



Institutional Lobbying and Networking in Brussels Concept – methods - strategies

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Diplomatic Representative of the Brussels-Capital Region to the EU



Introduction



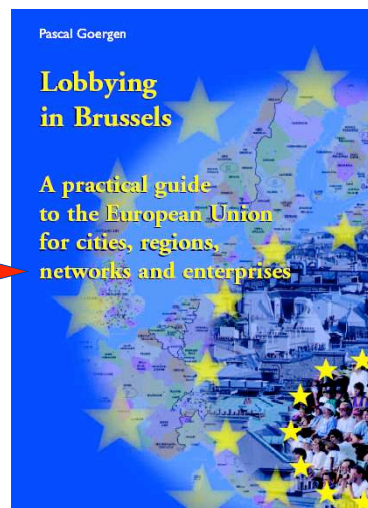
- Diplomatic representative of the Brussels Capital Region to the EU within the Belgian PermRep

- PhD in Political Science (University of Louvain-la-Neuve)



- Lecturer and author in the field of European institutions
- Present in the meeting rooms and in the corridors of the EU institutions for 9 years

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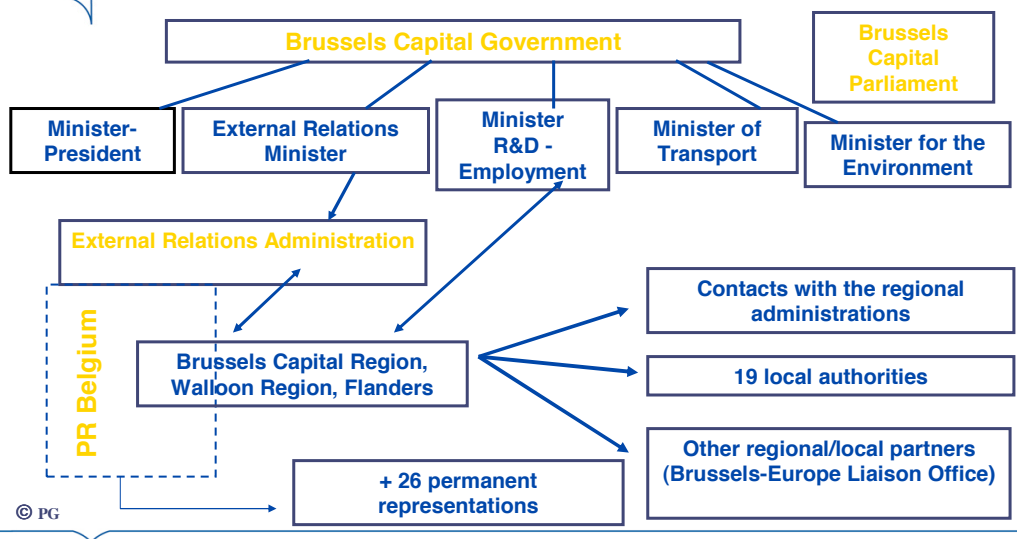
Introduction : the BCR and its competenc



- Spatial planning
- Transport
- Scientific research
- Public works
- Economy & employment
- Tutelage over the municipalities & the finances
- Environment & energy
- Housing & urban renewal
- Foreign trade
- Monuments and sites
- **AND external relations**



Introduction : organisation chart of the Delegation





Introduction : roles and missions of the Delegation



Interface between the European institutions (Commission, Council, Parliament, CoR, EIB, ...) and the Brussels-capital Region :

- **Represent and defend** the interests of our Region or Community to the European institutions;
- **Anticipate decision-making** and follow up the works of the European institutions, in close collaboration with the permanent representation of Belgium;
- **Manage and convey** useful information, **analyse** the regulation projects and the community programmes;



Introduction : roles and missions of the Delegation



• **Follow up** the information, **advise and assist** the Government, the Ministry of our Region or Community, the pararegional entities and the companies on all matters European;

- **Coordinate the transposition of European directives**;
- **Participate in and actively attend Working Groups** (Coreper 1 meetings, DGE (P11), CCPIE, CIS, CEI, Belgian internal coordination, ...);
- **Develop the relations** with the other regional representations (10 in 1994 as opposed to 243 in 2010). Brussels is the host region.



