to the EU-Serbia Stabilisation and Association Parliamentary Committee
-  Delegation to the Euro-Latin American Parliamentary Assembly

 Sign up for email updates

 Facebook

 Twitter

 Like You and 2.4M others like this.

 E-mail



## Top 10 Most Influential MEPs on Environmental Policy

based on their actual votes on key provisions

Cumulated number of points based on  
VoteWatch Algorithm



Adina VĂLEAN



New Chair of ENVI Committee:  
set to gain influence



## 4 "hats" of an MEP



# European Council



## Council of Ministers

Representing the Member States' governments



EEAS



### The Decision-Making Triangle



## European Commission

European interest



## European Parliament

Representing the EU's citizens

EU Agencies  
(40+)

European  
Ombudsman

European Court of  
Justice

European Court of  
Auditors

European  
Investment Bank

European  
Central Bank

Advisory bodies  
(CoR, ESC)

# European Council



## Council of Ministers

Representing the Member States' governments



Eiropadome      Kunsill Ewropew      Evropská rada  
Consiliul European      Consiglio europeo  
Eurooppa-neuvosto      Europos Vadovų Taryba  
Европейски съвет      Europese Raad  
Rada Europejska      Evropský svet      Conseil européen



20-21.10.2016

Consejo Europeo      Europeiska rådet      Európai Tanács  
Euroopa Ülemkogu      Det Europæiske Råd  
Europäischer Rat      An Chomhairle Eorpach  
Ευρωπαϊκό Συμβούλιο      Conselho Europeu  
European Council      Európska rada      Europsko vijeće





# Council of Ministers

## LIST OF COUNCIL PREPARATORY BODIES

A. Committee established by the Treaty, by inter-governmental bodies, by Council or subgroups closely associated with Coreper	4
B. General Affairs	7
C. Foreign Affairs	8
D. Transport and Financial Affairs	13
E. Justice and Home Affairs	11
F. Agriculture and Fisheries	12
G. Competitiveness (Internal Market, Industry, Research and Space)	14
H. Transport/Communications/Energy	15
I. Employment/Social Policy/Health/Consumer Affairs	15
J. Environment	15
K. Education/Youth/Culture/Sport	15

Ambassadors  
("Coreper II") - foreign  
affairs, economic policy,  
JHA

Deputy Ambassadors  
("Coreper I") - environment,  
agri, consumers

Working parties (groups) (250+)

<http://data.consilium.europa.eu/doc/default-content/working-parties>  
Council working parties

Working party	Chair	Members
Working Party on General Affairs and External Relations (WPAGAR)	...	...
Working Party on Foreign Affairs (WPAFA)	...	...
Working Party on Transport and Financial Affairs (WPTFA)	...	...
Working Party on Justice and Home Affairs (WPHJA)	...	...
Working Party on Agriculture and Fisheries (WPAF)	...	...
Working Party on Competitiveness (Internal Market, Industry, Research and Space) (WPCIMIRS)	...	...
Working Party on Transport/Communications/Energy (WPTCE)	...	...
Working Party on Employment/Social Policy/Health/Consumer Affairs (WPESSHCA)	...	...
Working Party on Environment (WPE)	...	...
Working Party on Education/Youth/Culture/Sport (WPEYCS)	...	...

## **LIST OF COUNCIL PREPARATORY BODIES**

<b>A. Committees established by the Treaties, by intergovernmental decision, by Council act and groups closely associated with Coreper</b>	<b>4</b>
<b>B. General Affairs</b>	<b>7</b>
<b>C. Foreign Affairs</b>	<b>8</b>
<b>D. Economic and Financial Affairs</b>	<b>10</b>
<b>E. Justice and Home Affairs</b>	<b>11</b>
<b>F. Agriculture and Fisheries</b>	<b>12</b>
<b>G. Competitiveness (Internal Market, Industry, Research and Space)</b>	<b>14</b>
<b>H. Transport/Telecommunications/Energy</b>	<b>15</b>
<b>I. Employment/Social Policy/Health/Consumer Affairs</b>	<b>15</b>
<b>J. Environment</b>	<b>15</b>
<b>K. Education/Youth/Culture/Sport</b>	<b>15</b>

