

# LEGITIMATE INTEREST REPRESENTATION AND EFFECTIVE LOBBYING PROGRAM - IRL

Developing Your Skills and Competencies



Belgrade, January 2020

## Contents

I.	<i>Introduction to ECPD UN University for Peace</i> .....	3
II.	<i>Interest Representation and Effective Lobbying, IRL – the new ECPD Program</i> .....	6
III.	<i>Program &amp; Agenda of the Course on “Legitimate Interest Representation and Responsible Lobbying – how to do it effectively in Western Balkans?”</i> .....	9
IV.	<i>Self-Evaluation Questionnaire</i> .....	12
V.	<i>Select Bibliography on Lobbying</i> .....	15

Annex 1:	<i>Registration Form</i> .....	16
Annex 2:	<i>Correct responses for Self-Evaluation Questionnaire</i> .....	17
Annex 3:	<i>Methodological Guidelines for your Lobbying Case Study</i> .....	18

## Chapter I: Introduction to ECPD UN University for Peace



Belgrade, Terazije 41. ECPD Headquarters

### Origins and Mission

The European Center for Peace and Development (ECPD) established in Belgrade, in 1983, as an independent, international postgraduate education and research institution, with exterritorial status, is a Regional Centre of the University for Peace, established by the United Nations.

The ECPD represents a unique institution in this part of the world, and has a special significance to countries of **South-Eastern Europe**.

The ECPD was established by the University for Peace United Nations with the main tasks and objectives "... to organize and carry out postgraduate studies, research projects and dissemination of knowledge, which contribute to the promotion of peace, development and international cooperation". Following its mission defined in the Charter of the University for Peace established by UN and its own Statute, the ECPD "... brings together the intellectual potential from all parts of the world for the benefit of implementation of the education and research programmes and projects devoted to the fulfilment of the ECPD aims and objectives".

### Tasks and Objectives

Basic tasks and objectives of ECPD have been incorporated into its program structure, which features:

- (A) Studies leading to postgraduate degrees and specialist postgraduate training in the European Union law, International business law, International Relations and Diplomacy, International MBA Studies in the field of strategic, financial, human resources, urban and ecological management and Health Management Studies within the international program of Global School of Health.
- (B) Interdisciplinary research on sustainable development issues, regional development, multicultural, multi-confessional and inter-ethnic relations, eco-management and international relations;
- (C) Organizing international meetings, conferences, round tables, symposia and workshops on topical issues from its program;
- (D) Publishing conference proceedings, professional and scientific texts, research papers, case-studies, textbooks, etc.

### Major Activities

Activities of ECPD are carried out by over 150 regular staff and part-time fellows, visiting professors and researchers from numerous European and other countries.

**(A) Postgraduate Studies:** The ECPD carries out the following international postgraduate studies:

**Master of Science level** in areas of: the European Union and International Business Law, International Relations and Diplomacy (focused on economic diplomacy), Technology of Solving Development Problems, Strategic, Financial, Human Resources, Urban and Ecological management and Health management within International program of Global School of Health.

**Specialist level** in areas of: Biomedicine and Traditional Medicine, and Health-Care Management.

Training for refreshing and upgrading knowledge is an important part of the ECPD postgraduate studies. ECPD organizes annually in total about 40 summer schools, specialist courses and seminars. Graduated attendants of these training events receive internationally recognized certificates.

**(B) Doctoral studies** are organized and carried out in areas of science in which the ECPD conducts its international postgraduate studies and research activities, that is, in human resources and natural environment, social studies, economics, technology, international relations, law and management. Doctoral studies last three years, with two semesters or two years, having three trimesters a year.

**(C) Research Activities:** The ECPD devotes considerable time and effort to the fulfilment of one of its major tasks – to carry out research activities intended to contribute to solutions of acute and chronic problems, in general, and particularly in South-Eastern Europe. In thirtyseven five years of its operations, ECPD conducted

several dozens of large research projects and studies related to issues of sustainable development, international relations and inter-ethnic relations.

ECPD developed, besides other, a number of projects focused on efforts leading to peace building and socio-economic development in South-Eastern Europe. A major ECPD regional research program has been developed under the title "The Balkans in the 21<sup>st</sup> Century – The Ways Leading to Improvement of Peace, Development and Regional Cooperation". Within the framework of this program, several projects have been developed, and some are already completed.

Since 2005 ECPD has been involved as partner in several EU – funded projects. Among others, notable impact had GREAT IST (on information society), BIS-RTD (public funding of RTD) and R4R (technology transfer among regions).

**(D) International meetings:** Since its creation, the European Center for Peace and Development organized numerous international meetings at various levels and of various characters, held in former Yugoslavia (Dubrovnik, Belgrade, Ljubljana, Sveti Stefan, Prizren, Brioni Islands, Ohrid, etc.) and in some other European countries, including Athens (Greece), Bremen (Germany), Varna (Bulgaria), Moscow (Russian Federation), Budapest (Hungary), Saint Endreol (France), Trento (Italy), and Vienna (Austria). Most of these meetings were attended by several hundreds of participants (even up to 1000), including former and current heads of states and governments, Nobel Prize winners, leading academics, prominent professors, experts and other important public figures.

Relying upon its rich experience in this field, ECPD continues organizing such meetings, often with several international partners. For that purpose, ECPD has established a Standing International Study Group on Inter-ethnic Reconciliation, Religious Tolerance and Human Security in the Balkans and every year holds a major annual International Conference on this subject.

**(E) Publishing:** ECPD publishes yearly more than twenty books, conference proceedings, textbooks and other publications needed for educational purposes.

## ECPD Management

The organizational structure of ECPD is defined in accordance with its international mission and the program of activities. Its management structure consists of the governing and executive bodies.

The main governing body is the **ECPD Council**, consisting of nine members. The Council defines and directs the ECPD operating policies and monitors its overall activities.

Among others, the Council has been chaired by Saburo Okita, a well-known Japanese diplomat and former Minister of Foreign Affairs, Ambassadeur de France, Paul-Marc Henry, a prominent diplomat and a leading executive of several important international organizations and founder of the UNDP (United Nations Development Program), and the well-known French general and geopolitical thinker, Pierre-Marie Gallois, who held this position until 2004. Due to his extraordinary contribution to the development and work of ECPD and its international affirmation, General Pierre-Marie Gallois was elected Honorary President of the ECPD Council. After his withdrawal of this position, on October 2010, **H.E. Mr. Boutros Boutros-Ghali**, Former UN Secretary-General was elected as the President of the ECPD Honorary Council, which consists of a group of world-known public figures, politicians, academics and diplomats.

