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THE CHURCH OF
JESUS CHRIST
OF LATTER-DAY SAINTS

GLOBAL GOVERNMENT RELATIONS: POLICIES AND PROCEDURES



<https://teams.ldschurch.org/sites/GovernmentRelationsHandbook/default.aspx>

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EXECUTIVE SUMMARY

The mission of the Church requires interaction with the governments of the world. The First Presidency and the Quorum of the Twelve Apostles (the “Twelve”) have primary responsibility for Church government relations and are assisted by The Seventy, in particular the Presidency of the Seventy and Seventy serving in international Area presidencies.

The General Authorities are supported in government relations by, among others, the Public Affairs Committee (“PAC”) and the International Coordinating Committee (the “ICC” – a sub-committee of the PAC chaired by the PAC’s vice-chair). These two committees are, in turn, supported by the Public Affairs Department (“PAD”) and the Office of General Counsel (“OGC”), both at Headquarters and in the international areas of the Church.

The Church’s government relations initiatives focus on diplomacy (building relationships with government officials for the purposes of establishing clear communication, educating those officials about the Church and its mission, and establishing relationships of mutual trust) and the development and implementation of governmental policy and legislation consistent with the mission of the Church.

Internationally, The First Presidency and the Twelve have directed Area Presidencies to be primarily responsible for government relations activities in their respective areas. International area presidencies are assisted in their government relations activities by, among others, Area Directors for Public Affairs (“ADPAs”), Area Legal Counsel (“ALC”), the Area’s Director for Temporal Affairs (“DTA”) and the Area Welfare Manager.

Government relations in the international areas are managed through the Area Government Relations Council (the Area Presidency, the ADPA, DTA, ALC and Area Welfare Manager). The Council meets monthly to develop and implement country-specific Government Relations Plans and Contact Plans for key government officials in the Area. The Government Relations Plans contain, among other objectives, an objective of developing relationships of trust and understanding with key government officials and/or others who are likely to be important to the Church’s progress in the region and other objectives aimed at overcoming challenges facing the Church in a particular country, or at furthering religious freedom in the region). The Government Relations Plans outline a strategy for meeting each objective and identify actions that should be undertaken to achieve an identified objective (including who and when the action will be taken).

The Church has established government relations representatives at the United Nations (New York and Geneva) and at the European Union (Brussels). These representatives engage in diplomatic activities, monitor UN/EU legislation and policy

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and assist with implementation of Priesthood approved initiatives involving the UN or EU.

There are a large number of resources within the Church and Church-related institutions that can be helpful in achieving government relations objectives. The following are examples of such resources:

- Senior Brethren “Outreach Visits
- Brigham Young University (Annual International Religious Liberty Symposium, The International Center for Law and Religion Studies at the J. Reuben Clark Law School, LDS International Society, Ambassador Visits Program, Performing Groups, the David M. Kennedy Center for International Studies, Alumni Organizations including the Law Society and the BYU Management Society)
- Public Affairs Department (Opinion Leader Database, Church Hosting, Washington, D.C., New York City and Los Angeles Public Affairs Offices, and the Washington, D.C. International Relations Advisory Council)
- International Religious Freedom Initiative (10K Project)
- Members of the Church (LDS congressional delegates, professionals, government leaders, career diplomats and others with international connections)
- Outside professionals and consultants
- Church programs and materials (Humanitarian activities in a specific country, Bridge Building DVD, Family Enrichment Program, Country Fact Sheets, article on the Church’s Missionary Program, Ambassador Outreach Initiative, Welfare Department Programs - for example, curriculum of health education)
- Country “Mapping” of governmental structures dealing with religious matters

PREFACE

This document describes the organization, management and procedures that pertain to the Church's global government relations program with nations and multinational organizations such as the European Union and the United Nations.

It includes the following sections:

- A. Government Relations Responsibilities
- B. Government Relations Objectives, Guiding Principles and Policies
- C. Headquarters Assistance in Government Relations Activities
- D. Government Relations In the United States
- E. Government Relations In Canada
- F. Government Relations In Countries Outside the U.S. and Canada
- G. Government Relations With Multilateral Organizations
- H. Government Relations Planning and Implementation Processes
- I. Resources to Assist Government Relations Efforts
- J. Resource Materials

The scriptures lay a foundation for the Church's outreach to governments. The Gospel is to be preached in "all nations" (Matt. 28: 19), to every nation, kindred tongue and people (D&C 133: 37; Mosiah 15: 28). At the same time, "[w]e believe in being subject to kings, presidents, rulers, and magistrates, in obeying, honoring, and sustaining the law" (Articles of Faith, 12). We are promised that where we go to proclaim the Gospel, "an effectual door shall be opened," and that the Twelve "shall have power to open the door of [the Lord's] kingdom unto any nation whithersoever" they shall be sent (D&C 112: 19, 21). We likewise believe "that governments were instituted of God for the benefit of man" and that wise and just men who "will administer the law in equity and justice should be sought for [diligently] and upheld" (D&C 134: 1, 3; 98: 10). We further believe that "governments . . . are bound to enact laws for the protection of all citizens in the free exercise of their religious belief" (D&C 134: 7) and that the principles of the U.S. Constitution should be "maintained for the rights and protection of all flesh" (D&C 101: 77).

Based on these principles, the Church has a special duty and opportunity to befriend and support the good leaders of the world, to assist the apostles in opening doors of the nations to the preaching and establishment of the Gospel, and to seek to secure the religious freedoms and other protections reflected in the Constitution and similar documents. A program of outreach to the governments of the world for these purposes is thus necessary as part of the Lord's Church in the latter days.

A. Government Relations Responsibilities

1. The First Presidency/The Quorum of the Twelve Apostles

The First Presidency and the Quorum of the Twelve Apostles (the “Twelve”) have primary responsibility for Church government relations. As part of this responsibility: (a) a member of the Twelve is assigned as a representative for each Area Presidency (“Assigned Member of the Twelve”); (b) two members of the Twelve are assigned to the Public Affairs Committee (“PAC”), a First Presidency committee, to assist with global government relations; (c) a member of the Twelve chairs the International Coordinating Committee (the “ICC” – a sub-committee of the PAC chaired by the PAC’s vice-chair); and (d) members of the Twelve are assigned regularly to make outreach visits to government leaders and others throughout the world in connection with their worldwide assignments.

2. The Seventy

The Seventy have several responsibilities for government relations: (a) a member of the Presidency of the Seventy is assigned as a representative (“Assigned Representative of The Seventy”) to work together with the Assigned Member of the Twelve to assist specific Area Presidencies; (b) Area Presidencies are responsible for government relations in each country within their Area; (c) members of the Seventy are assigned to the ICC; and (d) Area Seventies may be assigned by Area Presidencies to participate in and assist with government relations activities in their areas.

