



re-sourcing

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Global Exchange and Advocacy Strategy

Deliverable 3.1

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Executive Summary

The general strategy of the RE-SOURCING project for identifying and engaging with international stakeholders is explained in this report. One of the key objectives of the project is to engage with key international stakeholders to foster the application of the responsible sourcing concept in global agenda setting. As a first step more than 1200 relevant stakeholders were mapped and these were then ranked based on their power and interest. Around 130 stakeholder organizations were identified as having high power based on their influence on the agenda setting process for responsible sourcing at a global level. These include international organizations, large corporations, international/national industry associations, and national/regional governments.

The project will consider a top-down stakeholder strategy where key high-power stakeholders will be involved in the project activities through collaborative and consultative process. With the information, opinions and ideas that the stakeholders will provide, they can influence the content and direction of the agenda for responsible sourcing. Due to the sectoral and geographical diversity of the stakeholders, and different levels of interest that they may have in the topic, the project will use tailor made engagement mechanisms to gain attention, raise interest, and encourage ownership among different groups of stakeholders.

As a follow-up to this report and for internal use within the consortium, detailed instructions and step-by-step guidance for engagement with the stakeholders' organization will be developed. The stakeholder strategy and the engagement activities will be regularly monitored to identify areas for improvement for future steps.

Keywords:

RESPONSIBLE SOURCING, GLOBAL AGENDA SETTING, GLOBAL ADVOCACY, STAKEHOLDER ENGAGEMENT STRATEGY

1 Introduction

One of the key objectives of the RE-SOURCING project is to engage with international stakeholders to foster the application of the responsible sourcing (RS) concept in global agenda setting. Although the responsible sourcing agenda is being commonly addressed by a number of global initiatives and institutions, its concept and implementation remains vague. This stems from the fact that these actors focus on different aspects of RS; some focus on governance, others on the environment; while still others on supply chain due diligence. They operate at different levels of complexity, reporting and operationalisation, and their engagement with varying stakeholders is not consistent across initiatives¹.

Governments and international institutions play a key role in global agenda setting processes for responsible sourcing. In the first RE-SOURCING project report, “The International Responsible Sourcing Agenda”¹, an overview of the current international efforts towards implementing responsible sourcing at global level is provided. Based on this report, key agenda setting organisations, have provided an international set of goals, such as the UN Sustainable Development Goals, Paris Agreement, and ILO Labour Conventions. These international agreements provide a collective set of global objectives that encourage the adoption of RS practices. However, the fragmentation in these initiatives and efforts remains a challenge for establishing a unified and coherent global agenda for responsible sourcing.

For the EU, the targets set under The Green Deal² (2019) require new technologies and their deployment in the renewable energy, mobility and the electric & electronic goods sector. The global value chains that provide the final products for these sectors extend well beyond the EU borders. To contribute to the EU sustainability agenda, it is essential for these sectors to ensure responsible sourcing of their raw materials input. Hence a level playing field for EU actors can be achieved only when RS is fully embedded in international policies and legislation. The recently announced Action Plan on Critical Raw Materials³ recommends actions to foster a transition towards a green and digital economy for Europe and provides a strategic perspective on global responsible sourcing issues. Establishment of the European Raw Materials Alliance⁴ was the first action item being implemented in the frame of this plan.

The RE-SOURCING project aims to advance RS practices and concepts for inclusion within the global agenda and foster a unified and coherent application of RS internationally to create a level playing field. By implementing a collective, consultative and collaborative approach, the project engages in international dialogues and global responsible sourcing and sustainable development agendas in order to include a holistic approach to RS in the global agenda setting process.

In particular, the project aims to pursue an effective dialogue around challenges associated with the implementation of responsible sourcing practices applicable to EU sourcing regions, i.e. Asia, Sub-Saharan Africa and Latin America. Understanding these priorities will influence how RS practices are employed across different countries.

¹ https://re-sourcing.eu/files/D1.1_In%20RS%20template_FINAL.pdf <accessed 17.11.2020>

² EUR-Lex - 52019DC0640 - EN - EUR-Lex (europa.eu) <accessed 17.11.2020>

³ <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52020DC0474&from=EN> <accessed 27.11.2020>

⁴ <https://erma.eu/> <accessed 25.11.2020>

This dedicated exchange and dialogue with key players will enable the project to be aware of and take into account international developments that have significant impact on RS activities in the political, economic and civil society arena. The engagement will, moreover, facilitate the inclusion of the RS concept in the setting of global agendas, whilst supporting broad comprehension of and feedback on key project results by relevant stakeholders.

This report presents the RE-SOURCING strategy for identifying and engaging with key actors at global level. More specifically, the method and results of the project's stakeholder mapping process are explained and strategies for appropriate communication mechanisms are recommended. The general approach of the RE-SOURCING project for stakeholder management and its strategy for effective communication and dissemination of results are presented in two other reports, i.e. D6.1-Stakeholder Management Strategy and D6.2-Communication Plan.

2 Identification and classification of key international stakeholders

2.1 Stakeholder Mapping

Mapping is an important step in understanding who the key stakeholders are, which expertise they have, and where and how they can contribute to the topic. The objective of a mapping exercise is to ensure that potential external stakeholders who might have an interest or a stake in the project's results have been identified. This will lead to a more efficient and targeted communication strategy and will ensure high quality contributions from the stakeholders.