The **ECPD Academic Council** deals with development and implementation of the ECPD master and doctoral studies program and its research projects. Prof. dr **Takehiro Togo**, a distinguished Japanese diplomat and professor of international relations at Tokai University, Tokyo, President of the Council succeeded on this position **Prof. dr Sinichi Ichimura**, President of the ICSEAD until 2014. Recently this position was assumed by the former long-standing President of UNESCO, **Federico Mayor**.

The **ECPD International Educational and Scientific Board** takes care of the implementation of the ECPD postgraduate studies and research activities. **Academic Branislav Šoškić**, a member of the European Academy of Sciences and Arts, and a former president of state of Montenegro and President of the Montenegrin Academy of Sciences and Arts, is currently the President of this Board.

The **ECPD Executive Board**, chaired by **Prof. Dr Jonathan Bradley**, University West of England, UK, is responsible for coordination of activities and setting program priorities.

The ECPD organizational structure is based on Executive Staff, consisting of the **Executive Director** and the **ECPD Secretariat**.

The ECPD Executive Director **Prof. dr. Negoslav P. Ostojić**, prominent expert for international economic relations and sustainable development, represents the ECPD and coordinates its overall activities.

The ECPD Secretariat consists of: a) Academic staff, b) Officers, and c) Administrative and Technical staff.

The ECPD Associates, chosen from the ranks of academic and other experts from all over the world, have an important role in ECPD activities. They are appointed as directors of educational program and research projects, as directors of the functional or territorial offices (bureaus, study centers, affiliations), lecturers and professors at international postgraduate study programs or as researchers, consultants or special advisers.



### Future Activities

In order to manage successfully its international activities, the ECPD has set up, outside of the headquarters, several operational units (affiliations, postgraduate study centers, research institutes, offices and/or program units) in numerous centers, including Greece, Bosnia and Herzegovina, Germany, France, Republic of Northern Macedonia, UK, Croatia, Slovenia, Montenegro, Austria, Italy, Belgium, Romania, Bulgaria, etc. The most recent regional centre has been opened in Prizren, Kosovo.

As described in detail in this brochure, ECPD has established a new **Standing Program on Legitimate Interest Representation and Lobbying (IRL)** in order to offer specialist training, coaching and mentoring to diplomats, business and government representatives, as well as professors teaching lobbying, and representatives of non-government organizations. Courses in this domain will be a contribution of ECPD to upgrade the modern communication skills and competencies required for successful and legitimate interest representation and lobbying – as ethical tools for reaching healthy compromises and sustainable solutions serving general and particular interests at local, regional, national and international levels. The director of the IRL Program is **Prof. Dr. Boris Cizelj**, former Ambassador of Yugoslavia and Slovenia, professor of interest representation and lobbying at ECPD, DOBA Business School, and Alma Mater Europaea, Maribor.

Based on a Memorandum of Understanding signed in 2017 between ECPD and **Knowledge Economy Network, KEN**, the latter (chaired by Prof.Cizelj) is a special partner in the IRL Programme.

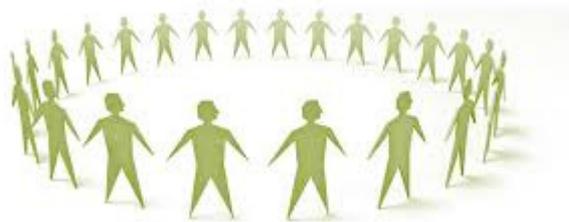
## Chapter II The Importance of Interest Representation and Lobbying

### What is interest representation and lobbying?

**Interest representation**, as well as **lobbying** are constituent parts of any democratic decision making, be it generally in society, in politics - particularly in the legislative process - and equally in business, culture and sports. Which is the dividing line between interest representation and lobbying? While the first takes place also beyond the direct context of decision-making, lobbying takes place strictly when interested groups or individual organizations are **actively and intentionally influencing decision makers** - directly, through hired lobbyists or other intermediaries.

The positive attribute of lobbying depends on **three levels of requirements**. First, full respect of law makes **lobbying legal** - and that excludes corruption in any form. Second level - **legitimate lobbying** - implies full compliance with Code of Conduct of the respective Lobbying Association. Moreover, the third level - to be recognized as **ethical lobbying** - is based on full respect of public interest. In reality, only some cases of lobbying could be labeled as ethical, most cases are in the second category, but unfortunately, many cases fall short to fulfill even the criteria of legality.

These challenges can be addressed by **special regulation, laws or other legal acts**. Currently only in some 20 countries, a special law has been adopted, while in EU most member states have left it to Union – which is currently moving into a heavily regulated system. The USA have adopted during President Obama already the fifth regulation on lobbying, however since 2009 the number of registered lobbyists have been reduced for over 1/3 (while the reported amounts spent on lobbying have remained the same – about 3 billions USD). Obviously the legislation – though well-intended – is enough.<sup>1</sup> The other approach is **self-regulation**, which means that lobbying associations accept certain rules (requesting acquisition of documents in a legal fashion, avoidance of conflict of interest situations, transparency of actions, registration in respective Register, and of course prohibition of any type of corruption). The question is to what extent the associations actually apply these rules. There are indications that this is often not the case!



The latest attempt to reduce the abuses of lobbying has been done by **Transparency International** with several partners by preparing the **Guiding Principles for International Standards**, which should be respected by all European Lobbyist, as well as respective authorities.

**These Principles** contain the following very clear statements:

- *Lobbying is a legitimate activity and an important part of the democratic process.*
- *There is a significant public interest in ensuring the transparency and integrity of lobbying, as well as diversity of participation and contribution to public decision-making.*
- *Any regulatory measures to secure these ends shall be proportionate, fit to purpose and not impede on the individual rights of assembly, free speech and petition to government.<sup>2</sup>*

### Why lobbying suffers such a bad perception?

In the 2013 Burson-Marsteller's survey<sup>3</sup> among 600 respondents in 20 European countries, about the views of the public on the role of lobbyists, even 77% of respondents claimed that **business lobbyists could act in contradiction to the public interest**. In addition, 70% of respondents believed that lobbyists have an important (possibly even excessive) impact on decisions of EU institutions – particularly when not conducted in a transparent fashion.