3. Area Committee

The Area Committee, consisting of the Twelve, the Presidency of the Seventy, the Presiding Bishopric, and certain other Seventies, receives reports from the Church’s Area Presidencies and presentations on government relations, global trends and issues relevant to the Church. The Area Committee helps review and evaluate potential policies with regard to priorities and other aspects of government relations.

4. Public Affairs Committee

PAC, chaired and vice-chaired by members of the Twelve, advises and assists The First Presidency and the Twelve with regard to government relations. It receives and acts on relevant recommendations and advice from the ICC, Area Presidencies and others with regard to worldwide government relations issues.

5. International Coordinating Committee

The ICC is chaired by the vice-chair of the PAC and its members include designated members of the Seventy and appointed representatives from the Presiding

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Bishopric's Office, Church Security, the Public Affairs Department, the Office of General Counsel, Church Hosting, Brigham Young University, and others as needed. The ICC, which meets weekly, is staffed by an Executive Secretary.¹ The ICC assists in the coordination of international matters between Church Headquarters and the Church's Areas. In fulfilling this responsibility, the ICC undertakes the following activities: (i) receives reports and recommendations regarding various aspects of the Church's government relations initiatives; (ii) evaluates trends and global issues that have a potential impact on the Church and its government relations; (iii) periodically reviews and helps develop recommendations for priorities for Church government relations; (iv) receives reports from the Church's Areas, Church departments and government relations representatives relevant to the Church's government relations; and (v) provides advice and counsel to the PAC, the Area Committee, Area Presidencies and others concerning government relations.

6. Public Affairs Department and Office of General Counsel

The Church's Public Affairs Department ("PAD") and Office of General Counsel ("OGC") have joint responsibility for the implementation and execution of government relations throughout the world. They jointly assist Area Presidencies and others in developing Government Relations Plans and Contact Plans, and in helping oversee and implement those plans, as approved.²

¹ See "ICC – Approval and Formation Documents" and "ICC Organization Chart" (electronic links for which are provided in Section J, Resource Materials).

² See Sections C and G below for further details of this oversight and implementation process.

B. Government Relations Objectives, Guiding Principles and Policies

Government relations consist of two major activities: (1) diplomacy; and (2) influencing policy and legislation. The primary objective of both activities is to enhance the ability of the Church to fulfill its mandate to take the Gospel to all nations of the world, to build the Kingdom of God and to fulfill its worldwide mission.

1. Diplomacy – Communication, Education, Trust and Understanding

The objectives of diplomacy by the Church with governments and other institutions include: (a) establishment of effective channels of communication; (b) education as to the nature and mission of the Church; and (c) development of relationships of trust and understanding. Such diplomatic efforts should be aimed at any individuals within or close to a country's government or a multilateral government organization who can have influence on the effectiveness of the Church in such country or organization. Such individuals include, but are not limited to, senior government leaders. If diplomacy among such individuals is effectively accomplished, not only will governments desist in their opposition to the Church, but they will also come to the Church's aid in times of crisis and opposition.

Col. Thomas L. Kane is a model of the type of non-member friends the Church needs to develop among key government officials and influential citizens of the world. As noted by Elder Lance B. Wickman in the conclusion of his address on Thomas L. Kane:

In a larger sense, Thomas L. Kane is but representative of numerous others—some great and others less noticed—down to our own day whom the Lord has posted out on the horizons in all directions and in every land as this great caravan moves on. These also are “outriders,” foreordained to clear the way and guard the flanks for Zion’s army as she emerges from the wilderness in which she once marched—this time, however, “clear as the moon and fair as the sun and terrible as an army with banners.” May we be ever vigilant to search them out, to befriend them and to hold them in honorable remembrance.³

2. Influencing Policy, Legislation or Regulations

The second major Church government relations activity consists of seeking to influence: (a) the creation of policy, legislation or regulations (collectively “Government Rules”) that benefit the Church and its members; and (b) the revision of Government Rules that currently adversely impact the Church.

³ See Wickman, Elder Lance B., “Thomas L. Kane: Outrider for Zion,” Address to Law Society, July 2003 (electronic link for which is provided in Section J, Resource Materials).

The long-term process of successfully influencing such Government Rules depends in turn on: (a) the implementation of an effective monitoring program that identifies proposed Government Rules that could impact the Church and existing Government Rules that are adversely affecting the Church; and (b) the development of appropriate strategies and initiatives that can have a positive influence on specific Government Rules. Since the Church is a small minority religion throughout the world, the Church needs to establish cooperative coalitions with other like-minded organizations and individuals in order to positively influence Government Rules in individual states, countries or in multilateral organizations.

A major objective in seeking to influence Government Rules is to establish, protect and extend religious freedom in the world's societies. Religious freedom is a bedrock requirement for the Church and its members to thrive and worship fully. Religious freedom consists of a bundle of rights and opportunities that together allow churches and their members and individuals fully to practice and experience their religion according to the dictates of their conscience.⁴ The Church's government relations initiatives (*e.g.*, monitoring and government relations planning) should include a focus on the status of and potential limitations on these rights.

Prior to seeking to influence Government Rules, appropriate ecclesiastical approvals must be obtained consistent with the policies and procedures referenced herein.⁵

3. Guiding Principles

The following principles should be incorporated into the Church's government relations plans and activities, and are based on long experience within and outside the Church:

- i. If the Church is locally established, its government relations activities need to have a "local face";
- ii. Do not offend or overlook lower level government officials;
- iii. The Church can often obtain access to key government officials through the careful selection and retention of outside professionals (*e.g.*, attorneys, accountants, public affairs consultants and others);
- iv. Implement more than one-time, "rifle shot" approaches; long-term relationships and consistently applied approaches are generally better;

⁴ See Religious Freedom: "Ten Fundamental Rights Comprising Religious Freedom" (electronic link for which is provided in Section J, Resource Materials).

⁵ See, *e.g.*, Section B.4 below.

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- v. Both U.S. law (*i.e.*, the Foreign Corrupt Practices Act) and local laws prohibit inappropriate payment to government officials;
- vi. Friends are easier to approach than strangers for help in times of crisis; and
- vii. During the government relations planning and implementation process, consult with experienced local members and other local experts who have intimate experience in the relevant jurisdiction.