At the initiation of the project the RE-SOURCING consortium has analysed stakeholder organizations, initiatives, projects (including relevant H2020 projects) and networks that are relevant for the purpose of the RE-SOURCING project. With this mapping exercise, the project has identified 1200 stakeholder organizations and classified them by type of organization, stage in the value chain, sector (renewable energy, mobility, electronic and electric equipment) and geographic focus (regional, European, global). In Figure 1, the distribution of stakeholders based on their organization type is illustrated.

More than 30% of the identified stakeholders are from 'Government/Policy Making' and 'International Organizations'. The next well-presented group of stakeholders are from 'Industry and Business', 'Consultancy/Think Tank/Policy Advice' and 'Associations'. The latter include industry, metals and mining associations. Approximately 15% of the stakeholders belong to 'Academia' and 'NGOs & CSOs'.

Identification of potential stakeholders is an ongoing process, and the database will be continuously updated throughout the project's running time. Special attention will be given to the organizations that are less represented in the first mapping process, i.e., 'Financial Institutions/Investor Community' and organizations active in 'Standard Setting & Certification'.

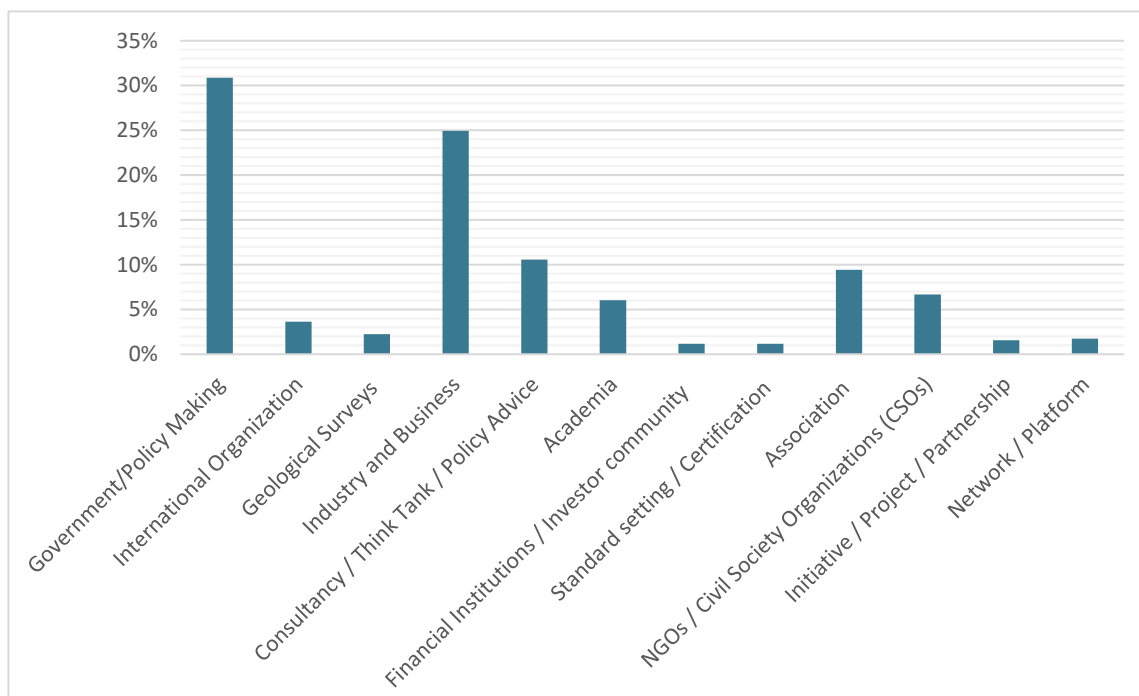


Figure 1. Breakdown of the mapped stakeholder organizations (1200 organization in total) per type of organization (Status 21.12.2020).

To comply with the GDPR regulations, no personal data was collected in the mapping process. By implementing an opt-in approach, individual stakeholders in the identified organizations were invited to join the RE-SOURCING Stakeholder Database/Network. As of December 2020, approx. 200 stakeholders had subscribed to this database. Type of organizations represented by the subscribed stakeholders are shown in Figure 2.