<sup>1</sup> <https://www.theopensecret.com>

<sup>2</sup> Transparency International, 2015, International Standards for Lobbying Regulations, p.5. Accessible at <http://lobbyingtransparency.net/lobbyingtransparency.pdf>

<sup>3</sup> Burson-Marsteller (2013): Lobbying survey, pp. 8-11. Accessible at <https://www.slideshare.net/search/slideshow?searchfrom=header&q=MariaCarvalho%2Flobbying-survey-report>

Interestingly enough, the top three answers point to the easily recognizable deficiencies of lobbying: **insufficient transparency, priority on interests of the powerful and rich, and manipulation with data and information.**

Generally, the researchers, as well as the media and public opinion, tend to strongly overestimate the **actual impact of lobbyists** on a certain decision taken, or failure of lobbying – resulting in maintaining status quo. In his article addressing this issue Lowery<sup>4</sup> (2013: 7) argues that, political organizations in USA in his sample were **impact-full in only half of cases** of lobbying engagements, and - by their own evaluation – have been important in slightly above 20% of cases of lobbying. This is much less than the dominant impression among professional lobbyists, in the public, and even among many researchers.

In absence of more exact research evidence on actual influence of lobbying, one should take into account that professional lobbyists depend in the long run on their professional credibility, which means that they would stay with very few clients if their reputation would be affected by dubious working methods. The same goes for any professional, the so-called **“in-house lobbyist”** acting against principles of legitimacy and ethical lobbying.

Probably the most suggestive proof of the negative perception of lobbying is the fact that even among the 4 lobbying associations in Brussels (EPACA, SEAP, CPA, IPRA), none of them use the term “Lobbying” in their official names!

### The future of Lobbying

Most experts agree that there will be more lobbying in the future than ever in the past. This is because there is ever louder and fully justified public demand for **more transparent, open government and inclusive public affairs management.** The public, and particularly the organized social actors, including NGOs, will gradually understand that lobbying belongs to their un-alienable rights, and that it is offering an effective tool for exercising their democratic rights (going well beyond the **“right to petition”**). It is a constituent part of **good, inclusive and consensual governance.**

H. Brown claims that globalization and the use of social media have created “isomorphic pressure on interest groups to adapt new lobbying tactics...”<sup>5</sup> Through donations, such groups can raise money to engage the best specialists to exert huge pressure upon entities acting anti-socially or unfairly towards various social groups.

**Networking** as a particular type of structured communication between people sharing some interests, often with substantial social capital, is rapidly evolving - particularly thanks to ICT. This will certainly grow further in the future, facilitating **policy networking**, as observed by D.F. Hafner<sup>6</sup> (1998: 816-821), and creating a **much richer environment for lobbying**, as it provides critically verified professional analysis and argumentation, making lobbying more effective, credible and productive.



### Education and training for effective lobbying

One of the paradoxes of our time is that the entire educational system, including life-long-learning and professional training in most countries fails to pay adequate attention to the skills and competencies required by the current and future labour market, and modern system of participatory democracy. It seems that the simple fact that we are social creatures – acting through communication – tends to be somewhat neglected. Economic consequences of this shortcoming are serious, productivity is affected negatively, countries are unable to develop and mobilize fully their human capital to the optimal levels, and that - in ultima linea - prevents many countries to become competitive with the best knowledge economies.

---

<sup>4</sup> Lowery David (2013): Lobbying Influence: Meaning, Measuring, Missing: Interest Groups and Advocacy. Journal of European Public Policy 11 (4): p.7.

<sup>5</sup> Brown, Heath (2016): Does Globalization Drive Interest Group Strategy? A Cross-national Study of Outside Lobbying and Social Media. Journal of Public Affairs 16 (3): pp.231–244.

<sup>6</sup> Hafner, Fink Danica (1998): Raziskovanje policy omrežij (Research on Policy Networks): Teorija in praksa, Ljubljana, 35 (5): 816–829.

The most critical in this domain are the »soft skills«, like: various types of communication – including interest representation and lobbying – team building and leadership, networking, negotiation techniques, collaborative attitude as well as predictive analytics.

Proper understanding of the role of lobbying and the ability to perform favourably in interest representation efforts is nowadays required in all professions. It is particularly important for diplomats, business representatives, government officials, as well as people from non-governmental organisations. However, for a number of reasons, this subject is offered by very few university curricula, and in only some business schools and diplomatic academies. However, it is often available only among the elective subjects, and many students tend to avoid it due to its generally unfavourable reputation.

One of the key **reasons for neglecting the topic of lobbying** in most curricula is the negative public perception, according to which lobbying is often linked to or even identified with illegitimate manipulation, if not directly to corruption. The background for this attitude is linked to two factors: (1) politicians and the media (basically for the same reasons: obtaining support) normally refer to lobbying and the lobbyists in a negative tone – though not so seldom justifiably; and (2) there is not enough empirical research on various lobbying actions, demonstrating the positive contribution of lobbying to quality legislation and other decisions.

The final result of this treatment of lobbying is that people who are obliged to undertake lobbying efforts do this without state of the art knowledge and skills, and logically cannot be as successful as they could be if properly trained. In majority of cases they unintentionally harm the interest they are responsible to represent, reduce public perception of the respective organisation, and affect negatively their own professional standing and career opportunities.



As a response, there is now a variety of training opportunities, mostly by specialised consultancies in USA, and more recently also in Europe – primarily in Brussels, as well as in UK. It has been established that lobbyists in the USA, as well as in Europe are among the best paid consultants.

At international level the European Center for Peace and Development is the first in the broader region of Central and South Eastern Europe to launch a Standing Program devoted to training, coaching and consulting various profiles of professionals requiring interest representation and lobbying skills and competencies for optimal performance of their organisations. This includes diplomats, business representatives, senior civil servants, as well as executives of non-governmental organisations, as well as professors teaching communications, interest representation, public and government affairs, and lobbying.

ECPD is looking forward to help course participants in building & upgrading their skills in order to increase their effectiveness in representing their countries' or organisations' interests, and lobby for them in an efficient, transparent and legitimate way.