4. Implementation Policies

The following policies and procedures apply to government relations activities:

- i. Contacting “high level” government officials: Organizing and implementing contacts of government officials are subject to the policy entitled: “Meetings, Contacts or Requests with/to High-Level Government Officials. The ICC can assist in obtaining this approval⁶;
- ii. Taking positions on legislation: Only the First Presidency may authorize the Church anywhere in the world, either singly or in combination with others, to take an official position on legislation being considered for promulgation.⁷ The ICC can assist in obtaining such permission;
- iii. Requesting “hosting” in Salt Lake City: Hosting government officials and other influential individuals in Salt Lake City is an effective government relations tool. All requests for hosting must be submitted to Church Hosting in PAD, along with evidence of approval from the relevant Area Presidency; and
- iv. Requesting cooperation with BYU: BYU and its constituent organizations, institutes, professors and others can assist in government relations activities in a variety of ways. Requests to BYU should follow the principles outlined in a memorandum from President Cecil O. Samuelson to the campus community.⁸ The ICC can assist in making such requests.

⁶ See *Policy on Meetings, Contacts or Requests with/to High-Level Government Officials* (electronic link for policy provided in Section J, Resource Materials).

⁷ See *Handbook 1: Stake Presidents and Bishops*, Section 17.1.33 (electronic link for text excerpt is provided in Section J, Resource Materials).

⁸ See Samuelson, President Cecil O., Memorandum to BYU Community, Re: Church and BYU Cooperation (November 2006) (electronic link for which is provided in Section J, Resource Materials).

Church leaders have frequently taught valuable and effective lessons concerning universally applicable principles of Church government relations.⁹

C. Headquarters Assistance in Global Government Relations Activities

ICC, PAD and OGC have key responsibilities for overseeing and assisting in the Church's day-to-day international government relations activities consistent with the responsibilities described in Section A above. They undertake these efforts in close coordination and cooperation with those who have government relations responsibilities in the Areas. To do so, they have implemented the following additional structures and operations in Salt Lake City:¹⁰

1. Headquarters Government Relations Executive Committee

The Headquarters Government Relations Executive Committee ("GREC") consists of a small number of representatives from PAD and OGC who have the key leadership responsibilities for government relations planning and oversight. The GREC meets at least monthly to review government relations policy issues, to address specific government relations activities requiring headquarters coordination, and to identify issues requiring ICC or other Headquarters review. GREC is a principal mechanism for OGC and PAD to exercise their joint responsibility for government relations.

2. Headquarters Government Relations Coordination Team

The Headquarters Government Relations Coordination Team ("GRCT") consists of the GREC and others, including PAD representatives (including Area Regional Managers), OGC representatives (including the Regional Legal Counsel), a BYU representative, and representatives of the Church Welfare Department. The GRCT usually meets monthly and is the key headquarters committee to coordinate and assist in the implementation of government relations plans for priority countries, as well as other worldwide government relations initiatives.

3. Priority Countries

The ICC annually reviews and identifies countries which are a priority for the Church's government relations initiatives ("Priority Countries").¹¹ These Priority Countries serve as a guide to prioritize, correlate and allocate global resources to government relations activities in each of the Priority Countries. The GRCT assists each Area with the development and implementation of Government Relations Plans

⁹ Links to copies of relevant talks given by Elders Neuenschwander, Wickman, and Wood are included in Section J, Resource Materials.

¹⁰ See ICC Organization Chart (electronic link for which is provided in Section J, Resource Materials) for a schematic presentation of these structures.

¹¹ See Worldwide Government Relations Priority Countries (January 2013) (electronic link for which is provided in Section J, Resource Materials).

(see below) for each Priority Country. The GRCT appoints a sub-committee to develop these Government Relations Plans. For each of the Priority Countries, the sub-committee consists of the Area Director for Public Affairs (“ADPA”), the Area Legal Counsel, PAD’s Area Relations Manager, and the Regional Legal Counsel. These sub-committees meet as needed (normally by conference call) to develop and update the government relations plans.¹²

4. Priority Country Task Forces

Depending on the nature and urgency of specific challenges in Priority Countries, the ICC may facilitate the organization of a Task Force to review the problem, plan possible strategies for resolution and, with the appropriate ecclesiastical approvals, implement the approved strategies. These Task Forces operate under the ecclesiastical direction of the relevant Assigned Member of the Twelve and Presidency of the Seventy, and the Area Presidency. In addition to members of the Area Presidency, the Task Force will normally consist of individuals in Salt Lake and their counterparts in the Area (*e.g.*, PAD’s Area Relations Manager, PAD’s Area Director for Public Affairs, OGC’s Associate General Counsel-International, OGC’s Regional Legal Counsel, OGC’s Area Legal Counsel) and representatives from departments implicated by the particular issue (*e.g.*, Church Travel and the Missionary Department in cases dealing with missionary visas, Washington, D.C. International Relations Advisory Council when D.C. assistance is needed).

¹² See Section H for further discussion of development of government relations plans.

D. Government Relations in the United States

Government relations activities in the United States are principally directed by and through PAC. PAD's Washington, D.C. Office of Public and International Affairs, and the Washington, D.C. International Relations Advisory Council are instrumental in advising PAC and in undertaking PAC-approved initiatives relative to the federal government of the United States.

E. Government Relations In Canada

Government relations activities in Canada are the responsibility of the members of the Presidency of the Seventy with responsibility for the three ecclesiastical Areas which encompass parts of Canada (North America Northwest, North America Central, and North America Northeast). As appropriate, they can coordinate and make assignments for Canada-wide government relations relying on Area Seventies and others. The Canada Public Affairs Council with called members from throughout Canada focuses on outreach to government officials and other opinion leaders throughout the country. The structures and procedures used by Area Presidencies in international areas (such as area-wide government relations councils and country-specific government relations plans referred to in Sections F and H below) are adaptable for use in Canada.

F. Government Relations in Countries Outside the U.S. and Canada

1. Area Presidency Responsibility

The First Presidency and the Twelve have directed Area Presidencies to exercise responsibility for government relations activities in the countries over which they preside. They are assisted in this responsibility by, among others, Area Directors for Public Affairs, Area Legal Counsel, the Area Director for Temporal Affairs, the Area Welfare Manager and other Church employees and members in these countries with extensive government relations experience (for example, Area managers in the Family History Department often have key government contacts).

2. Government Relations Councils

Area Presidencies organize and direct an Area Government Relations Council that meets monthly to assist with the Area's government relations activities.¹³ A major part of the work of these Councils is to develop country-specific Government Relations Plans, as well as appropriate Contact Plans for key government officials, as principal means for achieving the Area's government relations objectives.¹⁴ The major objectives and contacts reflected in these plans should be referenced in a section of the Area Plan prepared by the Area Presidency in each Area. In addition, these Country Government Relations Plans, Contact Plans and key objectives may be topics for review during Area Reviews conducted by members of the Twelve.

