A Lobby Plan – An evergreen approach

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Outline

1. What is a lobby plan and why use it

2. Some useful asides

3. Outline of a lobby plan

4. Lessons learned

5. Values Communications

Why have a Lobby Plan?

1. It is a map: it clarifies which are the advocacy objectives and all the steps you need to reach them

2. It helps to develop your argumentation:

   - Which are the key messages supporting your goals?

   - Are they relevant for policy-makers?

   - How can you reply to criticism from your opponents?

3. It gives you a clear idea whether you are fighting a lost battle

4. It helps you to identify the risks and trade-offs associated with your campaign

The Wisdom of Karl Rove

"If you have no plan, you will lose."

https://youtu.be/B8WuCyCkTqc

A few useful asides

S E C R E T.

W.P.(G)(40) 211.

COPY NO. 51

9TH AUGUST, 1940.

WAR CABINET.

BREVITY.

Memorandum by the Prime Minister.

To do our work, we all have to read a mass of papers. Nearly all of them are far too long. This wastes time, while energy has to be spent in looking for the essential points.

I ask my colleagues and their staffs to see to it that their Reports are shorter.

(i) The aim should be Reports which set out the main points in a series of short, crisp paragraphs.

(ii) If a Report relies on detailed analysis of some complicated factors, or on statistics, these should be set out in an Appendix.

(iii) Often the occasion is best met by submitting not a full-dress Report, but an Aide-memoire consisting of headings only, which can be expanded orally if needed.

(iv) Let us have an end of such phrases as these: "It is also of importance to bear in mind the following considerations......", or "Consideration should be given to the possibility of carrying into effect.....". Most of these woolly phrases are mere padding, which can be left out altogether, or replaced by a single word. Let us not shrink from using the short expressive phrase, even if it is conversational.
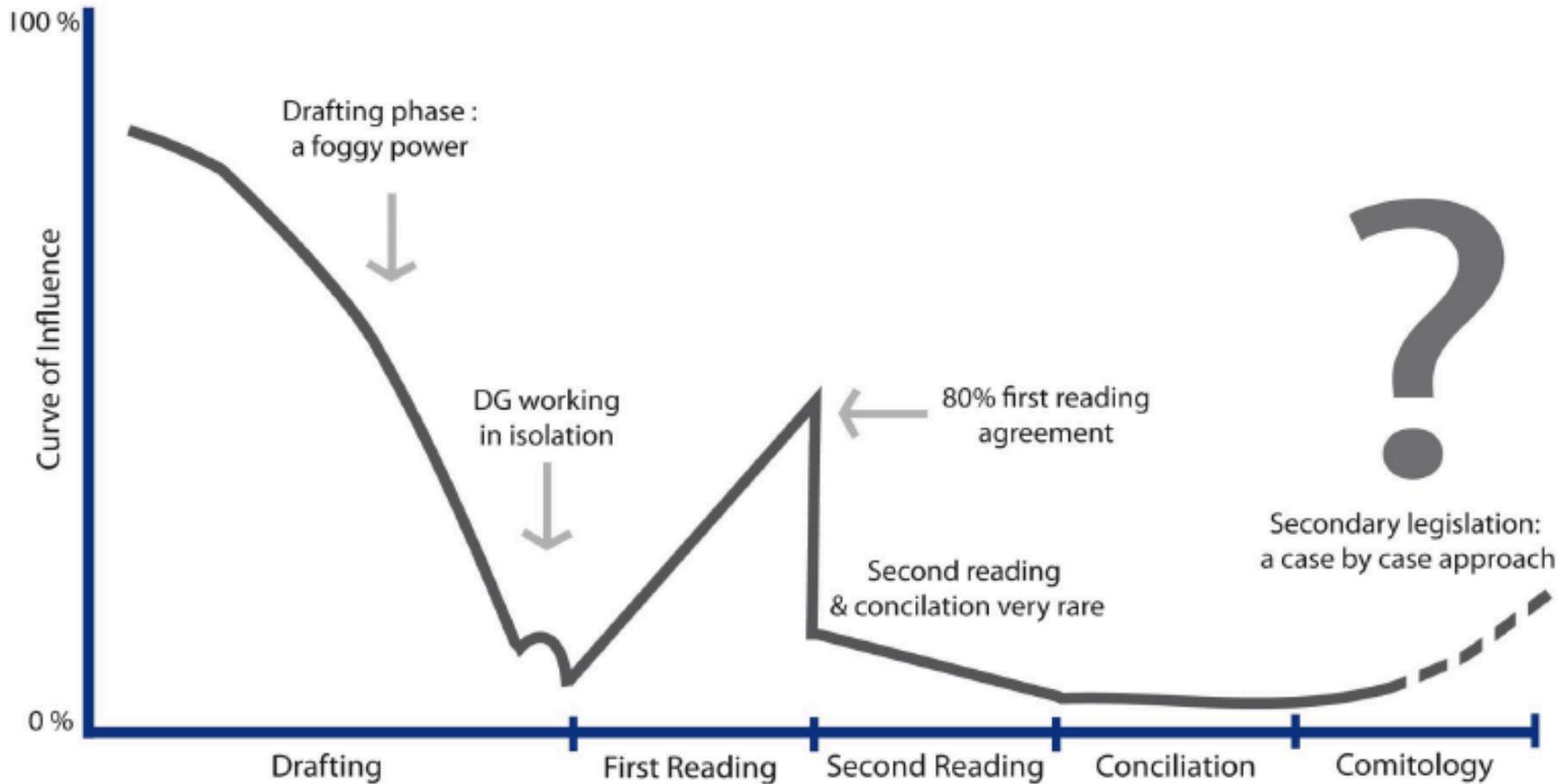
Reports drawn up on the lines I propose may at first seem rough as compared with the flat surface of officialese jargon. But the saving in time will be great, while the discipline of setting out the real points concisely will prove an aid to clearer thinking.