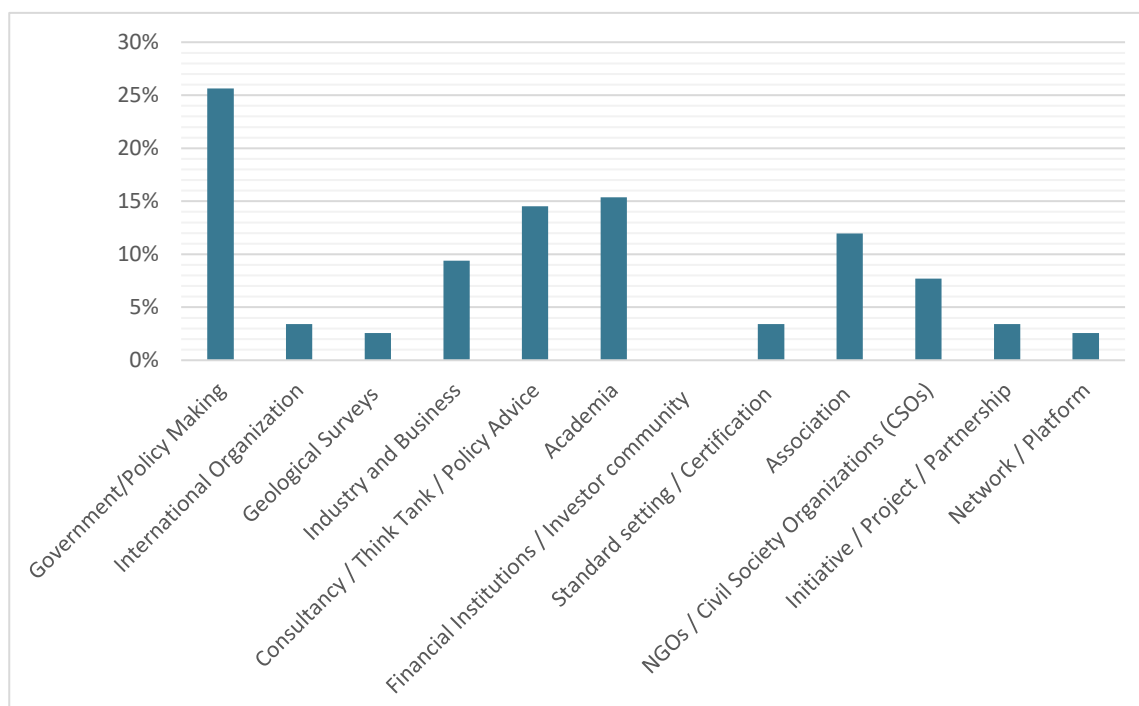


Figure 2. Distribution of subscribed stakeholders in the RE-SOURCING Stakeholder Network (198 in total) per organization type (Status: 21.12.2020).

As is evident from Figure 2, stakeholders from ‘governmental/policy making organizations’, as well as ‘industry/business’ and ‘consultancy/think tank/policy advice’ are well represented in the RE-SOURCING Stakeholder Database (~65%). Stakeholders from ‘academia’, ‘associations’ and ‘NGOs/CSOs’ are the next well represented group in the network. Expanding the stakeholder network is an ongoing process throughout the project’s running time.

2.2 Classification/ranking of stakeholders

To assess the level of influence of the identified stakeholder organizations in the global agenda setting processing, they were ranked based on their ‘power’ and ‘interest’. The following criteria were considered for this ranking⁵:

- Power: role in international/national/regional decision-making process, dissemination ability and potential to reach out to key individual stakeholders, ability to shape the discourse and generate action on the topic
- Interest: relevance of stakeholder activity to the topic and likeliness to engage

The ranking was based on expert judgement, i.e., all project partners were asked to rank the identified organization using a scale of 1=the lowest to 6=the highest for both power and interest. In cases that the partners did not have a valid assessment of the influence and interest, these were not ranked. Therefore, out of 1200 identified organizations, 880 were ranked. The result of this analysis is visualized in a power/interest diagram shown in Figure 3.

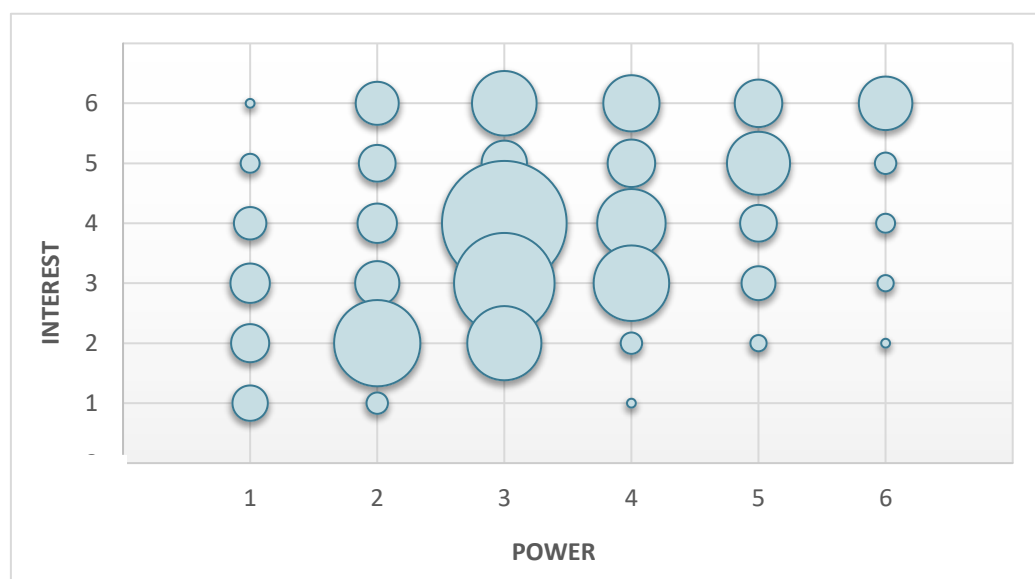


Figure 3. The power-interest framework for the organizations identified by the RE-SOURCING partners. Size of bubbles represents the number of organizations at each ranking point.

More than 130 stakeholder organizations are identified as having high power (scale 5&6) in the agenda setting process. As shown in Figure 4, these include international organizations (e.g., UN, OECD), large global corporations (mining and manufacturing), international industry associations/alliances and national and regional governments. Despite their high power, this group

⁵ More details about stakeholder classification and clustering is available in D6.1-Stakeholder Management Strategy.

of stakeholders may or may not have interest in the topic or in being engaged with the project. This is an important point when defining engagement or communication strategies for their engagement.