3. Area Implementation of Priority Countries

Area Government Relations Councils, in consultation with the ICC, should assure that the Government Relations Plans for Priority Countries are well-considered, up-to-date and draw on available resources from around the entire Church. Such Priority Countries supplement but do not supplant Area-wide priorities established by Area Presidencies.

¹³ See First Presidency, May 19, 2005 Letter and supplemental handouts (electronic link for which is provided in Section J, Resource Materials) in which the First Presidency and Quorum of the Twelve identify the value of addressing government relations issues through government relations councils, and suggest the structure of such councils.

¹⁴ See Section H below for further details on the government relations planning process.

G. Government Relations With Multilateral Organizations

In an increasing number of instances, the Church has found it beneficial to engage in government relations with multilateral institutions, such as the United Nations and the organizations of the European Union. Such organizations frequently adopt resolutions, treaties, recommendations for national legislation and other documents that can have an impact on the Church. Likewise, diplomats working in these institutions are frequently influential individuals in their own countries. Accordingly, the First Presidency has approved government relations programs for the United Nations and the European Union, and may in the future approve other such programs.¹⁵ In each instance, the First Presidency will specify the responsibility for these relationships and activities.

1. United Nations

The Church's government relations program for the United Nations and its affiliated institutions consists of:

- i. One Church-service volunteer couple located in New York City, working at UN Headquarters there, and with UN ambassadors and relevant NGOs; and
- ii. One Church-service volunteer couple located in Geneva, Switzerland, working at the UN Office in Geneva ("UNOG"), and with the extensive NGO community in Geneva.

The work of these two Church-service couples ("United Nations Government Relations Couples") is overseen and directed by the PAC, through the ICC. Day-to-day management for the couples is provided jointly by PAD and OGC, through regular conference calls, review of regular reports submitted by the couples, and otherwise.

In general the work of these United Nations Government Relations Couples is consistent with the principles stated herein – their work is governed and managed within the ecclesiastical lines identified in Section A above, and their principal activities are diplomacy and influencing of Government Rules, as specified in Section B above. They accomplish this work by: (a) undertaking diplomatic outreach to UN officials, UN country delegations, and Non-Governmental Organizations ("NGOs") working with the UN; (b) monitoring UN legislation and activities; and (c) implementing policy initiatives as approved and directed by ecclesiastical officers (e.g., assistance with global humanitarian branding initiative) They attend conferences of academic and other experts in the work of the UN as a means for making contacts and monitoring issues.

¹⁵ See "First Presidency, "Approval Documents: United Nations Program" and "Approval Documents: European Union Program" (electronic links for which are provided in Section J, Resource Materials).

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More specific guidelines for work with the UN in New York and Geneva are attached hereto,¹⁶ and each office maintains comprehensive “desk books” and other files containing detailed records of procedures, practices, activities and contacts made in each office.

An annual budget for the activities of these United Nations Government Relations couples is established jointly by PAD and OGC (the budget may be administered out of local offices, as appropriate). The budget is intended to be sufficient to permit appropriate monitoring, appropriate diplomacy (*i.e.*, contacting activities), meaningful participation in UN activities, appropriate living and work facilities, necessary travel and the like.

2. European Union

The Church’s government relations program for the European Union (“EU”) and its affiliated institutions is overseen and implemented by the Europe Area Government Relations Council, including the Europe Area Presidency. The Council is assisted in its outreach to the EU by a “European Union Government Relations Team” consisting of:

- i. The “European Union Representative”, an individual designated to be a special representative of the Church to the EU (who may be an employee or an appointed Church-service volunteer);
- ii. The Director of EU Government Relations Office in Brussels; and
- iii. One “European Union Government Relations Couple”, a Church-service couple located in Brussels, Belgium.

Other individuals may be designated to assist in this EU outreach effort.¹⁷

This European Union Government Relations Team provides significant input relative to the EU to the Europe Area Government Relations Council. This EU outreach work is further correlated with global government relations activities through monthly conference calls with PAD and OGC in Salt Lake.

In general the work of the European Union Government Relations Team is consistent with the principles stated herein. In particular, their principal activities are diplomacy and influencing of Government Rules, as specified in Section B above. They accomplish this work by: (a) undertaking diplomatic outreach to EU officials, country delegations and NGOs working with the EU; (b) monitoring EU legislation and activities; and (c) implementing policy initiatives as approved and directed by ecclesiastical

¹⁶ See Guidelines for UN Government Relations Couple in New York City, Guidelines for UN Government Relations Couple in Geneva (electronic links for which are provided in Section J, Resource Materials).

¹⁷ See “First Presidency, “Approval Documents: European Union Program” (electronic link for which is provided in Section J, Resource Materials).

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officers. They attend conferences of academic and other experts in the work of the EU as a means for making contacts and monitoring issues.

More specific guidelines for the work of the European Union Government Relations Team are attached hereto,¹⁸ and the Brussels office maintains a comprehensive “desk book” and other files containing detailed records of procedures, practices, activities and contacts made in connection with EU activities.

An annual budget for these EU activities is provided the Europe Area Office. The budget is intended to be sufficient to permit necessary monitoring, appropriate diplomacy (*i.e.*, contacting activities), meaningful participation in EU activities, appropriate living and work facilities, necessary travel and the like.

¹⁸ See Guidelines for EU Government Relations Couple in Brussels (electronic link for which is provided in Section J, Resource Materials).

H. Government Relations Planning and Implementation Processes

Government relations activities in a specific country are normally planned, managed and administered through an Area “Government Relations Council.” Similarly, government relations activities focused on a particular multilateral organization will be planned, managed and administered through a working group (“Multilateral Organization Working Group” or “Working Group”) with representatives from PAD and OGC, along with the relevant Government Relations Couples and designated individuals in the Areas, all conducted under the responsibility of the ICC. In addition to identifying the key country or institution priorities and issues, a principal work of these councils/working groups will be to develop and help implement government relations plans for each country and institution. When a country has been designated as a Priority Country for government relations purposes, additional assistance and oversight are provided by the ICC and representatives of the headquarters PAD, OGC and others.

1. Area Government Relations Councils

Area Presidencies use the Area Government Relations Councils to assist them in their government relations activities, including the development and implementation of country-specific government relations plans.¹⁹

i. Purposes:

1. To assist the Area Presidency in the preparation and implementation of country-specific government relations plans;
2. To provide briefings of political and legislative developments;
3. To provide briefings on structure and relevant procedures of key government agencies; and
4. To periodically reassess and adjust/revise, as necessary, the country-specific government relations plans.

ii. Members (as designated by the Area Presidency):

1. Members of the Area Presidency
2. Area Director for Public Affairs
3. Area Legal Counsel
4. Director for Temporal Affairs
5. Area Welfare Manager
6. Area Director for Family History
7. Area Seventy(ies)
8. Prominent/well-connected local members

¹⁹ See First Presidency, May 19, 2005 Letter and supplemental handouts (electronic link for which is provided in Section J, Resource Materials) concerning government relations councils.