The ECPD activities of the IRL program are provided in the following three packages:

- (A) **Participation at standard 2½ day courses** in various languages and in locations convenient to majority of participants. Due to intense, interactive didactics the number of course participants is limited to 15-20. Fee: 790 € for a single participant, the second from an organisation is entitled to a 20%, and the third participant to a 30% discount.
- (B) **Package »B« mentoring/coaching** is available to candidates interested in the courses, but being unable to be absent from their offices for the full duration of 2½ days - they can still join some of the sessions (in others they can be represented by their nominated colleague), and are entitled to post-course mentoring/coaching - about 3 hours over a period of 1 month after the course. Fee: 550 €, with the same discounts for further participants from an organisation, as under (A).
- (C) **Structured consulting-mentoring and educational services** is a package of services provided on the basis of an annual contract covering services in various areas of interest representation, public and government affairs, and lobbying provided by IRL Faculty members (monthly fees starting from 360€).

## Chapter III Program & Agenda, Novi Sad, 27-29 February 2020

### International Faculty of the Program

**Prof. Dr. Boris Cizelj**

Former ambassador, professor of Lobbying at DOBA Business School, ECPD and Alma Mater Europaea; chairman of Knowledge Economy Network, KEN

**Prof. Dr. Daniel Guéguen**

Partner EPPA, former Director of PACT European Affairs Consultancy, Brussels; professor of lobbying at College de Bruges and Natolin; former Secretary General COPA/COGECA

**Prof. Dr. Reinhard Priebe**

Former European Commission Director for Western Balkans, professor at ECPD, member many Advisory boards

**Prof. Dr. Marjan Svetličič**

Professor of international economics, University of Ljubljana – Department of Social Sciences

**Prof.dr.Alberto Alemanno**

Jean Monnet Professor of EU Law, HEC Paris, Global Professor of Law, NYU School of Law in Paris , Director of The Good Lobby

**Tanja Milošević**

Director Taraban Lobby, Zagreb; Former Vice Chair of the Association of Croatian Lobbyists

**Andrej Drapal**

Director Andrejdrapal.Com Consultancy, Ljubljana  
former chair of the Association of Slovenian Lobbyists

**Prof. Dr. Igor Vidačak**

Professor of lobbying at University of Zagreb, Department of Political Science

**Mihael Cigler**

registered lobbyist, director MC Public Affairs, London, former Chairman Association of Slovenian Lobbyists

**Dr. Jelica Minić**

President of the International Relations Forum of the European Movement in Serbia, and former Deputy Secretary General of the Regional Cooperation Council.

**Prof. Emeritus dr. Kostadin Pušara**

Lecturing at various universities in South Eastern Europe, President of Montenegro Lobbying Association

**Prof. Dr. Sean Theriault**

Professor of Government, Politics & Interest Groups in American Political System, University of Texas at Austin

**Prof. Dr. Siniša Zarić**

Professor on institutional economy and business environment at University of Belgrade, Department of Economics, lecturing at many universities abroad.

**Prof. Dr. Danica Hafner Fink**

Professor of interest representation & lobbying at University of Ljubljana, Department of Social Sciences

**Andrea Boccuni**

Head of Education and Partnership at The Good Lobby, and Advisor EU Affairs at Hague Corporate Affairs

**Prof. Dr. Sergey A. Samoilenko**

CARP Laboratory at George Mason University, USA

**Nenad Vuković**

President Lobbying Association of Serbia, Lawyer and active lobbyist

**Miodrag Vuković**

Member of the Parliament of the Republic of Montenegro, active in lobbying regulation

**Prof.Dr.Draško Veselinovič**

President, Management Board, SBRA, Brussels; professor at Gea College, Ljubljana

**Dr. Mehmet Gokgoz**

Former Director TURBO, Brussels; currently member of Turkish Delegation to NATO

**Marko Drajić**

consultant and author of the book "Corporate Lobbying in the European Union"

**Dr.Marjan Tanuševski**

Professor of BAS Institute of Management, Bitola and Manager of Macedonian Centre for Lobbying-Bitola, Macedonia

Besides the listed members of the Faculty, a team of more than a dozen specialists (academics and expert practitioners in lobbying) will be available to coach Course participants before and during the course, as well as during the 3-months period after the Course.

The ECPD is proud to offer to its future lobbying course participants such a unique experience of person-to-person training. Only the very best educational institutions around the globe offer this type of personalised interaction, which secures the best possible learning outcome.