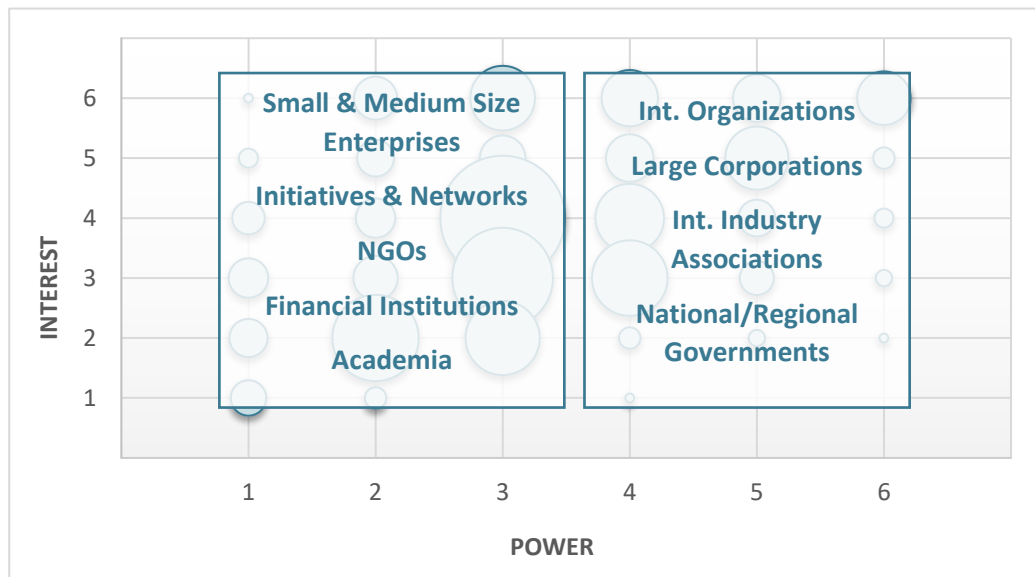


Figure 4. Type of stakeholder organizations based on their power in influencing RS global agendas.

As illustrated in Figure 4, small and medium size enterprises (SMEs), small and local initiatives and networks, NGOs, academia and research institutes are ranked as having lower influence in setting global agendas.

3 Engagement and communication strategies for agenda setting process

Agenda setting is a stage in the policy making process and starts with identification of problems and issues that require attention, understanding the nature of these issues and encouraging the decision makers and influential stakeholders to set these on their agenda⁶. Therefore, an effective agenda setting process will require a top-down stakeholder strategy with an Engage-Deliberate-Decide⁷ (EDD) approach where all key stakeholder groups (not limited to policy makers) are involved in the process. This starts with engaging with high power stakeholder's needs and concerns and will initiate the consultation process early enough to reach to a common understanding of the complexity of the situation. With this, the path for collaboration towards agenda setting will be ensured.

⁶ Source: <https://paulcairney.wordpress.com/2013/11/11/policy-concepts-in-1000-words-the-policy-cycle-and-its-stages/> <accessed 15 Nov. 2020>

⁷ Source: <https://www.penny-walker.co.uk/blog/2019/10/8/dad-and-edd-two-approaches-to-engaging-stakeholders-in-decisions> <accessed 15.11.2020>

Based on the RE-SOURCING stakeholder classification, stakeholder organizations ranked as high power, are in decision making positions and can most powerfully and deliberately influence the agenda setting process for responsible sourcing at a global level. The overarching approach to engage with this group of stakeholders is to encourage a collaborative participation and partnership, where the stakeholders will be directly involved in co-creation of knowledge for a successful agenda setting process (Figure 5).

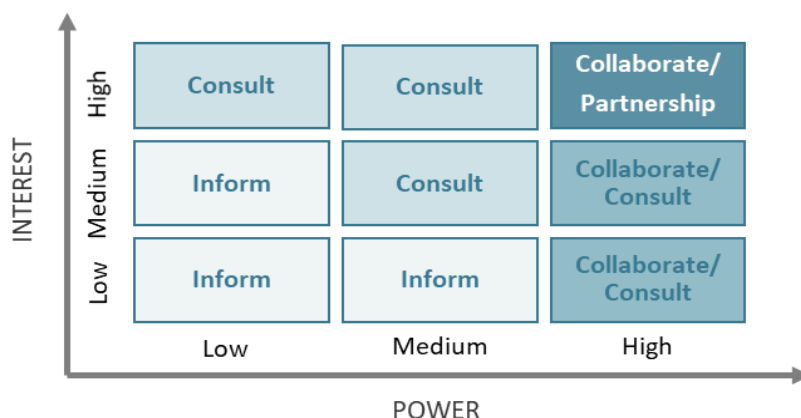


Figure 5. Type of engagement with different stakeholder groups ranked in a power/interest chart.

Therefore, this group of stakeholders should be involved in consultation processes, where they will be included in knowledge creation and planning for their agendas. With the information, opinions and ideas that the stakeholders will provide, they can influence the content and direction of the agenda for responsible sourcing. More specifically, consultation is an important strategy when engaging with stakeholders who have high power but less likelihood or interest to be involved in the topic. This will lead to a better understanding of their needs and perspectives and ultimately should allow for finding solutions to increase their interest and dedication to the topic.

Encouraging the stakeholders to collaborate with the project or participate in the consultation process is not an easy task. This is especially a challenge for the group of stakeholders that has high power but medium to low interest to engage with the project. To convince and encourage these stakeholders it is crucial to gain their attention and increase their interest. The appropriate mechanisms will strongly depend on the accustomed and preferred ways of communication of each actor.