- iii. Meetings: The Area Presidency convenes and presides over meetings of the Area Government Relations Council. Meetings should be held monthly.
- iv. “Executive Committee” of the Area Government Relations Council: Many Areas have found that meetings of an “executive committee” of the Area Government Relations Council (usually consisting of at least the Area Director for Public Affairs and the Area Legal Counsel) are necessary to assure that the Area Government Relations Council meetings run smoothly and efficiently. Such meetings are used to prepare agendas for the broader council meeting, to address follow-up items and to facilitate implementation of government relations plans.

2. Government Relations Plans

i. Responsibility for Plan Development:

In the Areas, the Area Director for Public Affairs and the Area Legal Counsel are jointly responsible for the development of a draft country-specific government relations plan for each country and each multilateral institution (if any) for which the Area has responsibility (“Government Relations Plan”). Where Government Relations Plans are to be developed for multilateral institutions outside the Areas (*e.g.*, the United Nations), the Multilateral Organization Working Group for a particular multilateral organization will be responsible for preparing the plan for that particular organization.

These draft Government Relations Plans are then submitted to the Area Presidency (or the presiding ecclesiastical authority) for approval or, in the case of draft plans for multilateral organizations, to the ICC for approval. In the case of country Government Relations Plans, once approved, the Area Presidency should provide a copy of the Government Relations Plan to their Designated Representative of the Twelve and their Designated Representative of the Seventy. Area Legal Counsel should post a copy of approved country Government Relations Plans in InfoGuide, and should assure that the current copy is posted in the PAD/OGC team site, “GR Plans & Councils.”²⁰

ii. Purposes of Government Relations Plans:

- a. To record the plans for developing relationships of trust and understanding with key government officials;

²⁰ The PAD/OGC team site “GR Plans & Councils” is located at:

<https://ldsteams.ldschurch.org/sites/gr/default.aspx>

It is intended to contain government relations plans for every country, as well as useful government relations information, such as country fact sheets, this handbook and the like.

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- b. To record and provide a plan for achieving the Area's or Working Group's key government relations objectives; and
- c. To provide continuity in the Area's government relations planning and activities between Area Presidencies and, in the case of multilateral organizations, between changes in Working Group members.

iii. Overview of Content:

- a. Each Government Relations Plan ordinarily will begin with an overview section briefly describing the background of the Church in the particular country or multilateral organization, including information on current issues/challenges, and the basic current legal standing and structure of the Church.
- b. In many cases, the Plan will describe the structure of regulatory control of religions or religious affairs in the country as a way of identifying individuals and offices that might be of interest in achieving objectives. That regulatory structure will often be reflected in a flow chart, organizational chart or "map" that can be attached to the Plan. See also, Section I.9 below for further description of this "mapping."
- c. The Government Relations Plan will identify "government relations objectives", together with an overview of the general actions needed to meet these objections.
- d. Attached to each Government Relation Plan should be an "Implementation Checklist" that breaks each government relations objective, initiatives and specific action plans and action steps, with specific deadlines and responsible parties, so that implementation can be tracked effectively.
- e. Also Attached to each plan will be specific "Contact Plans" for individuals who are key to meeting the government relations objectives.²¹

iv. Government Relations Objectives:

- a. Each plan ordinarily will contain a first objective of "developing relationships of trust and understanding with key government officials" and/or others who are likely to be important to the Church's progress in the region.
- b. Thereafter, as appropriate, the plan should identify one or more additional key legislative, governmental or political objectives for the government involved (ordinarily these objectives will be aimed at overcoming challenges facing the Church in a particular country, or at furthering religious freedom in the region).

²¹ See "Sample Government Relations Plan", "Sample Government Mapping", "Sample Implementation Checklist", "Contact Plan template" (electronic links for which are provided in Section J, Resource Materials).

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- c. For each objective, the plan should outline a strategy for meeting such objective, which should:
 - Identify generally the actions that should be undertaken to achieve the specified objective, or desired resolution; and
 - Match available resources to those action items.²²

v. Implementation Checklist:

Each Government Relations Plan should include as an attachment an implementation checklist which lists each government relations objective together with detailed action steps necessary to accomplish each objective (the “Implementation Checklist”). This Implementation Checklist will be the principal means of tracking progress on the objectives and should be updated regularly. (Use of an attached Implementation Checklist should minimize the need to change the body of the government relations plan itself.) The Implementation Checklist should:

- a. Identify the government relations objective for which detailed implementation action steps are to be developed;
- b. List specific initiatives and the action items necessary to achieve that objective;
- c. Identify the individual(s) responsible for completion of each action item;
- d. Specify the target completion date for each action item; and
- e. The desired outcome of each initiative.

vi. Contact Plans:

Each Government Relations Plan should have a contact plan for each government official, opinion maker or other person integral to the achievement of the specified objectives (“Contact Plan”). The Contact Plan, similar to the Implementation Checklist, is aimed at specific action steps with specific individuals. It should:

- a. Identify government leaders and opinion makers through whom government relations objectives can be met. In particular, there should be Contact Plans for the senior civil servants who are more likely to continue in their positions for a longer period of time than are elected or appointed government officials. In many countries, key opinion makers might include senior academics who are consulted by the government for direction on public policies and legislation;
- b. Identify the types of contacts that will be made (*e.g.*, personal visit, mailings, invitations to special events, etc.)
- c. Identify the individual(s) responsible for each type of contact; and
- d. Specify the date by which each contact will be made.

²² See Section I below for a broader discussion of available resources to assist with government relations objectives.

3. Review and Assistance from Headquarters with regard to Priority Countries

The Area Government Relations Council will work closely with the ICC to develop and implement Government Relations Plans for Priority Countries to assure: (i) that country objectives are consistent with worldwide priorities; and (ii) that the plan calls for the broadest application of global Church resources to the country objectives.

4. Implementation/Revision of Plans

Area Directors for Public Affairs and Area Legal Counsel are primarily responsible to assist the Area Presidency in the implementation and, as needed, revisions of the country-specific Government Relations Plans. The Area Government Relations Council should be consulted and utilized as appropriate to implement the country-specific Government Relations Plans.