## COURSE ON LEGITIMATE INTEREST REPRESENTATION AND EFFECTIVE LOBBYING -- Developing Your Skills and Competencies

### Detailed Program & Agenda

First Day – Thursday 27 February	
9:00 – 9:10	Welcome and Introduction to the Course – N.Ostojić, B.Cizelj
<b>Section I</b>	<b>Conceptual Framework of Lobbying and its Landscapes in Brussels and in Western Balkans</b>
9.10 – 10.40	<ul style="list-style-type: none"> <li>▪ Conceptual and terminological Considerations – prof.B.Cizelj                             <ul style="list-style-type: none"> <li>- Distinctions between phenomena of: interest representation, public/government affairs, public advocacy, activism, and lobbying</li> <li>- Definitions of lobbying: by mode of execution, by domain of application, and by actors</li> </ul> </li> <li>▪ Constituents of the Lobbying Process and typology of lobbying activities – B.Cizelj                             <ul style="list-style-type: none"> <li>- The interested party, internal and external lobbyists, intermediates, the lobbied party,</li> <li>- Direct and indirect lobbying, involvement of media, professional and general public, activating political actors, relations between professional lobbyists and clients</li> </ul> </li> <li>▪ The 3-levels of Lobbying: legal, legitimate, ethical and the real impact of regulation and self-regulation – B.Cizelj                             <ul style="list-style-type: none"> <li>- Respecting the law, zero tolerance for any form of corruption - legal</li> <li>- Acting in line with provisions of lobbying professional codes - legitimate</li> <li>- Full consideration of public interest – ethical</li> <li>- Regulation, self-regulation and their impact</li> </ul> </li> <li>▪ The features and advantages of modern networking and lobbying – B.Cizelj                             <ul style="list-style-type: none"> <li>- The impact of information-communication technologies on interest representation and lobbying</li> <li>- Advantages and challenges of networking for lobbying activities</li> </ul> </li> </ul>
10:40 – 11:00	Coffee break
11:00 – 12:30	<ul style="list-style-type: none"> <li>• The lobbying landscape in Brussels and the role of Networking – Prof.D.Lopandić</li> <li>• Lobbying the EU institutions: EC, Council, and EU – D.Lopandić</li> </ul>
12:30 – 14:00	Lunch
<b>Section II</b>	<b>The lobbying environments and the negotiations processes: from Brussels, USA, to Western Balkans</b>
14:00 – 15:30	<ul style="list-style-type: none"> <li>▪ From Lose-Lose, Win-Lose, to Win-Win Negotiations Strategies – prof.M.Svetličič                             <ul style="list-style-type: none"> <li>- Basic Principles of Negotiations</li> <li>- Making the first impression</li> <li>- The Art of Argumentation and Persuasion</li> </ul> </li> <li>▪ Setting targets and composing the lobbying/ negotiating team – M.Svetličič                             <ul style="list-style-type: none"> <li>- The Concepts of ZOPA, BATNA and WATNA</li> <li>- Types of negotiations and negotiators</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>- Integrating the needed competencies and skills in the negotiating team</li> <li>- Healthy compromise and responsible negotiations</li> <li>-</li> </ul>
15:30 – 15.45	Coffee break
15.45 – 17:15	<ul style="list-style-type: none"> <li>▪ Negotiating in the multicultural context – M.Svetličič <ul style="list-style-type: none"> <li>- Importance of understanding the culture of the negotiation partners</li> <li>- Stereotypes of national cultures in Western Balkans – as defined by R.D.Lewis</li> </ul> </li> <li>• Recent developments in lobbying in the USA – Prof.S.Theriault <ul style="list-style-type: none"> <li>- Features of American Lobbying. What went wrong with the US President Obama's Executive Order No.13490 ? – Prof.S.Theriault - online</li> </ul> </li> </ul>
<b>Second Day - Friday 28 February</b>	
9:00 – 10:30	<ul style="list-style-type: none"> <li>▪ Key features of lobbying in cultural environments of Western Balkans – dr.A.Plazinić</li> <li>- How to lobby and negotiate with partners from Western Balkan countries</li> <li>- <b>Simulation</b></li> </ul>
10:30 – 11:00	Coffee break
11:00 – 12:30	<ul style="list-style-type: none"> <li>▪ Advantages of policy networking for lobbying -- D.Fink Hafner <ul style="list-style-type: none"> <li>- Building Coalitions and Networks for effective lobbying</li> <li>- Coordinated interaction with relevant interest and pressure groups</li> <li>- <b>Simulation</b></li> </ul> </li> </ul>
12:30 – 14:00	Lunch
<b>Section III</b>	<b>The lobbying strategies, tactics and techniques</b>
14:00 – 15:30	<ul style="list-style-type: none"> <li>▪ Key Commandments and practical tips for lobbying in diplomacy and in business - B.Cizelj, S.Zarić <ul style="list-style-type: none"> <li>- The role of lobbying in modern diplomatic services – B.Cizelj</li> <li>- Why no company should ignore or underestimate the importance of legitimate interest representation and effective lobbying – prof.S.Zarić</li> </ul> </li> <li>▪ Lobbying for Non-Governmental Organizations – M. Drajić <ul style="list-style-type: none"> <li>- Distinctions with business lobbying</li> </ul> </li> <li>▪ <b>Simulation</b></li> </ul>
15:30 – 15.45	Coffee break
15.45 – 17:15	<ul style="list-style-type: none"> <li>▪ Lobbying for EU funds – prof.D.Veselinović – online <ul style="list-style-type: none"> <li>- How to lobby for successful submissions to European Commission calls</li> </ul> </li> <li>▪ Strategies against character assassination – S.Samoilenko - online <ul style="list-style-type: none"> <li>- How to defend yourself against a designed or executed character assassination campaign – a real case from the USA</li> </ul> </li> </ul>
<b>Third Day - Saturday 29 February</b>	
9:00 – 10:30	<ul style="list-style-type: none"> <li>▪ What to consider when engaging an external lobbyist? – M.Ciglar - online <ul style="list-style-type: none"> <li>- Checking out the lobbying companies offering their services, secure close collaboration with the domestic team, make sure they are familiar with your organisation, insist on best available experts for the case, monitor closely the hired lobbyists' performance, and insist on regular reporting</li> </ul> </li> <li>▪ Branding – a key instrument in interest representation – A.Drapal - online <ul style="list-style-type: none"> <li>- The potential of country, region, city, or company branding for enhancing the prospects of</li> </ul> </li> </ul>

## Legitimate Interest Representation and Effective Lobbying

	successful interest representation/lobbying - Major techniques of branding
10:30 – 11:00	Coffe break
11:00 – 12:30	<ul style="list-style-type: none"><li>▪ Defining the issue and determining the right lobbying strategy, tactics and techniques – prof.Siniša Zarić</li><li>- Key features of project lobbying</li><li>- Articulating, formulating and communicating the lobbying issue</li><li>- <b>Simulation</b></li></ul>
12:30 – 13:00	Closing Evaluation Session
13.00	Awarding of diplomas: Academician h.c. prof.dr.Negoslav Ostojić. Executive Director of ECPD and Prof.dr.Boris Cizelj, IRL Program Leader

NB: This is a final draft-program, it could be still changed in minor details. The definite program and agenda will be sent to registered participants a week before the Course.

### Mentoring/Coaching of participants

**Mentoring: one week before course – Coaching: three months after course**

Participants are benefitting from advice & coaching by core Faculty members and additional ECPD experts on lobbying issues of their interest (about 5 hours over the 3-months period per participant).

## Chapter IV SELF-EVALUATION TEST FOR PARTICIPANTS OF THE COURSE ON LEGITIMATE INTEREST REPRESENTATION AND LOBBYING

Select all correct answers by »X«, and the best answer with »XX«

For evaluation of results each correct »X« brings 10 points, and each »XX« brings 20 points.

The maximal number of points is 570 – the correct answers are available at the end of the publication.

