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European Commission

RE-SOURCING

»Global Stakeholder Platform for Responsible Sourcing«

Grant Agreement number: 869276

WORLD RESOURCES FORUM

Deliverable 6.1

Stakeholder Management Strategy

WP6 Stakeholder Management, Communication & Dis-semination

28 February 2020, FINAL

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Purpose

This report corresponds to Deliverable 6.1 of the RE-SOURCING project and aims to provide a centralised approach for managing the stakeholder’s data and engagement, and to define rules and responsibilities for project partners on how to communicate and engage with the external stakeholders. This deliverable is related to “Task 6.1 -Management of RE-SOURCING Platform Stakeholders” and describes the objective and approach for identifying and engaging with the stakeholders relevant for the purpose of the project.

Executive Summary

The RE-SOURCING strategy for management of stakeholder data and engagement is explained in this report. The main objective of the RE-SOURCING project is to set up an international platform on responsible sourcing that would provide physical and digital tools for connecting experts and stakeholders. Due to the key role of external stakeholders in implementing the project, a centralized approach to map and structure stakeholders, and manage their data, are defined and explained in this report. A four-step approach for identifying and engaging with stakeholders including i) definition of engagement plan, ii) stakeholder mapping, iii) preparation and engagement, and iv) review and improve, has been considered in this study. To ensure that the project complies with the privacy policy and ethics in personal data management, standardized rules for identifying, contacting and engaging with the stakeholders are defined. By mapping and clustering the stakeholders based on pre-defined categories and criteria, the project will define targeted engagement and an efficient communication strategy for reaching out to different target groups. The stakeholder strategy and the engagement activities will be regularly monitored to identify areas for improvement for the future steps.

1 Introduction

The RE-SOURCING project will set up an international platform on responsible sourcing (RS) with the aim to:

- facilitates the development of a globally accepted definition of RS,
- develop ideas for incentives facilitating responsible business conduct in the EU,
- enable exchange of stakeholders for information exchange and promotion,
- foster the emergence of RS in international political fora, and
- support the European Innovation Partnership on Raw Materials.

To achieve these objectives, the platform will connect experts and stakeholders by means of a physical element ("Platform Spaces") and digital element ("Digital Ground"):

The Platform Spaces will allow practitioners (i) to gain a hands-on and peer-to-peer learning experience in workshops and site visits to exchange and learn from enabling factors, instruments and tools facilitating RS initiatives and business conduct for practitioners, and (ii) to engage with stakeholders at international conferences to further the concept of RS on the global political agenda.

The Digital Ground will (i) enable, through innovative digital tools such as digital conference spaces and webinars, more easily connect international players and engage them in networking, promotion and information exchange activities, and (ii) synthesise and make easily accessible ideas that incentivise RS initiatives and responsible business conduct.

RE-SOURCING will feature important Flagship Cases of mature and well-established RS initiatives for raw materials highly relevant for Europe's future energy, mobility and infrastructure development.

Based on the above-mentioned approach, stakeholder participation is a key step in implementation of the project and a crucial step for establishment of the RE-SOURCING platform. By actively engaging with international stakeholders, the project team will be able to consult with experts, involve relevant initiatives into mutual learning processes on success elements and challenges encountered, and to identify enabling factors that will help recently established and upcoming RS initiatives to become success stories.

Due to the importance of stakeholder engagement in the project, a specific task for identification, management and involvement of stakeholders was defined in the frame of the project (Task 6.1 – Work package 6). The aim of this task is to ensure a harmonized and transparent process that allows for effective contribution from a wide range of stakeholder groups. In particular, the goal of this task is to provide all work packages with a centralized approach for identifying, mapping and structuring the stakeholder data as well as standardized rules for contacting and engaging with the stakeholders.

In Figure 1, four key steps[1] that will be taken by the RE-SOURCING project to identify and manage the stakeholders data and engagement are highlighted. These include:

[1] Five-Step Approach to Stakeholder Engagement: Report published by BSR (Business for Social Responsibility): https://www.bsr.org/en/our-insights/report-view/stakeholder-engagement-five-step-approach-toolkit

- Design of a stakeholder engagement plan: identifying the type, channels and a detailed plan for engaging with the stakeholders
- Stakeholder mapping: identifying who the main stakeholders are, where they are coming from and how they can be structured or prioritized
- Preparation and engagement: defining logistics for the engagement and setting rules for engagement
- Review and improve: by analysing the feedback, goals and strategies can be revisited and areas for improvement can be identified.