## Council working parties

<b>JUSTICE AND HOME AFFAIRS</b>	
E.1	Strategic Committee on Immigration, Frontiers and Asylum (SCIFA) <sup>47</sup>
E.2	Working Party on Integration, Migration and Expulsion
E.3	Visa Working Party
E.4	Asylum Working Party
E.6	Working Party on Frontiers <sup>48</sup>
E.7	Working Party on Civil Law Matters
E.12	Working Party on Terrorism
E.13	Customs Cooperation Working Party
E.14	Working Party on Cooperation in Criminal Matters <sup>49</sup>
E.15	Working Party on Substantive Criminal Law
E.21	Working Party on Civil Protection (PROCIV) **
E.22	Working Party on Fundamental Rights, Citizens' Rights and Free Movement of Persons (FREMP) <sup>50</sup>
E.23	Working Party on Information Exchange and Data Protection <sup>51</sup>
E.24	Justice and Home Affairs-Foreign Relations Counsellors (JAI-RELEX) Working Party <sup>52</sup>
E.25	Coordinating Committee in the area of police and judicial cooperation in criminal matters (CATS) <sup>53</sup>
E.26	Law Enforcement Working Party
E.27	Working Party for Schengen Matters
E.28	Working Party on General Matters including Evaluation
E.30	Horizontal Working Party on Cyber Issues (Cyber) <sup>54</sup>

# European Council



## Council of Ministers

Representing the Member States' governments



EEAS



### The Decision-Making Triangle



## European Commission

European interest



## European Parliament

Representing the EU's citizens

EU Agencies  
(40+)