Introduction : Structure of the Brussels Capital delegation



The permanent representation is effective since 01-2001. Its members are:

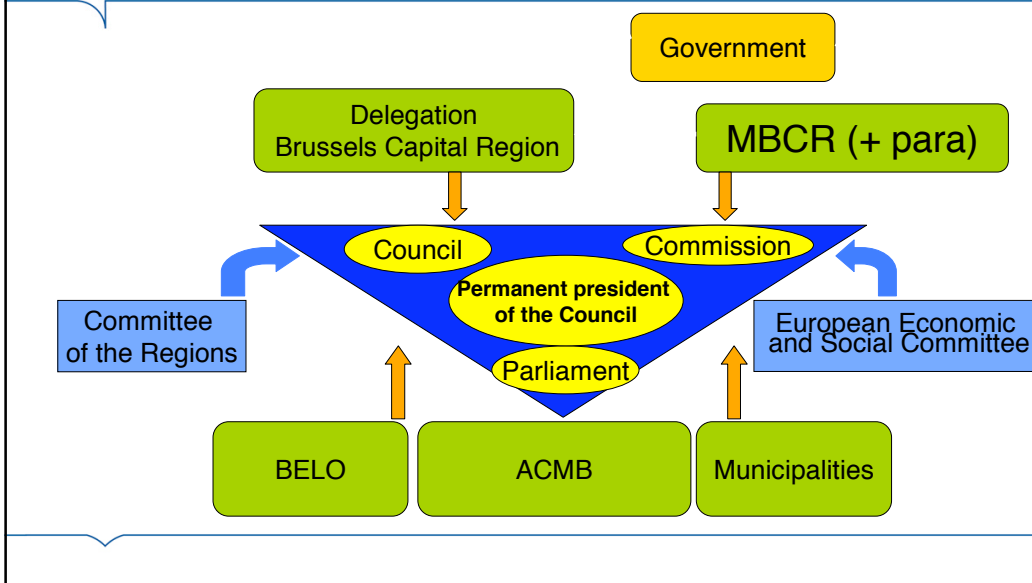
- 1 French-speaking and 1 Dutch-speaking representative
- 1 economic adviser
- 3 attachés and a secretariat

It is dependent on:

- the permanent representation of Belgium to the European Union, diplomatically speaking
- the External Relations Minister of the Brussels Capital Region, politically speaking
- the External Relations Department of the Brussels Capital Region, administratively speaking



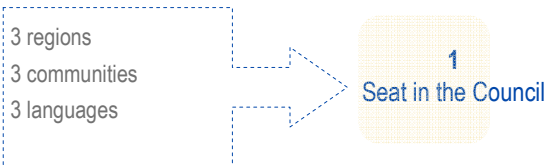
Introduction : the BCR in the EU's institutional triangle





“As you know Belgian regions are competent in a lot of policies (environment, research, industry, regional policies,...)”

Belgium has :



Belgian rotation

Presidency	ES	BE		HU	PL	DK	CY
		Presid	B. Del.				@
Category II	I/10	II/10		I/11	II/11	I/12	II/12
Internal Market	WB	FED	WB	WB	VLG		BRU
Health	WB	FED	WB	WB	VLG		DG
Energy	VLG	FED	VLG	VLG		BRU	WB
Transports	BRU	FED	BRU	BRU	WB		VLG
Empl. - Soc.affairs	VLG	FED	VLG	VLG	WB		BRU
Category III	I/10	WB	II/10	I/11	II/11	I/12	II/12
Industry	WB	WB	FED	WB	VLG		BRU
Research	BRU	BRU	FED	BRU	dg		VLG
Environment	VLG	VLG	FED	VLG	BRU		WB
Category IV	I/10	II/10		I/11	II/11	I/12	II/12
Culture / audiovisual	WB	WB	VLG	WB	VLG		DG
Education	VLG	VLG	WB	VLG		WB	VLG
Tourism	DG	DG	WB	DG	VLG		WB
Youth (incl. sport)	VLG	VLG	DG	VLG	DG		WB
Regional Policy - Planning	WB	WB	BRU	WB	VLG		BRU
Category V	I/10	II/10		I/11	II/11	I/12	II/12
Fishery	VLG	VLG	VLG	VLG	VLG		VLG
Category VI	I/10	II/10		I/11	II/11	I/12	II/12
Agriculture	RW	FED	RW	RW	RW		RW
	VLG		VLG	VLG	VLG		VLG

During the BE Presidency, the BCR is in charge of research, housing and urban dimension



Content



Introduction : the Brussels Capital Region – Belgian Presidency

1. Definition - origins – Techniques of Lobbying
2. Influencing Tools for local/regional authorities in the EU Decision Making Process
3. Tools for effective Lobbying in Brussels
4. How to put the urban dimension in the cohesion policy (2007-2013) ? A concrete Case Study
5. Future of cohesion policy post 2013

Question time and open discussion



Introduction



How to influence decisions ?