### 1. What is Lobbying?

X, XX	Code	Answer Selected
	A	Involvement in legislative processes
	B	Representing Interest in decision-making
	C	Using less transparent means to influence decision-makers
	D	Influencing decision-makers and their advisers

### 2. When can we qualify lobbying as legitimate?

X, XX	Code	Answer Selected
	A	When we have legitimate reasons to lobby, including our opponents forcing us into lobbying activities
	B	When we lobby in a transparent style
	C	When we act in accordance with Rules of Conduct of our Lobbying Association

### 3. Describe the status of the modern lobbying doctrine

X, XX	Code	Answer Selected
	A	An interdisciplinary branch of social science
	B	A doctrine based on centuries of human experience
	C	Just a useful set of soft skills

### 4. What is normally (most frequently) the objective of lobbying activities?

X, XX	Code	Answer Selected
	A	Achieve acceptance of our organisation's viewpoint by decision-makers and the public
	B	Prevent adoption of a decision potentially harmful for our organisation's interests
	C	Protect our organisation's current privileged position and future interests

### 5. Define the generic nature of lobbying

X, XX	Code	Answer Selected
	A	An important, indispensable component of democracy, but highly susceptible to degenerate into unethical, illegitimate, or even illegal acts
	B	Democracy cannot function properly without lobbying
	C	Lobbying primarily gives additional influence and power to the rich and powerful

### 6. Why is lobbying one of the social phenomena lacking evidence of solid empirical research?

X, XX	Code	Answer Selected
	A	Difficult access to information on specific cases of lobbying – since in many cases the lobbying actors are not interested in public disclosure of all of their activities
	B	The complexity of lobbying environment is usually very high
	C	Due to reasons mentioned under A and B, the researchers are not so keen to undertake empirical research

### 7. What are the key reasons for the negative public perception of lobbying?

X, XX	Code	Answer Selected
	A	Many politicians and media treat lobbying traditionally in a negative fashion
	B	The public is not familiar with real details, and is taking its position uncritically – following media reports
	C	Cases of abuse and illegal activities related to lobbying are seldom prosecuted and their actors remain suspected of corruption (which is proven very rarely)
	D	Lobbying associations are not fighting against abuse committed by their members and share responsibility for the unsatisfactory state of affairs

**8. What are the key skills needed for successful lobbying?**

X, XX	Code	Answer Selected
	A	Analytical Skills
	B	Verbal and non-verbal Communication Skills – including transcultural communication
	C	Negotiating Skills
	D	Social and Emotional Intelligence
	E	Social standing and professional reputation

**9. How would you define the objectives of diplomatic lobbying?**

X, XX	Code	Answer Selected
	A	Doing whatever necessary that the country of accreditation will accept the positions and proposals of your own country
	B	Searching for points of possible agreement between the two countries - including changes of positions of one or both countries
	C	Making sure authorities of country of accreditation understand the reasons why your own country is insisting on a certain position (which is not made public)
	D	Orchestrating (mobilising) support in country of accreditation for a position of your own country
	E	Influencing authorities of your own country to accept a compromise – as a best long-term scenario

**10. Which are the most important lobbying functions of business representatives?**

X, XX	Code	Answer Selected
	A	Presenting in the region our company as most competitive, trustworthy and CSR-led organisation
	B	Build good relations with local authorities
	C	Create excellent media relations to boost our organisation's public image
	D	Build fair relations with representatives of our competition at the respective market
	E	Develop partnerships with local companies, which will help our company's positioning & acceptance

**11. Government officials: how should they act/react with lobbyists?**

X, XX	Code	Answer Selected
	A	Avoiding being lobbied in any form or shape
	B	Initiate transparent communication with all interested parties – to hear all arguments and proposals, but refuse their further involvement in preparations and adoptions of decisions
	C	Accepting private briefings from individual interested parties & their lobbyists
	D	Accepting only written communication from interested parties
	E	Accepting all interested parties to play an active role throughout the process of preparations and adoptions of decisions

**12. Skills needed for lobbyists of non-governmental organisations**

X, XX	Code	Answer Selected
	A	Mobilising and coordinate activities of all relevant stakeholders
	B	Helping articulate and proactively communicate stakeholders' positions and proposals
	C	Coordination with like-minded non-governmental organisations
	D	Developing good relationship with relevant government entities
	E	Developing proactive collaboration with relevant academic institutions

**13. How would you evaluate your lobbying skills and potential?**

X, XX	Code	Answer Selected
	A	Thanks to favourable genetic background for lobbying, very good education and training, as well as accumulated successful experience, there is little need for my additional training – but understanding Western Balkans better could be helpful
	B	I am a good communicator, with limited training and experience in lobbying, therefore additional training could enhance my abilities
	C	With modest predisposition and limited training, it will be beneficial to receive additional training and coaching to develop my skills needed for successful lobbying
	D	I am highly interested to upgrade my limited understanding of lobbying and interest representation, which I did not need before, but with my present assignment this has become important
	E	Knowing my background and skills learnt through education and training, I feel I should not force myself into active lobbying roles, but additional training can prepare me better for a supporting role (collecting and processing data and information, preparing documents, acting as team member, etc.)