European  
Ombudsman

European Court of  
Justice

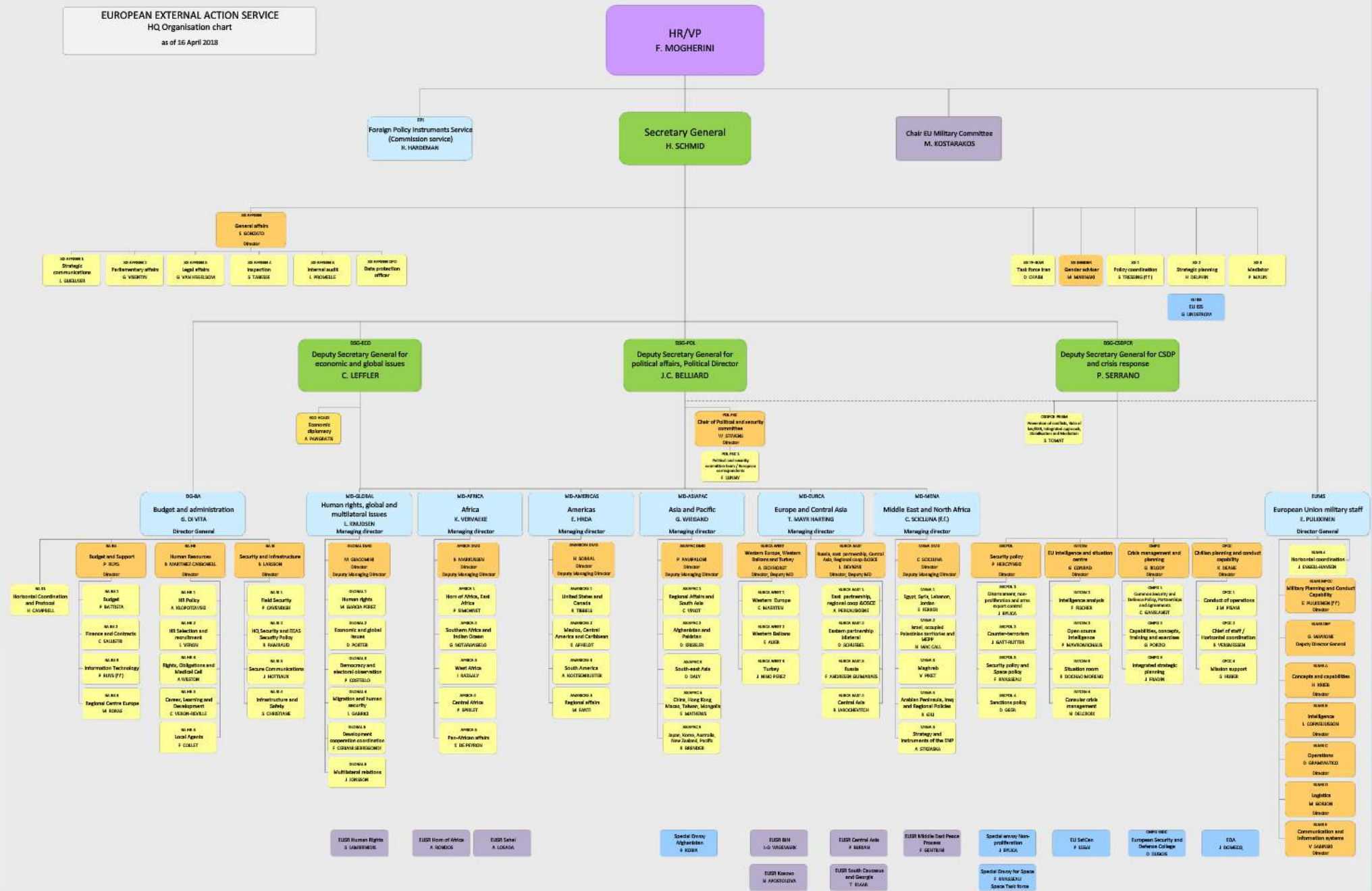
European Court of  
Auditors

European  
Investment Bank

European  
Central Bank

Advisory bodies  
(CoR, ESC)

EUROPEAN EXTERNAL ACTION SERVICE  
HQ Organisation chart  
as of 16 April 2018



EURs report to HR/VP

The Working Groups Chairs work under the authority of their Managing Director/Director and under the guidance of the PSC Chair.

## MD-ASIAPAC

Asia and Pacific

G. WIEGAND

Managing director

ASIAPAC.DMD

P. PAMPALONI

Director

Deputy Managing Director

ASIAPAC.1

Regional Affairs and  
South Asia

C. VINOT

ASIAPAC.2

Afghanistan and  
Pakistan

D. KRISSLER

ASIAPAC.3

South-east Asia

D. DALY

ASIAPAC.4

China, Hong Kong,  
Macao, Taiwan, Mongolia

E. MATHEWS

ASIAPAC.5

Japan, Korea, Australia,  
New Zealand, Pacific

R. BRENDER

## MD-EURCA

Europe and Central Asia

T. MAYR HARTING

Managing director

EURCA.WEST

Western Europe, Western  
Balkans and Turkey

A. EICHHORST

Director, Deputy MD

EURCA.WEST.1

Western Europe

C. MAERTEN

EURCA.WEST.2

Western Balkans

E. AUER

EURCA.WEST.3

Turkey

J. NINO PEREZ

EURCA.EAST

Russia, east. partnership, Central  
Asia, Regional coop.&OSCE

L. DEVIGNE

Director, Deputy MD

EURCA.EAST.1

East. partnership,  
regional coop.&OSCE

A. PERKAUSKIENE

EURCA.EAST.2

Eastern partnership  
bilateral

D. SCHUEBEL

EURCA.EAST.3

Russia

F. ANDRESEN GUIMARAES

EURCA.EAST.4

Central Asia

B. IAROCHEVITCH

## MD-MENA

Middle East and North Africa

C. SCICLUNA (f.f.)

Managing director

MENA.DMD

C. SCICLUNA

Director

Deputy Managing Director

MENA.1

Egypt, Syria, Lebanon,  
Jordan

E. FERRER

MENA.2

Israel, occupied  
Palestinian territories and  
MEPP

N. MAC CALL

MENA.3

Maghreb

V. PIKET

MENA.4

Arabian Peninsula, Iraq  
and Regional Policies

R. GILI

MENA.5

Strategy and  
instruments of the ENP

A. STRZASKA

## A few key EU agencies

European  
Asylum  
Support Office

European  
Border and  
Coast Guard  
Agency  
(Frontex)