In line with the general stakeholder management strategy and communication plan of the project⁸, RE-SOURCING will implement the following mechanisms and channels to engage with key players in setting agenda for responsible sourcing:

Key messages: The RE-SOURCING communication approach is based on a 2-way communication dialogue with stakeholders. When communicating with key actors for the agenda setting process, it is essential to provide them with clear key messages. This should include sufficient and compact information about the project's objective, related challenge and the offer or benefit that the project will have for the stakeholders.

⁸ Two deliverables of the project: D6.1-Stakeholder Management Strategy and D6.2-Communication Plan

Early and targeted communication: One of the main challenges in setting unified agendas is that each stakeholder group will look at the issue from a different angle, hence the issue of fragmentation of initiatives. Therefore, a key step towards mobilizing different stakeholder groups is to define the issue in a way that appeals to them and their objectives. As shown in Figure 4, high-ranking stakeholders include different types of organizations, such as international organizations, large corporations and industry associations. Communication will be tailored to the needs and interests of each group.

Expert interviews: One of the first steps towards a successful agenda setting process is to understand the perspective, needs, concerns and opinion of the involved stakeholders. By organizing online or physical interviews, experts from key organizations will be invited to share their knowledge and expectations. The interviews are an efficient tool to gain a first insight into the expert's ideas and shorten extensive research or observation processes⁹. Moreover, baseline data and opinions can be collected with well-designed questionnaires or surveys that can be shared with the key stakeholders.

Stakeholder participation in project events: RE-SOURCING will organize various events including Opening and Closing Conferences, Roadmap Workshops, Flagship Labs and three regional Global Advocacy Fora in Latin America, Asia and Sub-Saharan Africa (See Annex). High influential stakeholders will be invited to participate in these events as keynote speakers, panellists or flagship case leaders. Where possible, participatory exercises to enable knowledge sharing, brainstorm issues and develop recommendations and strategies will be used. Specific attention will be given to the sectoral Roadmap Workshops and regional Advocacy Fora where close collaboration and partnership with the sectoral and regional stakeholders will be established (See Sections 4 and 5).

Joint activities: One key challenge in the agenda setting process is that individual initiatives or institutions will focus their activities on different aspects of RS and collaboration between these will remain limited. By organizing joint activities such as clustering events and joint publications in relevant journal and newsletter, RE-SOURCING will liaise with global opinions with the aim to encourage multi-sectoral collaboration and break the silos.

Project's formal meetings: The Projects Steering Committee (PSC) and the Advisory Board (AB) are high influential stakeholders and can be considered as key sources of input and main entry points for further outreach. Therefore, meetings with the PSC and AB members are considered as a consultation platform for collecting input and developing the first ideas for setting agenda for responsible sourcing. These meetings will be organized in addition to the PSC and AB meetings that are regularly held to report and consult about the general progress of the project.

Once a stakeholder engagement activity is completed, it is essential to document, review and assess the engagement process, as well as the input and the feedback received from the stakeholders. Permanent assessment of stakeholder presence and continuous involvement of underrepresented groups is a key measure to take. With this, the project team will be able to measure the effectiveness of the engagement activity and if needed define further action items, revisit original plans and adopt the future steps.

⁹ Source: https://essay.utwente.nl/61106/1/BSc_B_Liedl.pdf <accessed 17.11.2020>

4 Stakeholder engagement for Sectoral Roadmaps

By developing sectoral roadmaps for three key European industrial sectors – Renewable Energy, Mobility and Electrical and Electronic Equipment sectors (RES, MS, EEES)– RE-SOURCING investigates the current situation, the vision, important emerging topics and key actions needed to transverse the distance between now and an improved future situation for the responsible sourcing of raw materials¹⁰. To identify the key focus areas and key future actions to be covered in the roadmaps, a multi-stakeholder process will be implemented. Once these roadmaps have been developed, these will be used as input sources for international agenda setting process and advocating the selected international stakeholders through the consolidated results. Hence, identification and involvement of key international stakeholders in development of the roadmaps is crucial.

Identification of stakeholders from three focus sectors was part of the mapping exercise explained in section 2. Large corporations (manufacturing and mining), industry associations from three sectors as well as key networks and alliances are ranked as high influential stakeholders for agenda setting process. Therefore, the project will particularly draw support from these stakeholder groups to understand the current situation and identify key actions for the future. The challenge is that despite their high power, most of these institutions have medium or low interest in engaging with the topic or the project. This can lead to lack of feedback during the validation process and insufficient presence during the sectoral workshops.

To ensure an effective multi-stakeholder process for developing roadmaps and in addition to the general engagement strategies explained above, the specific communication and engagement channels listed below will be implemented:

Targeted messaging: Given the fact that different industry sectors have different perspectives and agendas for responsible sourcing, it is crucial to streamline the communication to industry streams and their needs and interests. The difference in interest is also existing in various stages of the value chain in a specific sector. Therefore, the message should include a clear explanation of the benefits that the RE-SOURCING project will have for each stream leader taking the value chain stage into consideration. This is an effective strategy for gaining their attention and increasing their interest. Given the key role of policy makers in defining sectoral roadmaps, targeted messaging will be also used as a strategy to engage with this group of stakeholders.