How to lobby ?

Practical tips

Main issue

Case study : urban dimension in CP



Aims of this seminar



1. To give you a better understanding of lobbying
2. To enhance lobby actions of your local/regional authorities
3. To show you that networking the networks is also very important
4. To share with you a recent experience of a specific lobby action

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1. Definition - Origins - Techniques of Lobbying (I)

Lobbying

There are lots of definitions of the word «lobbying» :

« *Lobbying is about trying to influence directly or indirectly the process of making, applying or interpreting legislative measures, norms, regulations or indeed any kind of activity by public authorities.* »

« *Lobbying is not only about working in the waiting room, it is about analysing and understanding a problem, in order to explain its meaning and consequence to those who hold the power to decide. »*

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1. Definition - Origins - Techniques of Lobbying (II)

« Like an *instrument of strategic communication*, seeking to put into perspective management objectives and political decisions on the basis of technical information. »

Some experts consider «a lobbyist like a merchant of information»...

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1. Definition - Origins - Techniques of Lobbying (III)

Step 1 : Identification of the Objectives

- reducing costs that will result from a specific regulation or a regional law dealing with your activities
- maximising the advantages of a decision or minimising its consequences on your well-being
- anticipating decisions that might be made about the implementation of rules in your sector
- taking part in the preparation of actions through thematic networks and with other partners (lobby actions concerning the regional/local authorities & the European Neighbourhood Policy)

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1. Definition - Origins - Techniques of Lobbying (IV)

Step 2 : Monitoring & Observation

- **Monitoring/observation includes:**



the identification of information providers and decision makers in order to gather, organise and use relevant information
(political decisions at local level about SME's, urban planning for scientific parcs, sending information about the 7th FP R&D to the regional Development agencies,...)



the most useful tool to use in this perspective is to network networks (in order to maximise the number of your contacts that may be able to provide you the relevant information and support your initiative, inviting experts/politicians,...)

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1. Definition - Origins - Techniques of Lobbying (V)

Step 2 : Monitoring & Observation

- **Good monitoring practice consists in :**

- **information gathering:** scanning generalised and specialist press, newspapers, reports and memos on a daily basis once objectives are set. Attending meetings relevant to the issue and get back the useful information.

- **analysing information:** checking, analysing and matching the information gathered. Networking with people that are likely to have key information.

- **perspective:** setting into a wider context the information gathered and analysed to take into account all the different stakeholders, the technical details, the political context might be likely to affect the subject.



- **drafting clear arguments for those involved:** translating the information in order to ensure that the individuals receiving it are able to understand its key messages quickly and easily.

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1. Definition - Origins - Techniques of Lobbying (VI)

• **Step 3 : Developing a strategy**

4 questions :

- **What arguments should be used? (clear arguments !)**



What can be done to resolve the existing problems to bring forward objectives and the strength of these to construct an argument and identify the tools that are required.

- **Who are the individuals to exchange and engage with?**



Distinguishing between individuals who decide, people who have the power to make final decision or sign and those who constitute a body of allies and who are close to the real decision makers.

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1. Definition - Origins - Techniques of Lobbying (VII)

• **Step 3 : Developing a strategy**

- **When is the most relevant moment to act?**



The earlier the lobbying begins, the earlier it has a chance of succeeding! **The best moment** to get involved is during the preparation of the regulation/law or for instance before the first draft of the annual budget of the regional council...

- **What tactics should be used with which tools?**



Press conferences, electronic newsletter, events, opinion polling and public relations. Different methods can be used at different times according to the aim.