European Food  
Safety Authority  
(EFSA)

European  
Environment  
Agency (EEA)

European  
Chemical  
Agency (ECA)

# EU Agencies (40+)

# **A few key EU agencies**

**European  
Asylum  
Support Office**

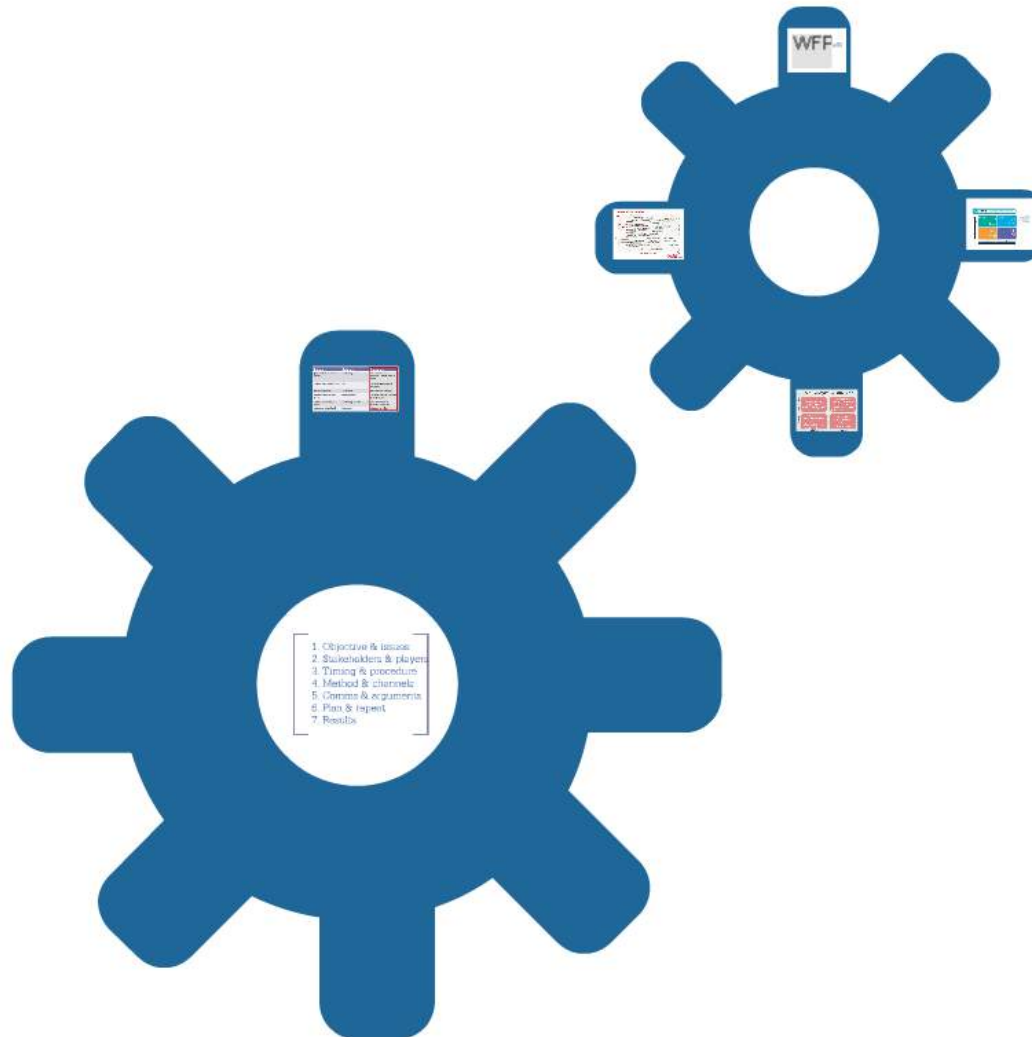
**European  
Border and  
Coast Guard  
Agency  
(Frontex)**