Stakeholder participation in Roadmap Workshops and Flagship Labs: Key players identified will be invited and given a key role in these workshops and labs. With presenting their needs, challenges or best practices and contributing to co-creation of the roadmaps they will commit to a precise understanding of the situation and a credible uptake of real issues in the agenda setting process. This will also help RE-SOURCING sector leaders to gain insight from other practitioners or advocacy groups, which can then lean to increased interdisciplinary collaboration and partnership. In

¹⁰ See D1.1-The International Responsible Sourcing Agenda for more details: available: https://re-sourcing.eu/files/D1.1_In%20RS%20template_FINAL.pdf <accessed 29.11.2020>

Deliverable 5.1¹¹ of the project, the RE-SOURCING peer learning approach, is instrumental for understanding and disseminating RS practices relevant for roadmap implementation.

Validation of three sectoral roadmaps: Once sectoral roadmaps are drafted, key stakeholders will be consulted for the validation process. This can be done in form of interviews or surveys with targeted questions.

Participation at relevant events: To raise awareness about the project at sectoral level, it is crucial to identify key relevant events and conferences as a platform to present the project. Further to this, the project will seek the possibility of organizing roadmap workshops or Flagship Labs back-to-back with the identified events.

A follow – up process and more detailed elaboration building on these general strategies will be conducted prior to the sectoral workshops and Flagship Labs. The process will be aligned with the project’s peer-learning approach and will include step-by-step guidance for organizing the relevant events. These guidance documents will include a detailed list of actions and a timeline for engaging with the key stakeholders.

5 Stakeholder engagement for Three Global Advocacy Fora

To engage with non-EU stakeholders and pursue an effective dialogue around challenges associated with the implementation of responsible sourcing practices in major sourcing regions, the project will organize three Global Advocacy Fora in Asia, Sub-Saharan Africa (SSA) and Latin America (LA). By organizing these events, the project aims to achieve the following overarching objectives:

- Improve and encourage awareness and context at regional level for a global definition for responsible sourcing
- Network and exchange with regional opinion leaders to understand and find solutions for pressing regional RS issues
- Reflect the findings of three sectoral roadmaps, Flagship cases and briefing documents in the focused regions and validate their context and perspective
- Establish interface with global influencers and EU sectoral roadmaps in creating a global RS level playing field
- Showcase Flagship cases and evaluate their transferability to other regions
- Facilitate an international dialogue and encourage cooperation with stakeholders across global value chains

The locations for the Advocacy Fora were chosen to represent the key regions providing raw materials for the global value chains of the three sectors the project is focusing on (RES, MS and EEES). The plan for organizing these Fora are summarized below:

- **Advocacy Forum – Asia:** This forum is planned in June 2022 and will have a focus on China. In recent years, China has shown its preparedness to take action for responsible supply

¹¹ RE-SOURCING Deliverable 5.1- Common approach for peer learning and good practice guidance

management and willingness to be involved in international dialogues¹². The aim of organizing an Advocacy Forum in this country is to explore their perspective on responsible sourcing and bring key regional players into an advanced dialogue. China is considered as a key midstream manufacturer in the supply chain for Renewable Energy sector, therefore at this regional forum the discussions will evolve around the RES sectoral roadmap, highlighting the issues associated with supply chain of cobalt and conflict minerals.

- **Advocacy Forum – Latin America:** The forum in LA will be organized in Chile and is planned to take place in February 2023. Latin America is seen as a key player for the Mobility Sector (MS), hence this sectoral roadmap will be the main discussion topic for this regional forum, highlighting the key issues associated with responsible mining of lithium and/or copper.
- **Advocacy Forum – Sub-Saharan Africa:** The forum in Africa is planned in May 2023 and will be organized in Rwanda. The Sub-Saharan region is taken as a key player in the global value chain for the Electrical and Electronic Equipment sector (EEES). Accordingly, the main input material for discussion and validation will be the EEE sectoral roadmap. Focal points and key issues can be integration of Artisanal Small-Scale Mining (ASM) sector in responsible supply chains and conflict minerals.

The challenges and issues associated with responsible sourcing in global value chains varies in different regions, consequently the regional governments have differing priorities to address sustainability and the uptake of responsible sourcing, with some governments giving greater urgency to income generation, while others prioritise the protection of human rights. Having a realistic understanding and ranking of these priorities will influence how responsible sourcing practices are employed across different countries. Differences in regional focal points, issues and priorities should be considered when engaging with the key stakeholders in regions.

Based on the result of the stakeholder mapping, the key regional stakeholders with high influence and interest in agenda setting process are mainly national governments (e.g. ministries of mining, environment and energy), national industry associations (mining or metal) and large mining companies.

5.1 General Engagement Strategies

Further to the engagement strategies mentioned in previous sections, the following strategies and channels will be implemented when engaging with key stakeholders from these regions:

Mobilizing partner organizations in the regions: The consortium has partner organizations that have established cooperation activities in these regions. SRK Consulting located in South Africa (and offices in China) and AHK located in Chile are the main entry points for identifying, connecting and engaging with key regional stakeholders. Flexible and bilateral communication means such as conference calls and interviews can lead to initiating and strengthening personal contacts with key players.

Tailor-made messaging: As mentioned above, regional governments have different priorities in their agenda for sustainability and responsible sourcing. It is crucial to understand and streamline the

¹² STRADE Policy Brief: available https://www.stradeproject.eu/fileadmin/user_upload/pdf/STRADE_PB_03_2018_China_responsible_sourcing.pdf <accessed 29.11.2020>

project's communication to these priorities. Furthermore, the cultural aspects and language barriers will be taken into consideration. This will be coordinated and supported by the regional project partners.

Broad regional communication: If possible, the information about the regional Advocacy Fora will be published in regional media and communication channels with the aim to attract regional and local authorities. This can lead to overcoming language barriers and creating a sense of ownership. Regional partners will support with this process.