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1. Definition - Origins - Techniques of Lobbying (VIII)

• **Step 4 : What tactics shall we use ?**

There are lots of strategic approaches to consider :

- **Consensual strategies** : taking part in preliminary debates about decisions, getting the agreement of decision makers and looking for the best solution for everyone concerned.
- **Conflictual strategies** : opposing harmful arguments and devaluing cases presented by the other side.
- **Confidential or public strategies** : depending on the communication channels that are used in the lobbying activity and on the way in which communication is managed.
- **Direct or indirect strategies** : numerous contacts, personal communication, formal or informal meetings and presentations or no large scale activity at all, letter campaigns either individually or through third parties such as interest groups, campaigns, speeches, articles in the media, protest marches. Involve someone of the administration or local authorities in the activities of your structure.

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1. Definition - Origins - Techniques of Lobbying (IV)

• **Step 5 : the follow up**



Was the lobby action we set up **successful** ?
What was wrong in our approach ?

Evaluation of the lobby action



Be aware of the fact that a lobby action takes time!



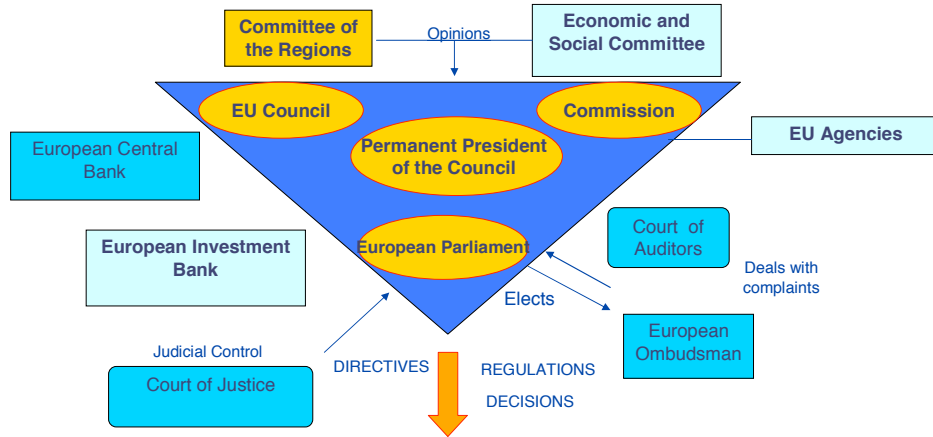
Do not give up at your first failure, it is a matter of persuasion!

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2. Influencing Tools for local and regional authorities in the EU Decision Making Process

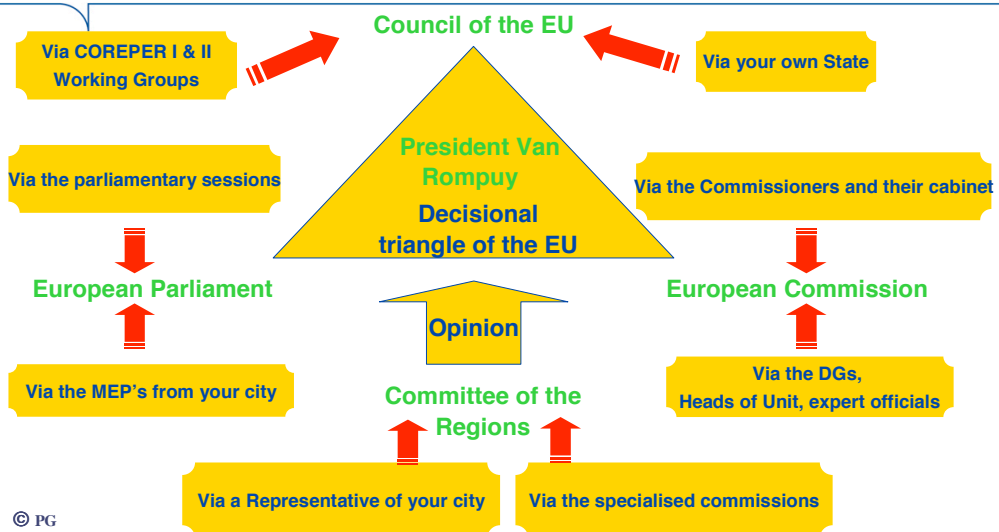
2.1. The Institutional Triangle



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2.2. To put it simple... how it really works today in Brussels !!



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3. Tools for effective Lobbying in Brussels. Why is it relevant for your region ?