## Chapter V Select Bibliography on Interest Representation and Lobbying

- Bauer, Theresa** (2017): *Responsible Lobbying: Conceptual Foundations and Empirical Findings in the EU*. PhD thesis defended at Berlin University. Frankfurt: Springer Gabler.
- Baumgartner F.** (2009) *Lobbying and Policy Change: Who Wins, Who Loses, and Why*, The university of Chicago Press.
- Billikopf, G** (2014): *Party-Directed Mediation: Facilitating Dialogue Between Individuals*, 73-140. University of California <https://nature.berkeley.edu/ucce50/ag-labor/7conflict/04.pdf>;
- Brown, Heath** (2016): *Does Globalization Drive Interest Group Strategy? A Cross-national Study of Outside Lobbying and Social Media*. *Journal of Public Affairs* 16 (3): 231–244.
- Burson-Marsteller** (2013) *A Guide to Effective Lobbying in Europe. The View of Policy Makers*. [http://lobbyingsurvey.burson-marsteller.com/wp-content/uploads/2013/05/european\\_lobbying\\_survey\\_2013.pdf](http://lobbyingsurvey.burson-marsteller.com/wp-content/uploads/2013/05/european_lobbying_survey_2013.pdf);
- Cekik, A.** (2015): *Lobbying by Interest Groups in Macedonia Montenegro and Serbia: Findings from a Survey of Associations* <http://isppi.ukim.edu.mk/images/873658Lobbying-by-IGs-in-Macedonia-Montenegro-and-Serbia.pdf>;
- Cizelj, Boris; Gökgöz Fazlı Mehmet** (2018): *The Legitimacy of Lobbying, Teorija in praksa*, Ljubljana, 55 (1): 130-145, Ljubljana.
- Coen, David, and Richardson, Jeremy**, ed. (2011): *Lobbying the European Union: Institutions, Actors and Issues*. New York: Oxford University Press. [http://docenti.unimc.it/andrea.prontera/teaching/2016/15964/files/business-lobbying-in-the-european-union\\_chapter\\_8\\_reading\\_week\\_3](http://docenti.unimc.it/andrea.prontera/teaching/2016/15964/files/business-lobbying-in-the-european-union_chapter_8_reading_week_3);
- Duř, A.** (2008). *Measuring Interest Group Influence in the EU: A note on Methodology*. *European Union Politics*, 9(4), 559-576. [https://www.researchgate.net/publication/235330174\\_Measuring\\_Interest\\_Group\\_Influence\\_in\\_the\\_EU\\_A\\_Note\\_on\\_Methodology](https://www.researchgate.net/publication/235330174_Measuring_Interest_Group_Influence_in_the_EU_A_Note_on_Methodology);
- Gökgöz, Fazlı Mehmet** (2017): *The Process of Interest Representation in Brussels: Lobbying for Turkish RTDI Interests*. Belgrade: PhD Thesis defended at ECPD.
- Graaf van den, A., Otjes S., Rasmussen A.** (2016): *Weapon of the Weak? The Social Media Landscape of Interest Groups*. *European Journal of Communication* 31 (2): 120–235.
- Greenwood, Justin** (2011): *The Lobby Regulation Element of the European Transparency Initiative: Between Liberal and Deliberative Models of Democracy*. *Comparative European Politics* 9 (3): 317–343.
- Gueguen, Daniel** (2007): *European Lobbying*. *Europolitics*. <http://www.pacteurope.eu/sites/default/files/publications-free/PACT%20EurLobUK%202012.pdf>;
- Hafner, Fink Danica** (2017): *Slovenia: In Bitonti, Alberto and Harris, Phil (eds.), Lobbying in Europe – Public Affairs and the Lobbying Industry in 28 EU Countries*, 299–3119. Palgrave MacMillan.
- Harstad B., Swensson J.** (2007): *From Corruption to Lobbying and Economic growth* <http://www.princeton.edu/~pegrad/Papers/harstad.pdf>
- International Standard for Lobbying Regulations. Towards greater transparency, integrity and participation** (2015): *Transparency International, Access Info Europe, Sunlight Foundation and Open Knowledge* <http://lobbyingtransparency.net/lobbyingtransparency.pdf>
- Krsmanović, Duško** (2009): *Vodič kroz lobiranje*, [https://www.kas.de/c/document\\_library/get\\_file?uuid=e7646fe2-701e-bee3-4165-58a9fc0ab51d&groupId=252038](https://www.kas.de/c/document_library/get_file?uuid=e7646fe2-701e-bee3-4165-58a9fc0ab51d&groupId=252038);
- Lewis, D. Richard** (2006): *When Cultures Collide: Leading across Cultures*. *Nicolas Brealey International, Boston and New York*, 625 pages (recommended pp.: 1-178, and 282-339). <http://www.utntyh.com/wp-content/uploads/2011/11/When-Cultures-Collide.pdf>;
- Milojevich, Allyn Katherine**, (2014) *"Interest Groups, Political Party Control, Lobbying, and Science Funding: A Population Ecology Approach."* PhD diss., University of Tennessee. [http://trace.tennessee.edu/cgi/viewcontent.cgi?article=4367&context=utk\\_graddiss](http://trace.tennessee.edu/cgi/viewcontent.cgi?article=4367&context=utk_graddiss);
- Rudan, A.M. Ćemalović, B. Đukanović, D. Semanić, H. Minić, J. Szpala, M. Llubani, M. Vít, M. Brnović, M. Radulović, M. Strážay, T.** (2016): *Advocacy Strategy for the EU Integration of the Western Balkans, European Movement in Serbia* <http://www.sfpa.sk/wp-content/uploads/2017/01/ASWB-Guidelines-full-version-za-web.pdf>;
- Susman T.M.** (2008) *Private ethics, public conduct: An essay on ethical lobbying, Capaign contributions, reciprocity, and the public good*. Leland Stanford Junior University. [https://web.stanford.edu/group/slpr/previous/Volume19/Susman\\_19slpr10.pdf](https://web.stanford.edu/group/slpr/previous/Volume19/Susman_19slpr10.pdf);
- Van Schendelen, Rinus** (2010): *More Machiavelli in Brussels. The Art of Lobbying the EU*. Amsterdam University Press. <https://www.scribd.com/doc/243129474/More-Machiavelli-in-Brussels-The-Art-of-Lobbying-the-EU-pdf>;
- Zetter, L** (2008): *Lobbying. The Art of Political Persuasion*. Harriman House Ltd. [http://trungtamwto.vn/sites/default/files/wto/3-Lobbying%20The\\_Art\\_of\\_Political\\_Persuasion.PDF](http://trungtamwto.vn/sites/default/files/wto/3-Lobbying%20The_Art_of_Political_Persuasion.PDF);

## Annex 1: Registration Form

# LEGITIMATE INTEREST REPRESENTATION AND RESPONSIBLE LOBBYING:

How to do it most effectively in Western Balkans?

## REGISTRATION FORM

1. Name and surname \_\_\_\_\_
2. Educational background \_\_\_\_\_
3. Specialty \_\_\_\_\_
4. Organization (name, address, phone) \_\_\_\_\_  
\_\_\_\_\_
5. Workplace or function \_\_\_\_\_
6. Address for correspondence (if different than the organization) \_\_\_\_\_  
\_\_\_\_\_
7. Phone \_\_\_\_\_ Fax \_\_\_\_\_
- E-mail address: \_\_\_\_\_
8. Any previous training in lobbying and interest representation  
\_\_\_\_\_  
\_\_\_\_\_
9. Any question/comment: \_\_\_\_\_  
\_\_\_\_\_

The registration should be sent to ECPD address given below:

European Center for Peace and Development (ECPD) UN University for Peace, Terazije 41, 11000 Belgrade, Phone: +381 11 3246 042, 3246 042, 3246 043, Fax: +381 11 3240 673, +381 11 3234 082, E-mail: office@ecpd.org.rs and ecpd@eunet.rs.

The participation fee of **790.00 €** should be paid through ECPD account the latest by 13 February 2020. Regarding the payment instructions and issuing of invoice, please contact ECPD Financial Department, +381 11 3246 042, 3246 042, 3246 043, Fax: +381 11 3240 673, +381 11 3234 082, E-mail: office@ecpd.org.rs and ecpd@eunet.rs.