Frequently, National Directors for Public Affairs and the National Public Affairs Councils (where they exist) will be able, and should be relied upon, to carry out contacts and other elements of plan implementation. These councils and individuals should be consulted in the development of the Government Relations Plans as well as their implementation. With regard to government relations activities, the work of the National Directors for Public Affairs and National Public Affairs Councils should be consistent with the direction and implementation specified in the Government Relations Plans.

The ICC should be consulted whenever resources outside the Area need to be utilized. In particular, the ICC can assist with the evaluation and coordination of resources such as BYU professors, performing groups and other organizations, the Washington D.C. International Relations Advisory Council, LDS members of Congress and the like.²³

5. Planning Government Relations Initiatives

Past experience suggests that successful efforts to influence a specific legislative outcome, or to achieve other complex government relations objectives, are planned and executed following some or all of the following steps:

i. Organization of a Task Force:

It is ordinarily very useful, once a government relations initiative has been identified, to organize a “task force” with representatives of each Church entity that has some responsibility, interest or resource relevant to that initiative (“Task Force”).

²³ See Section I below for a more comprehensive listing of worldwide Church resources available to assist in the achievement of government relations objectives.

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Task Force members would commonly include representatives of the Area Public Affairs Department, the Office of General Counsel, the Director for Temporal Affairs, as well as representatives of the affected departments (Missionary, Travel, Welfare, Family History, Finance). Such individuals have useful perspectives to inform the planning process, and represent organizations that normally will have to help with plan implementation.

ii. Assessment of Potentially Useful Resources:

One of the first steps for this Task Force is to undertake an assessment of the resources that might be useful in addressing the objective or initiative. The Task Force should identify things such as Church members who have personal connections to relevant individuals, Church members or sympathetic individuals who have particular expertise in the matter (such as retained lawyers, U.S. State Department officials with relevant experience and the like). Similarly, inquiries should be made to ascertain whether any of our government relations workers have useful information or contacts (such as our government relations couples in New York, Brussels or Geneva, the Washington D.C. International Relations Advisory Council, or others). In addition, there could be academics (LDS or friends) around the world with relevant experience or expertise (including for example experts associated with the International Center for Law and Religion Studies at BYU). The ICC can help with such inquiries.

iii. Development of an Approved Action Plan:

Once potential resources have been identified, the Task Force should develop an action plan consisting of specific people to contact, messages to deliver and other actions that will advance the issue, which make use appropriately and strategically of the available resources. As with all specific action plans, each action/contact should be listed in the respective Implementation Checklist or Contact Plan with the person who is to make the contact, the content of the contact and the date by which the contact or action should take place.

Action plans should be approved by the Area Government Relations Council, under the Area Presidency's direction. In addition, it will sometimes be necessary or appropriate to seek approvals for the actions in Salt Lake. Such approvals would ordinarily be obtained through the ICC.

iv. Regular Implementation Meetings/Calls:

Following approval of the action plan for a specific initiative, it is usually good practice to convene regular "implementation" conference calls, or meetings of those with implementation responsibility to assure that the appropriate progress is being made, and to evaluate how the plan is unfolding. It is common that "mid-course" corrections are necessary. In addition, these calls are a good way to gather update information for reporting to others who have interest in the project.

I. Resources to Assist Global Government Relations

There are a large number of resources within the Church and Church-related institutions that can be tapped in addressing government relations objectives. These include both people with expertise and ability, as well as many prepared documents and other materials. This section enumerates many of those resources. The ICC and its support committees can assist in evaluating and mobilizing available resources.

1. Senior Brethren “Outreach Visits”

Members of the Twelve and the Seventy are assigned several times a year to make government relations and related “outreach” visits in connection with their travel schedules. These brethren are wonderful emissaries for the Church and are effective at touching and creating relationships with senior government officials and government “influencers.” PAD, OGC and the ICC generally have notice of these schedules and will work to begin planning potential outreach visits for these brethren at the earliest possible juncture. The Area Committee Coordinator takes a major role in coordinating and preparing such visits. In international Areas, these visits should be planned jointly by PAD and OGC, under the direction of the Area Presidency. Government Relations Councils should be notified of such visits as soon as possible, and should be consulted in preparing them. Such visits should be coordinated with the objectives in country Government Relations Plans.

2. Brigham Young University

BYU has a number of programs and resources that can assist the Church with its global government relations. Requests for these resources should follow the principles outlined in Section B.4.iv. The use of these resources to assist the Church’s global government relations efforts is coordinated through the ICC.

a. Annual International Religious Liberty Symposium

Each year, during the period of the Church’s October General Conference, the International Center for Law and Religion Studies (“ICLRS”) located at the J. Reuben Clark Law School at Brigham Young University, sponsors the International Law and Religion Symposium (“Symposium”). The Symposium has emerged as one of the world’s premier academic conferences dealing with the law of religious freedom. ICLRS brings together a mix of government officials, religious leaders, prominent scholars and other experts in the field of law and religion who are influential in their countries, as well as internationally.

The Symposium takes place on the BYU campus. Those attending the conference (called “delegates”) participate in helpful academic dialogue and study key issues related to religious freedom. They frequently come to recognize BYU’s scholars as preeminent in the field. In addition, these delegates are exposed to many facets of

the Church, including its wonderful young people, its sophistication and stature, as well as the wisdom of its leaders. As such, the Symposium has become an important tool for working with government officials and other important individuals working on religious freedom issues around the world.

While ICLRS makes all decisions as to who is invited to participate in the conference, it solicits recommendations from various people, including Area Directors for Public Affairs, Area Legal Counsel, Area Presidencies, and others.²⁴

- b. The International Center for Law and Religion Studies at the J. Reuben Clark Law School, Brigham Young University (“ICLRS”)

In addition to hosting the Symposium, ICLRS actively sponsors and participates in a number of regional conferences to train foreign government officials and others in the principles of religious liberty and to interact with scholars on the law of church and state. In addition, ICLRS consults with foreign governments and international organizations on draft legislation affecting religions. ICLRS has developed positive working relationships with key scholars and government officials throughout the world and can be a valuable resource in analyzing how to participate in and potentially influence worldwide religious liberty issues.

ICLRS also operates three useful websites: the ICRLS home page (iclrs.org), the ReligLaw Consortium (religlaw.org) (a research forum for developments in the law of church and state), and the Strasbourg Consortium (StrasbourgConsortium.org), which focuses on issues pending before the European Court of Human Rights. In addition, ICLRS operates a “Headlines” service which sends a daily e-mail of the day’s religious freedom news items to which interested individuals can subscribe (at <http://www.iclrs.org/common/headline.php?pageId=36>). Together these resources are intended to be the most complete source of information about religious freedom around the world. The websites include not only news and other contemporary information, but also a country-by-country, searchable database of consultations, laws, court decisions and other scholarship. Contacts in many countries serve as reporters for the website and submit legal updates to the website.