Introduction : the EU Context

3.1. The Institutional Triangle and the 5 main targets

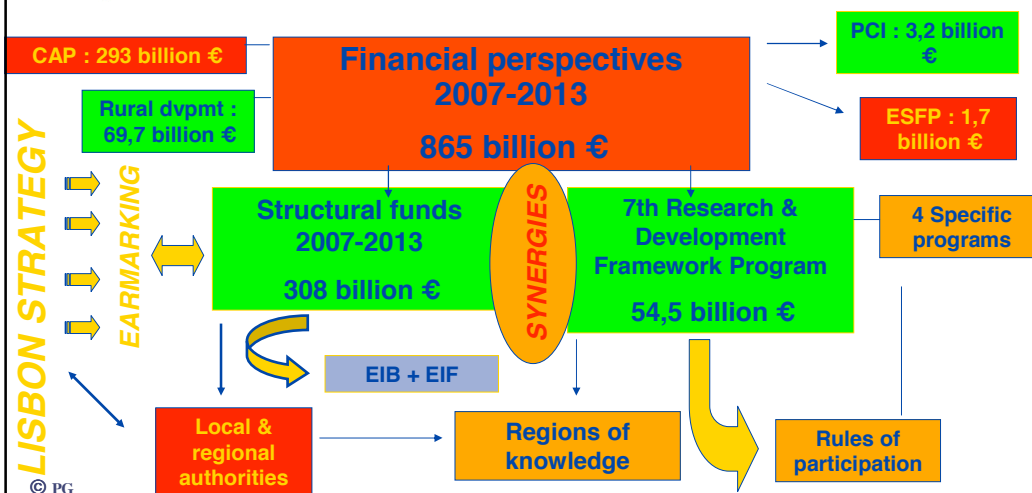
3.2. Influencing Tools

- ✓ Regional offices in Brussels
- ✓ Brussels based Networks or how to use these networks to lobby the EU institutions ?
- ✓ Political representation

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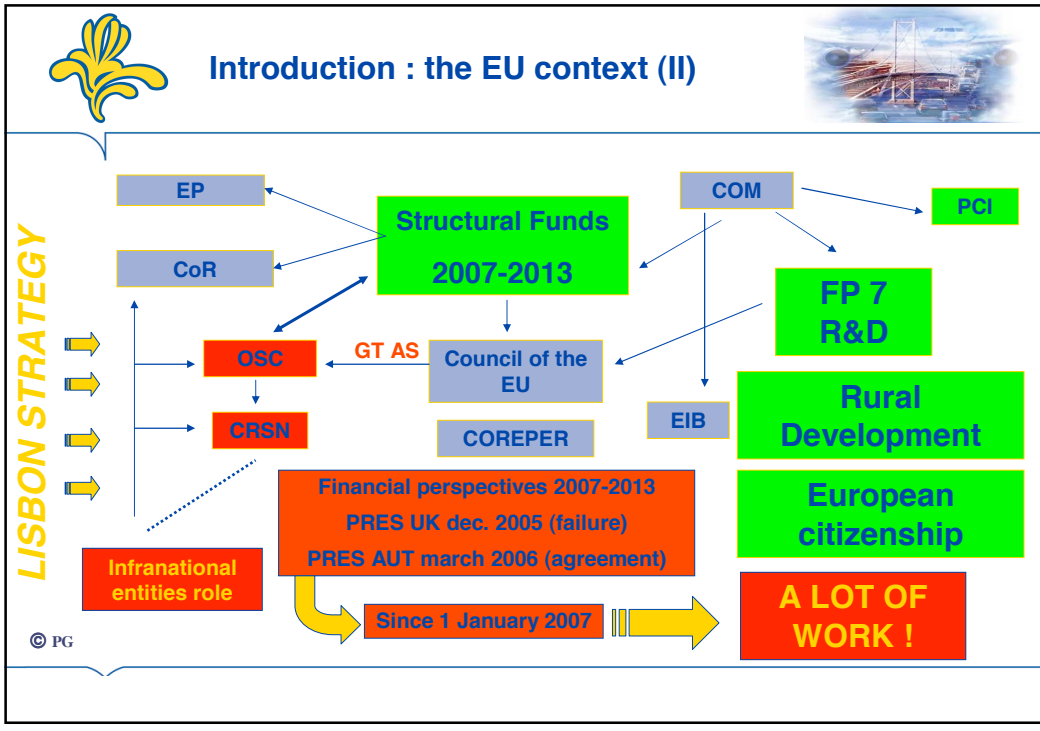
Introduction : the EU context (I)