**European Food  
Safety Authority  
(EFSA)**

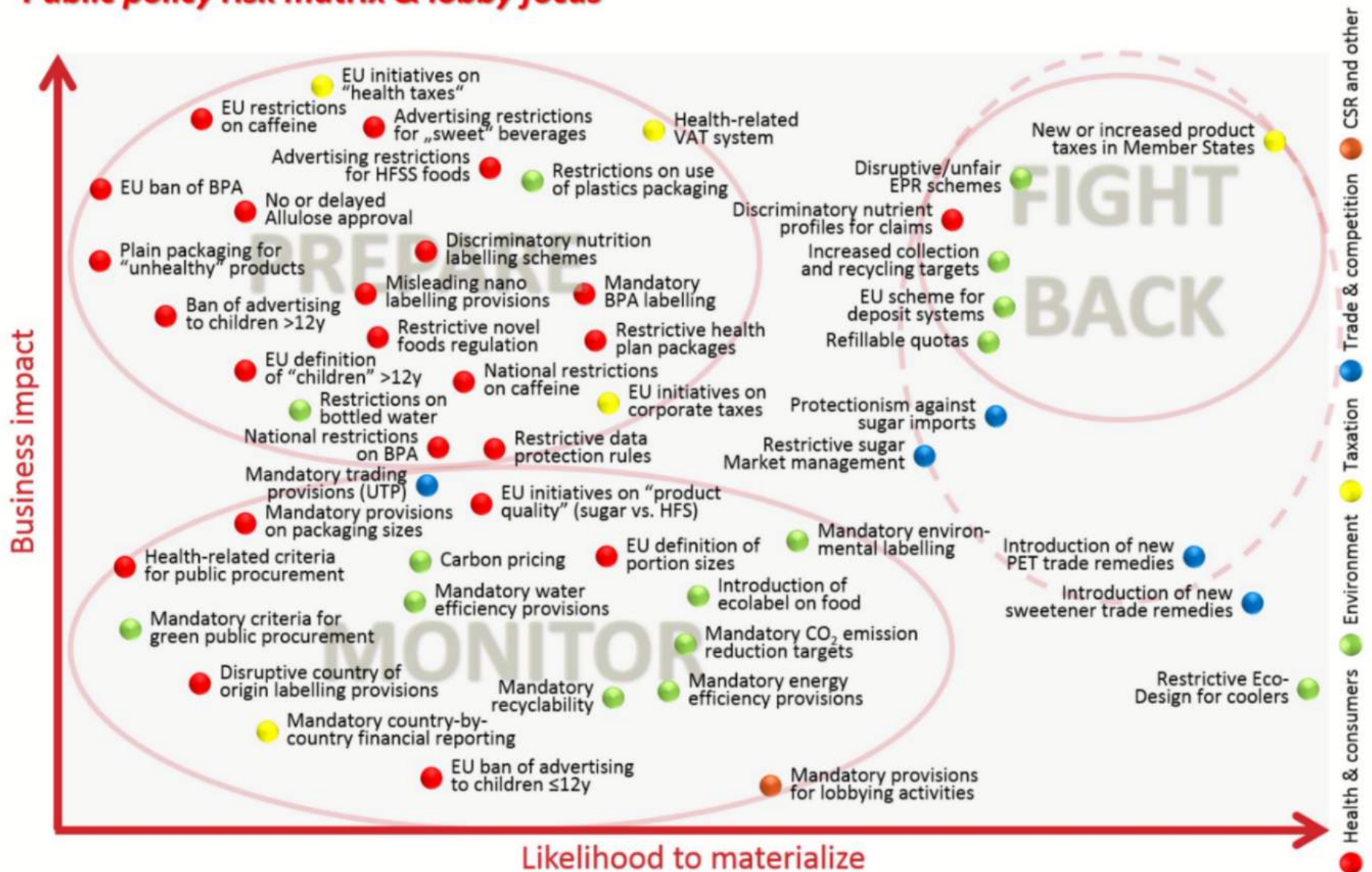
**European  
Environment  
Agency (EEA)**