Seek synergy with regional conferences: To ensure a broader participation, the project will seek synergies with existing relevant events and conferences in these regions, where the Advocacy Fora can be organized as a side event.

5.2 Follow-up planning

As a follow up to this report and in preparation for the Global Advocacy Fora, a detailed plan and guidance document including concrete action items for implementing the engagement strategies will be provided. In this planning process, two regional leads, SRK Consulting and AHK Chile, the three sector leads, Montanuniversität Leoben (MUL), Oeko Institute (Oeko) and SOMO, the project lead (WU) and the WP3 lead (WRFA) will play the key role. In this plan, the partners and stakeholders' roles and responsibilities, main action items and an estimated timeline for accomplishing tasks will be defined. In Table 1 a selection of key actions items and an estimated timeline for implementing these are presented. This plan will be considered as the basis for further elaboration and a more detailed schedule will be provided ahead of the event.

Table 1. Key action items and an estimated timeline for engaging with relevant stakeholders for the Global Agenda Fora. This plan will be further elaborated with more concrete actions and detailed timeline.

Planning Committee	Global Forum in Asia: Regional lead (SRK Consulting), Sector lead Renewable Energy (MUL), Project lead (WU) and WP3 lead (WRFA) Global Forum in Latin America: Regional lead (AHK), Sector lead Mobility (Oeko), Project lead (WU) and WP3 lead (WRFA) Global Forum in Sub-Saharan Africa: Regional lead (SRK Consulting), Sector lead EEE (SOMO), project lead (WU) and WP3 lead (WRFA)		
Timeline	14-12 months ahead	12-06 months ahead	06-01 months ahead
Key action items	<ul style="list-style-type: none"> Establish an internal planning team Identify/update/contact key regional players Establish a regional supporting team in the target country Define objective and thematic programming to be made in liaison with the relevant regional and sectoral lead and the regional supporting team Briefing sessions and instructions for the other project partners 	<ul style="list-style-type: none"> Detailed agenda format and sessions planning Contact and invite speakers and other contributors Identify key relevant regional events (for a back- to-back event) Define date Create a detailed communication plan taking the general engagement strategies into considerations 	<ul style="list-style-type: none"> Finalize the agenda and sessions planning Speakers/contributors briefings Promotion campaigns Prepare session and post event surveys
Logistics			

6 Engagement Outside of Project Actions

In addition to involving external stakeholders in the project's activities, the RE-SOURCING team will identify and engage with relevant international initiatives and working streams with the aim to understand and contribute to the current issues and discussions around responsible sourcing.

Currently the project is contributing to the following European initiatives:

- **EC DG JUST Work programme 2021 on "Initiative on Sustainable Corporate Governance"**¹³: This is a consultation process launched by the European Commission to seek the views of a broad range of stakeholders the need and objectives for different policy options; gather data that can be used to better assess the costs and benefits of different policy options.
- **Sustainable Batteries Regulation**¹⁴: This initiative will explore ways to make Europe a global leader in producing and using sustainable batteries. It aims to boost the growth of high performance battery cells and battery modules/packs with the smallest possible environmental footprint. This topic is related to working stream WP4 Roadmap development and WP5 Flagship case elaboration for Mobility sector.
- **Contribution to co-development of EC JRC Raw Materials Information System (RMIS)**¹⁵: RE-SOURCING will contribute to this data platform by focusing on business and policy good practice on responsible sourcing.

Further to the above, project partners will participate in highly attended and promising international, regional and sectoral conferences that influence further policy agenda process. This will lead to raising awareness about the project and identifying and networking with key international players at international, regional and sectoral level. In addition, RE-SOURCING plans to engage directly with the wider mining and metal consumers through attending major trade conferences. List of the most relevant events related to responsible sourcing is presented in Table 2.

Table 2. The most relevant events related to responsible sourcing covering three sectors and focus regions

Event	Weblink
IGF on Mining, Minerals, Metals & Sustainable Development (Annual General Meeting)	https://www.igfmining.org/event/16th-annual-general-meeting/
OECD Forum on responsible mineral supply chains	https://www.oecd.org/corporate/mne/forum-responsible-mineral-supply-chains.htm
UN Forum on business and human rights	
Conferences by Sustainable Procurement Platform	https://sustainable-procurement.org/sustainable-public-procurement/
UN High Level Political Forum	https://sustainabledevelopment.un.org/hlpf
Sustainability Leaders Forum	https://event.edie.net/forum/
EU Raw Materials Week	https://www.eurawmaterialsweek.eu/2020event
EIT Raw Materials Summit	https://www.eitrsummit.com/
The Responsible Business Summit	https://www.reutersevents.com/events/rbs-ny/

¹³ <https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/12548-Sustainable-corporate-governance/public-consultation>

¹⁴ <https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/1996-Sustainable-batteries-EU-requirements>

¹⁵ <https://rmis.jrc.ec.europa.eu/?page=re-sourcing-h2020-project-7f5bde>

Event	Weblink
Responsible Sourcing Council	https://conference-board.org/councils/responsible-sourcing
Annual conference of Responsible Minerals Initiative	http://www.responsiblemineralsinitiative.org/events/
Electronics Goes Green	https://electronicsgoesgreen.org/
China Mining Conference	http://www.chinaminingtj.org/en/
Mining Indaba (South Africa)	https://miningindaba.com/Home
PDAC Convention	https://www.pdac.ca/convention
Conferences organized by EU – Latin America Mineral Development Network Platform	http://www.mineralplatform.eu/
Conferences organised by associated Horizon and other European initiatives such as SUMEX, TARANTULA, etc.	https://www.sumexproject.eu/ , https://h2020-tarantula.eu/

This list will be evaluated and updated regularly for the duration of the project. The monitoring process will be performed centrally by the work package leader and all partners will be actively asked for updates.