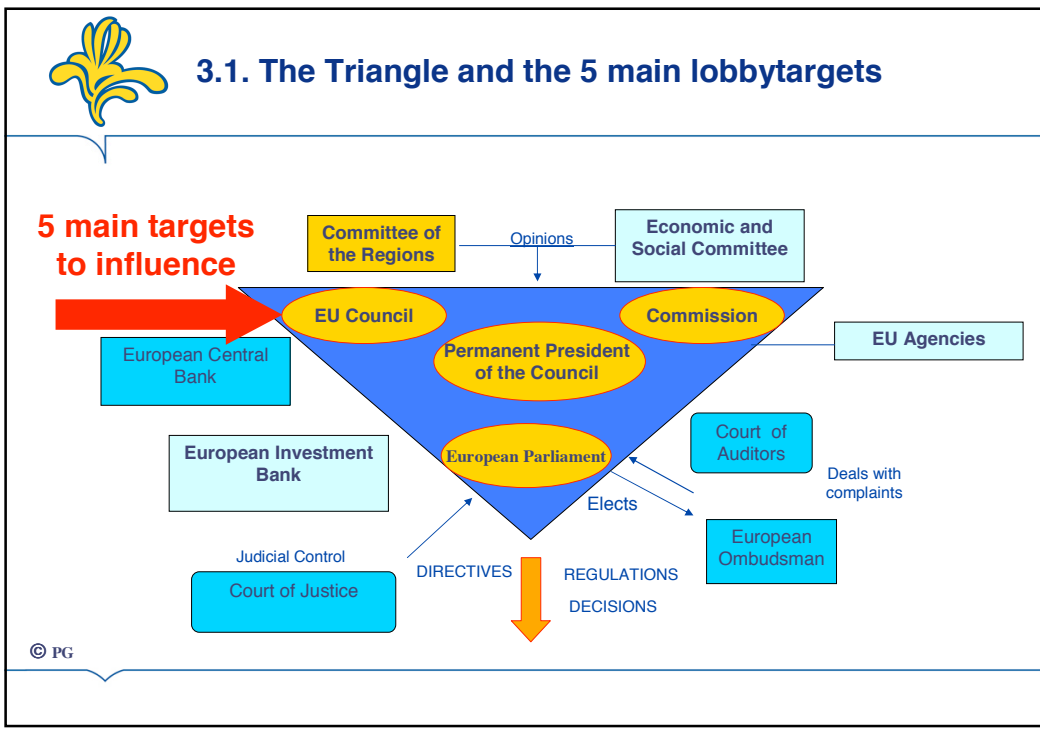
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Introduction : the EU context (II)

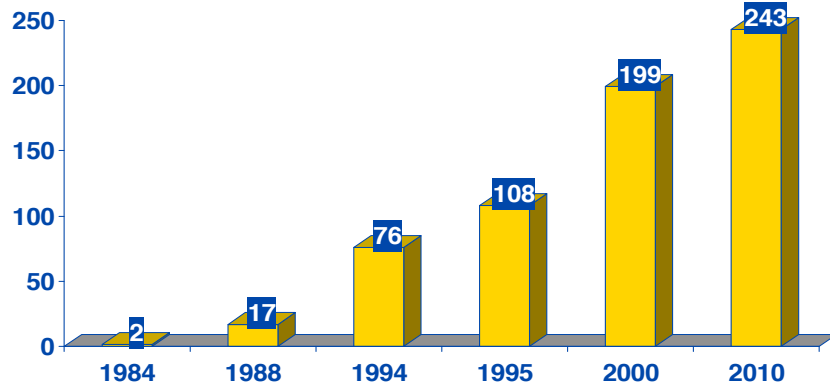


3.1. The Triangle and the 5 main lobbytargets





3.2. Influencing tool 1 : the representation offices



Number of regional offices in Brussels between 1984 and 2010

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3.2. Influencing tool 1 : the representation offices