**European  
Chemical  
Agency (ECA)**

# Advocacy methodology



## Public policy risk matrix & lobby focus



Classified - Internal use

**Coca-Cola** Europe

## Stakeholder map

Example: Mauritania stakeholder map



	Treatment Interventions			Preventative Interventions						
	Suppl. feeding	Thera- peutic Feeding	Zinc	ITN IPTp	Breastfeeding Vit. A, Deworming	Breastfeeding Compl. feeding Iodine	Iodine Fortif.: Iron, Folic Acid, Zinc	Breastfeeding Compl. feeding Iodine Iron suppl. Handwashing Iodine	Full Package	Home- stead food prod- uction
Donor	USAID, Italy	Own funds	Ireland, OFDA/ECHO, CERF, Them. Fund, UNICEF	None yet	Global Fund, BID, OMVS	CIDA, UNOCHA/CERF, Ireland, Humanitarian Thematic Fund, United Kingdom, MI, UNICEF Set-aside fund	None yet	World Bank	Various incl. UNICEF	Spanish con- sumer
Catalyst	Counter- part, Ital. Coop.	WFP	UNICEF	WHO	UNICEF					FAO, WFP
Govt implementer	CSA	CSA	Ministry of Health					Min. of Commerce Min. of Industry	Ministry of Social Affairs	Min. rural dev & CSA
Field Coordinator	NGO / INGO	NGO / INGO	Health System			EPS	Agents Technicians		INGO	FAO, WFP
Delivery Channel	CRENAM /CAC	CRENAM	CRENI, CRENAS	Hospitals, Centres and Postes de Santé	Mass Campaigns	Mass Media	Private sector	CNC		Commun- ity-based

Government
  Treatment
  Educational component
  Physical component
  Physical and educational components

Mapping  
Stakeholders  
(international)

## Power/Interest

evoco.co.uk is a business transformation consultancy delivering change in a practical way



**Issue  
identification  
& stakeholder  
mapping**

# Each Lobbyist is Different

Multilateral

## Value Seekers

They have a relevant point, at the right time

## Collaborators

They are the market architects, understanding and following the process

Bilateral

## Bargain Hunters

Show up with their needs at the last minute. They do not follow the agenda

## Leveragers

They keep connections with all stakeholders, even in the pause

©: Edit Herczog

Ad Hoc

Strategic

Inputs	Outputs	Outcomes
5 newsletters; on time; on budget	Readership	Impact on behavior; increased understanding of issues
PA blog page up and current	Hits	Change in attitudes and awareness
# events organized	Attendance	Enhanced relationships
# news releases; placed stories	Coverage, recall	Changed opinions/ behavior of stakeholders
Develop sustainability report	Readership; awards	Impact on business behavior; reputation
# meetings with officials	Responses	Influence on policy

1. Objective & issues
2. Stakeholders & players
3. Timing & procedure
4. Method & channels
5. Comms & arguments
6. Plan & repeat
7. Results

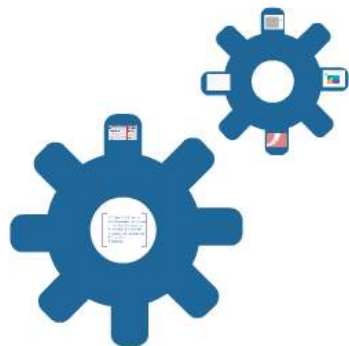
Europe, EU



Thank you!

## **EU advocacy**

Advocacy  
methodology



Which level of  
governance?



When & who to  
target?