W.S.C.

10, Downing Street.

9TH AUGUST, 1940.

CURVE OF INFLUENCE POST-LISBON

100 %

Curve of Influence

Drafting phase :
a foggy power

DG working
in isolation

80% first reading
agreement

Second reading
& concilation very rare

Secondary legislation:
a case by case approach

?

0 %

Drafting   First Reading   Second Reading   Conciliation   Comitology

Public Affairs Plan: structure

Main sections	Description
Cover sheet	Introducing the policy issue
Issue sheet	Clarifying: - Advocacy objectives - Key messages + rejoinders + rebuttals
Main institutional actors	Listing key policy-makers on the file
Allies and opponents (civil society)	Mapping trade associations/NGOs/think tanks having a stake in the debate
Power Map	Mapping the position of Member States, MEPs and Commission on the issue of interest
Critical path	Identifying key tasks to be performed to reach your objectives
Public Affairs Plan (Advocacy + Communication)	Subdividing key tasks (e.g. outreach to European Parliament) into actions (e.g. meeting MEP ....)
Risks and contingency plans	Identifying the risks associated with the campaign and establishing a plan to mitigate them

Public Affairs Plan: cover sheet

Short Title:

A short descriptive name for the issue

Proposal Development Background

- **Legislative process: Type (Ordinary/co-decision, delegated (RPS, Delegated act, implementing act)**
- **Stage: (e.g. 1st/2nd reading, conciliation)**

Priority:

A statement of the "value" of the issue

Governance:	
Ownership	*Lead*

Public Affairs Plan: issue sheet

Policy objective:
A statement of the general policy area and objective

Advocacy goals:
What will this plan specifically achieve? It is important that this is not about building up a new Programme or work stream. Instead, the goals should be
•   Smart
•   Measurable
•   Achievable (in particular, possible majorities in EP and Council)
•   Relevant
•   Time Bound

Implications and past votes
•   **What is the reasonable worst case scenario if we do nothing in terms of € to our members**
•   Has a similar vote happened recently? What was the outcome/lessons learned?

Key messages:	Rejoinders:
• **Bullets setting out what we propose to argue in order to secure those goals**	**What others might say in response**
Challenges:	**Rebuttals:**
• **What opponents are saying**	**Our answers.**
Materials:	
• **Advocacy Documents**	

	y/n
Narrative	
One-pager, leave behind	
Key messages	
Q&A	
Amendments	
Letters, e-mails etc	
	Supporting evidence
	y/n
Data request	
Data received	
Study commissioned	

Public Affairs Plan: main institutional actors

European Commission	
Actors - Lead DG: hierarchy *(Unit, Director, DG)* - Interservice DGs: *(Unit)* - Interservice Steering Group - Cabinets	
Date	*Current Status*
Date	*Key decision points - eg* - *Green paper published* - *Consultation dates* - *Impact Assessment* - *Draft proposals* - *Interservice* - *Adoption*

Public Affairs Plan: main institutional actors

European Council	
Actors	
- Lead Council (Working Group) / Ministries	
- Permanent Representations *(WG level, COREPER)*	
- Member State national lead	
Date	***Current Status***
Date	***Key decision points – eg*** - *Working Group Meetings* - *COREPER* - *Council Meetings – debates & conclusions* - *Council Meetings - adoption*

European Parliament	
Actors	
- Lead Committee *(members & substitutes & political advisors)*	
- Co-ordinators	
- Group advisers	
- Committee officiaLs	
- Opinion Committees *(Rapporteurs & Shadows)*	
Date	***Current Status***
Date	***Key decision points – eg*** - *Initiation* - *Draft Report* - *Deadline for amendments* - *Compromises* - *Votes*

Public Affairs Plan

Allies and opponents

Allies	Position/contact	Opponents	Position

Power map

Policy change objective	Who are the key decision makers? What is their current position on the issue: Champions, Swingers, Blockers	Who can influence them	What will influence the decision makers	Who are the key allies or partners on this issue? What is their influence and position? What role can they play	What are the particular decisions made? Are the opportunities closed or open	Implications? What advocacy strategies and activities will be best effective given this analysis