7 Conclusions

This report presents the RE-SOURCING strategy for identifying and engaging with key international stakeholders that will be central to the global agenda setting process. For this, the project will consider a top-down stakeholder strategy with an Engage-Deliberate-Decide (EDD) approach, where key stakeholders will be involved in the process through collaborative and consultative process for co-creating knowledge, sharing their opinion and reaching a common understanding of the situation.

From the stakeholder mapping process, it was concluded that the international organizations, large mining and manufacturing corporations, international industry associations and national and regional governments are considered as having high power in global agenda setting for responsible sourcing. Despite their high power, this group of stakeholders may or may not have interest in the topic or in being engaged with the project. To ensure an effective stakeholder participation the project will follow a four-step approach as illustrated in Figure 2. These engagement strategies will be strongly supported by the communication team to ensure a systematic outreach and an efficient messaging to the target groups.

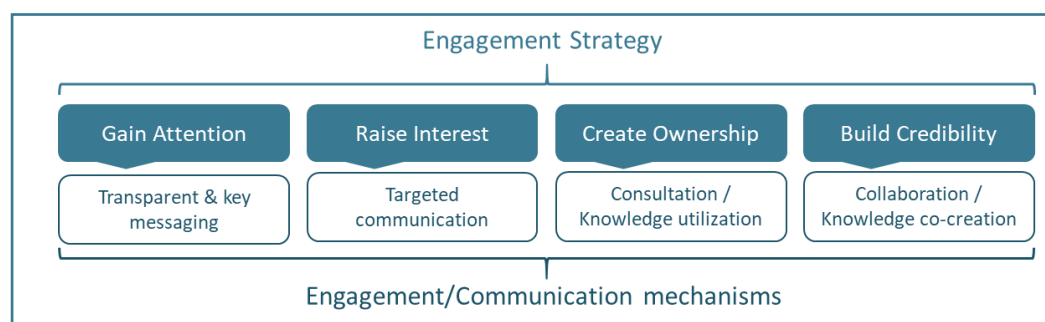
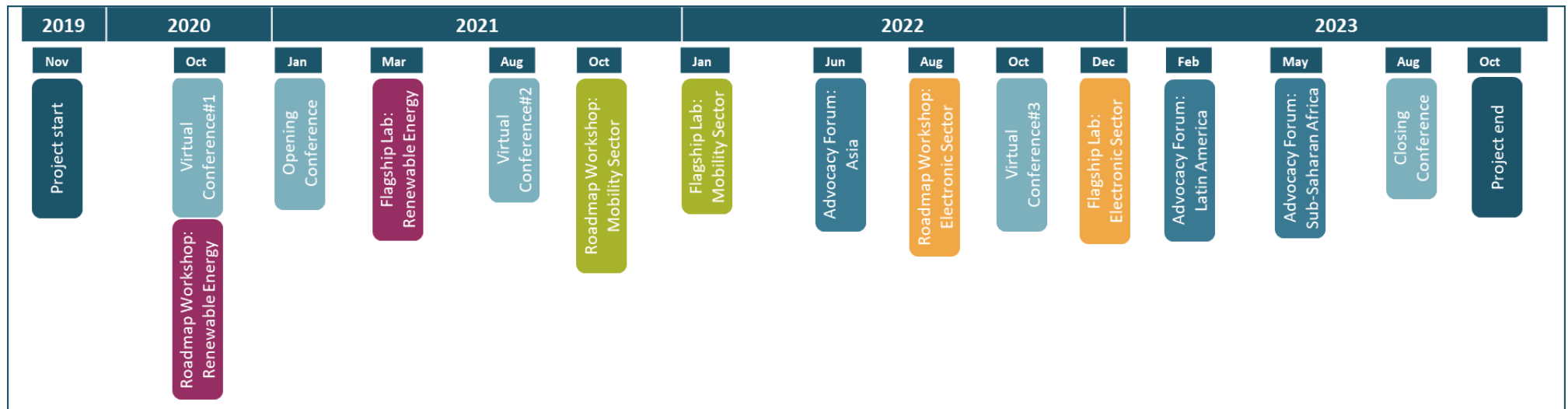


Figure 6. The four-step engagement strategy and the related mechanisms for stakeholder participation in global agenda setting process.

This report serves as a general strategic document to familiarize partners with the appropriate engagement and communication strategies that are needed when preparing for the agenda setting process and more specifically for the three Global Advocacy Fora in Asia, Latin America and Sub-Saharan Africa. In the follow-up of this report, detailed instructions and step-by-step guidance for engagement with the stakeholders will be developed. In this plan, specific strategies at individual stakeholder level (for each/group of highly ranked organization/s) and roles and responsibilities of the project partners based on their knowledge and expertise will be defined.

The recommended engagement strategies presented in this report will be continuously assessed and modified based on the stakeholders needs and requirements. Post-event follow ups with key actors will be performed to strengthen collaboration and credibility and identify areas for improvement.

ANNEX – RE-SOURCING Event Calendar





re-sourcing

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