ICRLS is a valuable resource for the ICC and Government Relations Councils as they contemplate how to chart a course to protect religious liberty both in the United States and elsewhere around the world.

²⁴ See International Center for Law and Religion Studies: Background Information: Annual Symposium on Religious Liberty; International Center for Law and Religion Studies: Memorandum re Annual Law and Religion Symposium Invitation Process (electronic links for which are provided in Section J, Resource Materials).

c. LDS International Society

The LDS International Society, hosted at the BYU Kennedy Center, is a society of LDS professionals, academics, government officials and business persons who are interested in international affairs. The International Society sponsors an annual conference where scholars and professionals explore topics of interest to the worldwide activities of the Church. The International Society also hosts the International Resource Guide, a web accessible database containing the names, language skills and foreign experience of LDS members (ldsinternationalsociety.org).

d. Ambassador Visits Program

BYU invites foreign ambassadors and other dignitaries to speak on campus. The ICC can assist in making recommendations for ambassadors to visit BYU. Visits usually consist of a meeting with the BYU President, a meeting with the Governor of the State of Utah, meetings with the World Trade Center Utah, meetings with Church officials as arranged by Church Hosting, and a campus lecture. When time permits, other lectures, meetings with individuals from the country, or other events can take place.

e. Performing Groups

BYU has a number of performing groups (*e.g.*, Ballroom Dance Company, Young Ambassadors, Living Legends, Folk Dance Ensemble, Vocal Point, Synthesis Jazz Ensemble, Chamber Orchestra, University Singers) which travel and perform internationally each year (although usually only 2 to 4 travel in any given year). Tours are proposed approximately three years in advance and approved by the Board of Trustees. Recommendations are welcome. The ICC can assist in developing recommendations aimed at government relations objectives.

f. Colleges, Centers and Institutes

BYU has international expertise through its academic organizations and faculty. For example, the David M. Kennedy Center for International Studies may provide a resource base to assist in government relations efforts. Requests for faculty participation in consultations, workshops, lectures, symposia, etc. should follow the principles outlined in Section B.4.iv.

g. Alumni Organizations

In addition to the International Society, BYU has several alumni and related organizations (the BYU Management Society, the J. Reuben Clark Law Society, and others) that could help identify individuals with specific expertise or who could potentially undertake initiatives of value.

3. Public Affairs Department

The Church's Public Affairs Department (PAD) operates several programs and facilities that are of very substantial value to government relations initiatives of all kinds. These resources should always be considered when working on the government relations objectives in Government Relations Plans.

a. Opinion Leader Database

PAD and OGC, with the help of other departments, has established a database of all individuals with whom the Church has had contact for government relations purposes. The database not only has contact details, but contains a record of all contacts and interactions with these individuals. The intent of this database is to contain a complete record of the Church's contacts with individuals around the world of importance to our government relations activities. It is important both to keep this database up to date with details of individual contacts, and also to consult this database when planning new contacts. This database is also a contact management tool within which Church personnel can keep track of contacting assignments and responsibilities, and can set notifications and reminders to assist with the management of ongoing contacts with individuals of interest. Within the Church Intranet (or through the Church VPN), the Opinion Leader Database can be accessed at <https://olcrm.ldschurch.org>. A simplified version of Opinion Leader Database is available at <https://ol.ldschurch.org>.

b. Church Hosting

The visits to Church Headquarters by foreign government officials and dignitaries are coordinated through Church Hosting which operates under the Public Affairs Department. Visitors who participate in hosting leave with very positive impressions of the Church and these visits are to be encouraged. Nonetheless, they should be coordinated through the Area Presidency, and no promises of financial assistance for the visit should be made.²⁵

c. Washington, D.C., New York City and Los Angeles Public Affairs Offices

PAD has offices in Washington, D.C., New York City and Los Angeles. In addition to enhancing the Church's public image and building relationships with key opinion leaders, these offices assist with the Church's U.S. and international government relations activities including the development of positive relationships with foreign ambassadors and consular officials through activities such as an Annual Barbeque at the Marriott Ranch and the Christmas Lights ceremony at the Washington, D.C. Temple.

²⁵ See also Section B.4.iii above concerning policies for inviting individuals for hosting visits.

4. The Washington, D.C. International Relations Advisory Council

PAC has established the Washington, D.C. International Relations Advisory Council which consists of prominent members of the Church in the Washington, D.C. area. Its purpose is to assist the Church with key U.S. and international government relations initiatives including contact with members of the LDS Congressional Delegation and foreign ambassadors located in the Washington, D.C. area. The ICC should be contacted to assist when the Areas consider involving Washington, D.C. area resources.

5. International Religious Freedom Initiative (10K)

OGC, PAD, ICLRS and others are jointly involved with the International Religious Freedom Initiative to do the following: (i) identify individuals and organizations throughout the world who potentially have significant influence on religious freedom issues and add them to the Opinion Leader Database; and (ii) develop and implement priesthood-approved strategies to promote and protect international religious freedom. This initiative involves, among other activities, the organization of annual regional conferences to promote religious freedom, the preparation and publication of academic papers promoting religious freedom; and the “mapping” government agencies responsible for religious affairs in countries of interest. See Section I.9 below for further description of this “mapping” project.

6. Members of the Church

As the Church grows internationally, there are more and more Church members who have achieved prominence in government, academia, professions and business who can be a valuable resource in government relations initiatives. Similarly, a number of members of the Church are employed by the U.S. State Department as foreign service officers, and as such, may have significant experience, expertise and key contacts that could be helpful in addressing government relations objectives. A list of such potentially helpful members is being developed as part of the International Religious Freedom Initiative. A copy of this list, and assistance in identifying potentially helpful Church members, can be obtained from the ICC.

7. Professionals and Consultants

The Church has frequently engaged outside professionals and consultants to assist with government relations projects throughout the world. Some of the Church’s outside law firms can be very effective in addressing government relations concerns at the national level. Public affairs consultants can be considered in appropriate circumstances, including APCO, a public affairs consulting firm that has done good work for the Church in the U.S., Europe and elsewhere, under the direction of PAD.