Critical path

Inputs	Activities	Outputs	Objectives/ Outcomes	Goals/Impact
Time, money, people, etc. needed	Things to do	Results of activities; things produced	Changes in policy etc.	Ultimate goal
		Indicators	Indicators	

Public Affairs Plan: advocacy & communication

Advocacy Action Plan: short term

Short Term action (one month)			
Commission (who)	By whom	When	What
Lead DG, Unit			
Sec-Gen lead(s)			
Interservice DGs			
Commissioner(s)			
Cabinets			
Lead official(s) desk officer			
Legislative team			
Council (who)			
Presidency			
Permanent Representations			
National issue lead			
Council officials			
Parliament (who)			
Rapporteur(s)			
Shadows			
Committee Group coordinators			
National Group coordinators			
Shadows			
Advisors to MEPs			
Group Advisors			
Committee officials			
Key influencer(s) MEPs			
Key influencer(s) Officials			
Key Influencer(s) Staff			

Advocacy Action Plan: medium-term

Medium-term action (three months)			
European Commission	**By whom**	**When**	**What**
Sec Gen			
Lead DG, Unit			
Sec-Gen lead(s)			
Interservice DGs			
Council/Member States			
Presidency			
Permanent Representations			
National Issue lead			
Minister(s)			
Political Advisor			
European Parliament			
Rapporteur(s)			
Shadows			
Committee Group coordinators			
National Group coordinators			
Shadows			
Advisors to MEPs			
Group Advisors			
Committee officials			
Key influencer(s) MEPs			
Key influencer(s) Officials			
Key Influencer(s) Staff			

Public Affairs Plan: advocacy & communication

Communications Action Plan: short term

Short Term action (one month)			
Commission (who)	By whom	When	What
Lead DG, Unit			
Sec-Gen lead(s)			
Interservice DGs			
Commissioner(s)			
Cabinets			
Lead official(s) desk officer			
Council (who)			
Presidency			
Permanent Representations			
National issue lead			
Parliament (who)			
Co-ordinators, rapporteurs, shadows			
Letters to Committee members & substitutes & advisors			

Medium Term action (three months)			
Commission (who)	By whom	When	What
Lead DG, Unit			
Interservice DGs			
Cabinets			
Council (who)			
Presidency			
Permanent Representations			
National Issue lead			
Minister(s)			
Political Advisor			
Parliament (who)			
Rapporteur(s)			
Meet co-ordinators, rapporteurs, shadows			
Letters to Committee members & substitutes & advisors			

Public Affairs Plan: resources, risks & contingency plans

Budget

Action	When	Cost	Signed off
Report x	10 September	10K	
30% of X time issue lead			
20% of Y advocacy lead			

Risks & contingency plans

Risk	Risk's impact on campaign	Probability of happening Very likely 4, 3, likely 2, unlikely 1, very unlikely 0	Potential impact Very High: would prevent goals from being achieved 3	Mitigation Strategy	Who is responsible	Update

Lessons learnt (1)

Advocacy objectives

- A public affairs plan allows you to clearly state all your advocacy objectives. Most of the time you cannot reach all objectives: be ready to compromise on secondary objectives

Issue Sheet (Key Messages)

- Anticipating and replying in a convincing way to the arguments of your opponents is key to convince 'undecided' policy-makers ('swingers') – which are necessary to win a political majority

- Messages should be always coherent, but you should focus on different aspects of the issue, depending on the policy-makers you are meeting

Lessons learnt (2)

Allies and opponents

Identify your allies as soon as possible and get in contact with them to build a coalition. Do not wait: the sooner an alliance is in place, the more chances you have to succeed

Institutional actors

- Identify all key policy-makers well in advance: once the file has entered the crucial phase, you may not have the time to draft lists of influential policy-makers

Lessons learnt (3)

Power Map

- Mapping political actors (Power Map) is key to know:

  How to build your majority in the European Parliament and Council
  How to split political groups through national lines

- In order to map the preferences of policy-makers, check:

  Amendments tabled by MEPs on related files
  VoteWatch
  MEP Written questions
  Interviews, OP-EDs

Value Communications

- **Settlers** (socially conservative and focused on security and belonging)

- **Prospectors** (aspirant, optimistic and desiring status and esteem)

- **Pioneers** (focused on fairness, with generally more 'post-materialistic' goals).

Who cares?
Mapping the most salient political issues for each values group

SETTLER

PROSPECTOR

PIONEER

- Immigration (tough on)
- Pride in nation
- Crime (tough on)

- Welfare (tough on)
- Immigration (protect jobs)
- Work (jobs and pay)

- Immigration (preserve culture)
- Value (cut waste/bureaucracy)
- Health (secure)

Alienated Settler

Socially Conservative Prospector

Traditional Settler

Socially Liberal Prospector

Concerned Pioneer

- Prosperity
- Work (pay and better jobs)
- Education

- Health (fairness)
- Unemployment and poverty

Confident Pioneer

- Fairness
- Education (for all)