Main missions of the representation offices

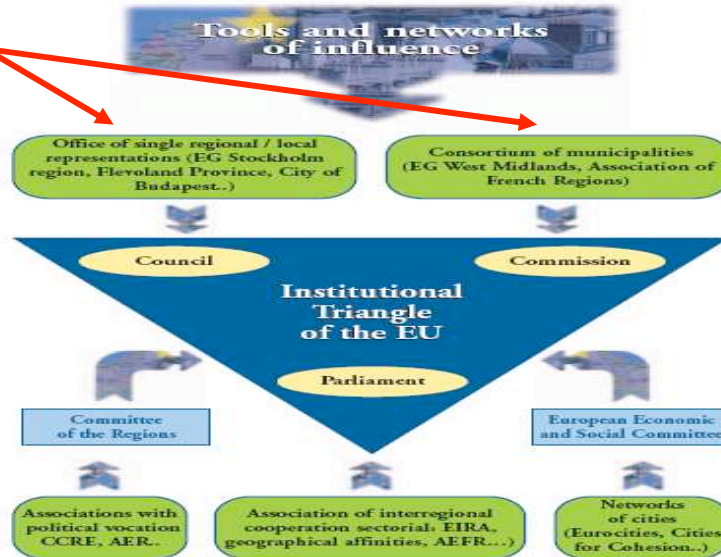
- Representing and defending regional/local interests in the European decision-making process
- Following the work of the European institutions in close collaboration with the Member State Permanent Representation
- Analysing the proposals for regulations and Community programmes
- Handling and exchanging useful information with Ministerial Cabinets and regional/local administrations
- Anticipating the decisions
- Coordinating the implementation of directives
- Offering an opinion and assistance on European affairs for the benefit of the regional/local economic actors
- Developing relationships and partnerships with other regional representations in Brussels

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3.2. Influencing tool 1 : the representation offices

Offices types



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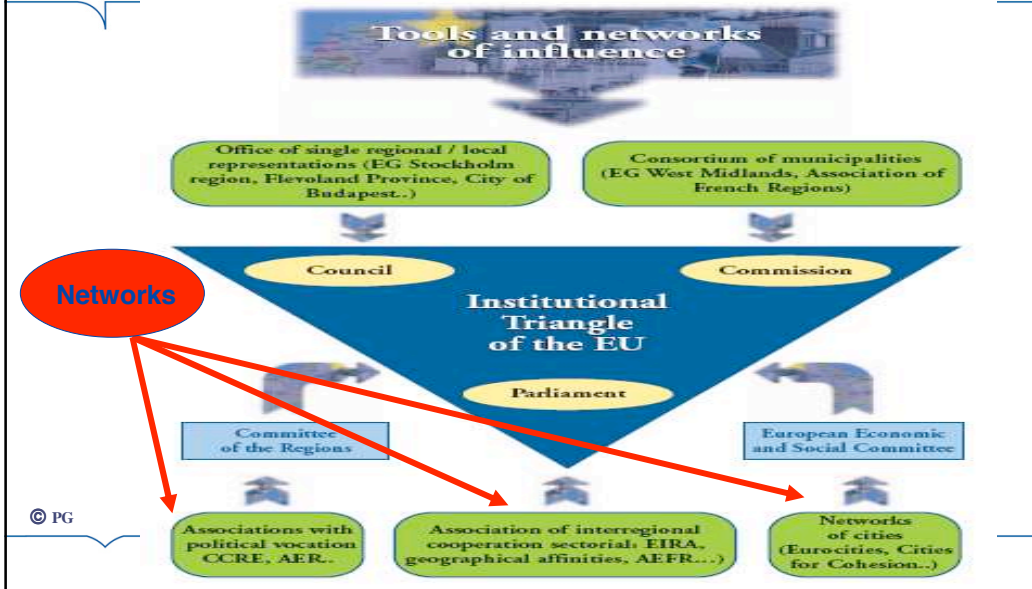
3.2. Influencing tool 2 : the Brussels based networks



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3.2. Influencing tool 2 : the Brussels based networks



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3.2. Influencing tool 2 : the Brussels based networks



EURANEST
Be part of our network!