Place and date \_\_\_\_\_

Course participant \_\_\_\_\_

(Signature)

## Annex 2: Self Evaluation Questionnaire – the Correct Answers

### THE RESULTS

Question No.	Points for answers by options: A, B, C, D, E	Best option among options	Points total
1	10 + 10 + 10 + 20	D	50
2	10 + 10 + 20	C	40
3	20 + 10 + 0	A	40
4	20 + 10 + 10	A	40
5	20 + 10 + 10	A	40
6	20 + 10 + 10	A	40
7	10 + 10 + 20 + 10	C	50
8	10 + 20 + 10 + 10 + 10	B	60
9	10 + 20 + 10 + 10 + 10	C	60
10	10 + 20 + 10 + 10 + 10	A	60
11	0 + 10 + 10 + 0 + 20	E	40
12	10 + 20 + 10 + 0 + 10	B	50

Maximum number of points is **570**. Anyone collecting more than **400** points has good preconditions for productive lobbying, and those reaching more than **500** points are already excellent lobbyists, however additional training will enhance their performance even more.

## Annex 3: Methodological Guidelines for individual Case Study

Each Course participant is invited to select an individual interest representation and lobbying case – close to his/her professional interests. It can be a **real case** (not necessarily by using actual names of institutions and people), or an **imaginary case** – allowing the participant to benefit from the experience and knowledge of his/her mentor/coach – if concerned about making public some sensitive information about their organisation. For this reason, the texts of case studies **will not be accessible to other Course participants**, and members of the Faculty and coaches will sign a **Non-Disclosure Agreement**.

The objective of this case study is to support the efforts of participants in applying the acquired knowledge and skills to a context as close as possible to their individual professional challenges. Each participant will be appointed with an individual coach, who will help him/her in preparing the first draft already before the course, improve it during the Course, and finalize it over the 3 months after its completion – relying also on the advice of their Coach.

The following draft guidelines should lead the Course participants to identify the key issues important for the success of their companies' future lobbying efforts.

Basically, the Case Study (initially about 5 pages, and in final form could grow to some 20-25 pages - to be evaluated by the coach) should cover the following chapters and aspects:

### I. DEFINING STRATEGY FOR THE SELECTED CASE OF INTEREST REPRESENTATION / LOBBYING

1. The long-term objective(s) and the rationale behind the lobbying effort;
2. Expected benefits for my organisation and the anticipated impact on public interest;
3. Is this strategic orientation unanimously shared among the leadership of the organisation?
4. If the proposed strategy isn't commonly accepted, what are the differences and which arguments could help in achieving unity as well as public support?
5. Is there an external factor preventing unity?
6. Evaluate the general interest landscape by presenting the major potential supporters and antagonists to my organisation's intentions;
7. Assess the level of flexibility – how decisive is it for the future of my organisation to succeed with this lobbying effort?
8. What is the ultimate »price« (not financial) my organisation is ready to pay for full success of the planned lobbying action?
9. Relevant lessons from the history of the issue – and possible earlier lobbying efforts of the organisation.

### II. CONSIDERATIONS OF TACTICAL NATURE

1. Is this a proper lobbying action, or a demanding and complex interest representation effort?
2. Who will be the key targets: parliament, government, other political bodies, or others (business and professional associations, business organisations, NGOs, academia, the media, etc.)?
3. What type of lobbying activity is being considered: impacting decision makers, a broader campaign, grassroots action?
4. Should the media be involved – if so, what benefit is to be expected from it, and in what form (press briefings, interviews of company leaders, thematic panels)?
5. Should professional lobbyists be engaged, or is it a job primarily meant for the in-house lobbyists?
6. Are we going to involve like-minded competitors, or primarily partners?
7. Shall we go for a Bottom-Up or a Top-Down approach?
8. Have we developed a clear and legitimate solution – making our lobbying legitimate.
9. Do we have a »Plan B« (a very different solution), or at least a viable compromise solution – if so, describe it.



### III. OPERATIONAL CONSIDERATIONS

1. Is the responsibility for the action in the right hands, and the team leader is in good communication with company leadership?
2. Has the position paper – prepared by the in-house team and/or external lobbyists – been approved by the respective body in the organization?
3. If the position paper or lobbying plan isn't sufficiently elaborated, who will fill the »gaps« and secure approval of organisation leadership?
4. Is there a clear division of roles and responsibilities among members of the lobbying team – as well as with engaged external lobbyists?
5. Has the person responsible for the lobbying effort in my organisation established a good and productive working relationship with external lobbyists?
6. In case the media are to be involved, has a clear and consistent brief been prepared for the leadership of the organization, and is there a clear coordination with the Public Relations Department?
7. Is there a timeline and a realistic deadline to complete the lobbying effort?
8. Are the human and financial resources for the lobbying action sufficient, and if not - what will be undertaken to achieve this?

### IV. MATTERS OF SUBSTANCE

1. Have the key arguments and supporting documentation been duly prepared and which broader concern of society (like: health, environment, safe & healthy food, equal opportunities, consumer protection, etc.) does my organisation's requests/proposals coincide with or support?
2. Who could be supportive due to similarity of interests; how could synergy be achieved (joint actions, common platforms and appeals to public, etc.);
3. Have my organisation's lobbying efforts in the past triggered some broader reactions (favourable or unfavourable) locally, nationally, internationally? Is that to be expected this time, and primarily from whom?
4. If our organisation is about to lobby against adoption of some regulation, have we managed to offer some legitimate and credible alternative? If so, what was that alternative?
5. Are we involving academic institutions for strengthening our arguments in the lobbying efforts?



### V. MEASURING AND EVALUATING THE IMPACT (SUCCESS OF LOBBYING ACTION)

1. Will the final outcome of our lobbying efforts expectedly result in damaged public image of my organisation, and if so, what could be the main reasons for it?
2. Learning from the past - which of the applied techniques/lobbying instruments have proven to be most successful in case of my organisation?
3. Have the criteria for measuring the success of the lobbying action been set? Please introduce them briefly (achievement of our demands, any regrets by the decision-makers, responses by NGOs, relevant business and professional associations;
4. Was there a change in these criteria, if so, why and by whom were they changed?
5. Does my organisation recognise the strategic importance of lobbying, and is it regarded to perform in this domain optimally, or not? If not, please describe the key reasons.