8. Church Programs and Materials

- *Humanitarian Activities in a Specific Country* – A list of humanitarian projects in a specific country can be obtained from the Welfare Department's Director of Humanitarian Services.
- *Bridge Building DVD* – This is an interactive DVD developed to introduce the Church and its programs to government officials and others. The DVD is produced in 8 key languages (English, Spanish, Portuguese, French, German, Russian, Japanese and Mandarin). This DVD can be purchased through Church Distribution.
- *Family Enrichment Program* – A generic (non-LDS, non-religious) version of the Family Home Evening program has been developed and has been used effectively in various countries, by governments, as a program to strengthen families. This Family Enrichment Program is available in a number of languages (including Spanish and Portuguese) and can be obtained through the Welfare Department's Director of Humanitarian Services.
- *Country Fact Sheets* – These country fact sheets provide a two-page summary of the Church for use with government officials and others and include a brief summary of the Church's presence, history, membership growth, humanitarian activities and local leadership in the country. The country fact sheets for Priority Countries, which are published in English and the language of the featured country, may be obtained from Area Directors for Public Affairs and Area Legal Counsel. They are maintained at the PAD/OGC team site located here:
<https://ldsteams.ldschurch.org/sites/gr/default.aspx>
- *Article on the Church's Missionary Program* – This article by Elders Oaks and Wickman provides a comprehensive description of the Church's missionary program and is a useful tool in dealing with government officials regarding missionary activity. Copies of this article, which has been translated into Spanish, Portuguese and Russian, can be obtained from the Office of General Counsel. A copy in English is referenced below.²⁶
- *Ambassador Outreach Initiative* – The purpose of this initiative is to make contact with the ambassadors of the Worldwide Priority Countries who are located in the countries where the Church has area offices. A description of this initiative and the very useful resource materials that assist in preparations for such contacts are linked below,²⁷ may be obtained from the Area Directors for Public Affairs and the Area Legal Counsel, and are also filed within the team site identified just above.
- *Judicial Initiative* – Senior Judge Clifford Wallace of the U.S. Ninth Circuit Court of Appeals has been tasked by the PAC and the First Presidency to work on judicial improvement projects for governments throughout the world. As a result of his very good work, he has established deep and meaningful relationships with worldwide

²⁶ Dallin H. Oaks and Lance B. Wickman, "The Missionary Work of The Church of Jesus Christ of Latter-day Saints," in John Witte, Jr., and Richard C. Martin, eds., *SHARING THE BOOK: RELIGIOUS PERSPECTIVES ON THE RIGHTS AND WRONGS OF PROSELYTISM* (Maryknoll, NY: Orbis Books, 1999) (available as a reprint; electronic link for the reprint is provided in Section J, Resource Materials).

²⁷ See Ambassador Outreach Initiative Description (electronic link for which is provided in Section J, Resource Materials).

government officials, and has implemented training projects relating to the rule of law, corruption, judicial independence and other subjects that could be helpful in government relations outreach.

- *Welfare Department Programs* – The Church Welfare Department has developed a number of programs that could be helpful when seeking to contribute something worthwhile to governments of interest. They have a simple curriculum of health education (such as hygiene, tobacco use and other subjects) that can be taught by missionaries or others (using hand puppets). Church addiction recovery programs, employment centers and similar programs might be adaptable for use by government officials.

- *Country “Mapping” analyses* – OCG, PAD and ICLRS have jointly undertaken analyses of the governments of priority and other countries that identify the governmental regulatory structures that govern the establishment and operation of religions in the country. These analyses highlight the relevant Constitutional provisions, laws, regulations, government offices and officials that regulate religions. Normally these analyses include a schematic diagram of the relevant regulatory structure in the country. These analyses can be obtained from the Area Legal Counsel, the Area Directors of Public Affairs and others.²⁸

9. Congratulatory Letters

- Congratulatory letters to heads of state and other dignitaries are prepared under the direction of the International Coordination Committee (CC). Although most of these letters are signed by the First Presidency, letters may be signed by other General Authorities. The ICC identifies individuals who will become heads of states and contacts the responsible area office about sending a letter from the First Presidency. Requests for all other types of letters should be sent to the ICC.

²⁸ See Sample Government Mapping (electronic link for which is provided in Section J, Resource Materials).

J. Resource Materials

Alphabetical List of Attachments

Each of these attachments is available in the electronic folder located at the following internet address:

<https://teams.ldschurch.org/sites/GovernmentRelationsHandbook/default.aspx>

1. Ambassador Outreach Initiative Description
2. Contact Plan Template
3. Dallin H. Oaks and Lance B. Wickman, "The Missionary Work of The Church of Jesus Christ of Latter-day Saints," in John Witte, Jr., and Richard C. Martin, eds., SHARING THE BOOK: RELIGIOUS PERSPECTIVES ON THE RIGHTS AND WRONGS OF PROSELYTISM (Maryknoll, NY: Orbis Books, 1999)
4. First Presidency, May 19, 2005 Letter and supplemental handouts
5. First Presidency, Approval Documents: European Union Program
6. First Presidency, Approval Documents: United Nations Program
7. Guidelines for UN Government Relations Couple in New York City
8. Guidelines for UN Government Relations Couple in Geneva
9. Guidelines for EU Government Relations Couple in Brussels
10. Handbook 1: Stake Presidents and Bishops, Section 17.1.33
11. ICC – Approval and Formation Documents
12. ICC Organization Chart
13. International Center for Law and Religion Studies: Background Information: Annual Symposium on Religious Liberty
14. International Center for Law and Religion Studies: Memorandum re Annual Law and Religion Symposium Invitation Process
15. Neuenschwander, Dennis B., "The Front Door: Challenges and Opportunities in Europe" (keynote address to the International Society Annual Meeting, April 5, 2010)

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16. Policy on Meetings, Contacts or Requests with/to High-Level Government Officials (2013)
17. Religious Freedom: Ten Fundamental Rights Comprising Religious Freedom
18. Sample Government Relations Plan
19. Sample Government Mapping
20. Sample Government Relations Plan Implementation Checklist
21. Samuelson, President Cecil O., Memorandum to BYU Community Re: Church and BYU Cooperation (November 2006)
22. Wickman, Elder Lance B., "Thomas L. Kane: Outrider for Zion," Address to Law Society, July 2003
23. Wickman, Elder Lance B., "The Church in the Twenty First Century: Public Perceptions and the 'Man with the Stamp'", Address to the International Society, April 7, 2008
24. Wood, Elder Robert S., "International Government Relations: Church Diplomacy and Country Plans" (October 2007) (PowerPoint presentation)
25. Wood, Elder Robert S., "Saint and Citizen: Ancient Faith and Contemporary Society" (February 2009) (PowerPoint presentation)
26. Wood, Elder Robert S., "Church and Diplomacy", Address to the Annual Conference of the LDS International Society, April 8, 2013, Brigham Young University, Provo, Utah
27. Worldwide Government Relations Priority Countries List (January 2013)