Euranest was born out of profound reflection following a seminar dedicated to sport, organised in 2003 by the province de Luxembourg. The local collectives who participated, all presented characteristics similar to those of Belgian Luxembourg - countryside, environment, sport and tourism. Furthermore, they all recognised the importance of the macro-economic impact of sports events. They also made a resolution to combine their skills in this domain and to make them available to other regions of Europe. This enthusiasm led to the proposition to form an EGTC (European Group for Territorial Co-operation), a new instrument put in place by the European Parliament and Council in early July 2006.

It was born of a need – that of facilitating and promoting cross-border, trans-national and inter-regional co-operation between the member states of the Union, with the aim of reinforcing economic and social cohesion.

It was created out of a need – that of facilitating and promoting cross-border and inter-regional cooperation between the members of the Union with the aim of reinforcing economic and social cohesion.

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3.2. Influencing tool 2 : the Brussels based networks

The Association of Cities and Regions for Recycling and for sustainable Resource management (ACR+)



ACR+ is an international network of more than 70 local and regional authorities with the shared aim to promote the sustainable management of waste and resources, encouraging prevention at source, reuse, recycling and all forms of recovery. The Association was created in Pamplona in May 1994 by a group of cities and regions led by the Brussels-Capital Region. The Association's name evolved from Association of Cities for Recycling (ACR-AVR) to current "Association of Cities and Regions for Recycling and for sustainable Resource management" reflecting the evolution :

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3.2. Influencing tool 2 : the Brussels based networks

The POLIS network



Founded in 1989 the POLIS network includes 65 members from 18 countries and can be considered as a tool for better transport management in Europe.

Aims

The network aims to unite European cities and regions that want to work together **on questions of transport and the environment** and on the development of technological innovation and local transport policies. The main objective of this network is to support cities and regions in the improvement of the quality of life of their citizens, through innovative techniques that seek to reduce barriers, improve security, reduce pollution and allow for more equal access to transport services.

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3.2. Influencing tool 2 : the Brussels based networks

Association of European Border Regions (AEBR)



The idea to create a European association that was a "Union for Border Regions" came about in 1965, in Bale at the "International Congress for Regional Planners". The formal foundation was in Bonn in September 1971 and among the 115 border and cross border regions of the EU, 90 are members of the AEBR.

Aims

To successfully lead programmes and projects, seek financial means, bring them together and make use of them :

- **To organise** meetings on cross border issues and contribute to the solution of border issues by supporting specific activities
- **To prepare** and carrying out common actions
- **To set up** the "European centre of border and cross border regions" in collaboration with the European Union and the Council of Europe.
- **To inform** the political world and public opinion in Europe on cross-border issues.

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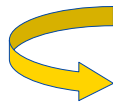
3.2. Influencing tool 2 : the Brussels based networks



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A concrete example

Member of 5 Brussels based networks



Cities for Cohesion Network
Capital Cities/Regions Network
Baltic Sea Group
EU 2020 Regions Network
ERRIN

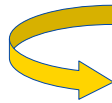
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3.2. Influencing tool 2 : the Brussels based networks



In the framework of ERRIN → Good contacts with



- West Midlands in Europe
- Brussels Capital Region
- Regione Piemonte
- Unioncamere Lombardia
- Scotland Europa
- Bremen
- City of Helsinki
- Helsinki Region

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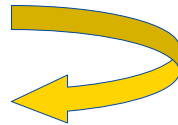


3.2. Influencing tool 2 : the Brussels based networks



Activities within the network

- General Meetings on research and innovation issues
- Annual General Events
- Updates and early warning in form of regular briefings, website, ...
- Regular contacts with EU Institutions and regions
- Support regions to develop and deliver inter-regional seminars
- Devise and update of regional profiles
- Partner search
- Produce and update a calender of events
- Working groups on projects, lobbying and funding issues
- Provide a single voice for regions in lobbying



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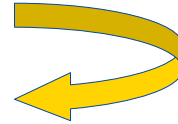
3.2. Influencing tool 2 : the Brussels based networks



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Direct or indirect results

- ✓ Knowledge Sharing at the EU level
- ✓ Inter-regional exchanges
- ✓ Practitioner development
- ✓ Policy and thematic developments
- ✓ Working with other Networks and Organisations



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3.3. Influencing tool 3 : the political representation

1. A MEP from your region
2. A representative of your region/municipality in the Committee of the Region
3. And why not ? The Commissioner



Very important to anticipate this crucial point before the local/regional/national elections !

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Thank you !
Questions?

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