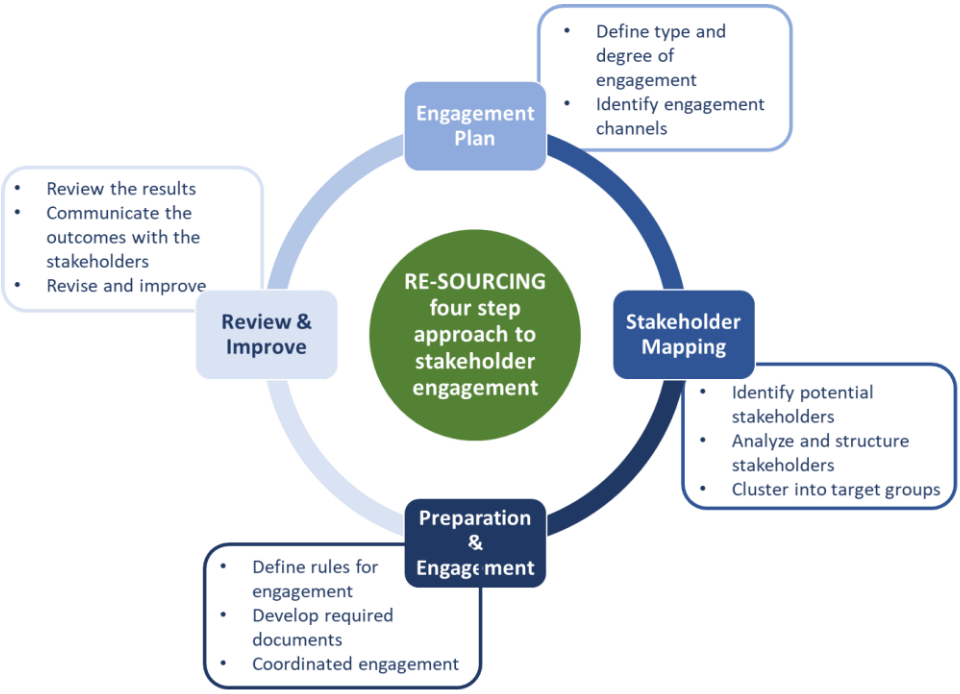

Figure 1. RE-SOURCING four step approach for an efficient stakeholder management

These steps are explained in more details in the following chapters.

2 Stakeholder Engagement Plan

2.1 Type and Degree of Stakeholder Engagement

Stakeholder participation is a key activity of the project and a crucial step for establishment of the RE-SOURCING platform. To ensure that different groups of stakeholders have been identified and their opinions and input have been considered while implementing the project and developing the RESOURCING platform, the project team has integrated various types of stakeholder participation in different work packages and tasks. These are listed below and summarized in Table 2-1:

- Informative participation (knowledge diffusion), where the stakeholders will be informed about the decisions, progress, status and results of the project. Knowledge diffusion will be a key component of the RE-SOURCING Digital Platform website as well as digital and physical conferences several communication and dissemination activities that are planned in the frame of the project.
- Consultative participation (knowledge utilisation), where the stakeholders will be included in decision making and planning process. With the information, opinions and ideas that the stakeholders will provide, they can influence the content and direction of the project. This is a key approach which will be considered in all steps of the project and in particular when defining a conceptual basis for the project, identifying existing Flagship (FS) cases and industry sector state of play and establishing a common approach peer-learning and good practice guidance.
- Collaborative participation, where the stakeholders will be directly involved in co-creation of knowledge for the platform. This will include stakeholders' participation in online engagement of webinars that will be organized, as well as their engagement, as FS case leaders or case learners in peer learning settings at Flagship Laboratory Workshops.

An effective project stakeholder management is required to coordinate interactions between the project partners for involvement of the stakeholders in different tasks[2].

Table 2-1. Type and degree of stakeholder engagement in different work packages of the RE-SOURCING project

Type of stakeholder engagement	Informative (knowledge diffusion)	Consultative (Knowledge utilization)	Collaborative (Peer-to-peer learning & knowledge co-creation)
WP1 – Conceptual Basis and Content Synthesis		Consultation to learn about their needs and expectations from the project and to map existing relevant stakeholders/initiatives/networks	
WP2 – RE-SOURCING Platform	Sharing knowledge on the RE-SOURCING Platform	Online consultations and webinars for validating project results	

[2] Pernille E. & Lund Jepsen A. (2016). Project Stakeholder Management – Fundamentals of Project Stakeholder Management. Routledge: New York.

Type of stakeholder engagement	Informative (knowledge diffusion)	Consultative (Knowledge utilization)	Collaborative (Peer-to-peer learning & knowledge co-creation)
	Involvement in physical conference and virtual conferences organized by the RE-SOURCING Platform	and generating input for key project actions	
WP3 – Global Agenda Setting	Awareness and context for a global definition of responsible sourcing	Consultation with key active global/regional stakeholders for the agenda setting process	3 Global Advocacy Fora for drafting a global definition of RS
WP4 – EU State of Play & Roadmaps		Consultation to identify existing flagship cases and unresolved challenges	3 Sector Roadmap building and visioning process
WP5 – Flagship Laboratories and Peer Learning		Consultation to develop a common approach peer learning and good practice guidance	Involvement in Flagship Laboratories as case leader or learner
WP6 – Stakeholder Management, Communication and Dissemination	Communication and awareness raising about the project and dissemination of results via audio-visual story-telling (recorded webcasts, video interviews, project and topic videos)		

2.2 Engagement Channels

In the proposal phase, the project team has identified a series of engagement channels including physical meetings and digital tools which will facilitate stakeholder participation in consultation and mutual learning process. More details about the selected engagement channels are listed below and provided in Figure 2.

Physical stakeholder engagement will be expected in the following physical events:

- Three Flagship Labs: with the aim to enable peers to learn from Flagship cases and good practice within each of the three RE-SOURCING sectors, i.e. renewable energy, mobility and electric and electronic equipment.
- Two physical Conferences: One opening conference and one closing conference will be organised with up to 150 participants from relevant stakeholder groups.
- Three Roadmap Workshops: these sectoral workshops will be organised with identified stakeholders to generate content and create stakeholder buy-in of the roadmap process,
- Three Global Advocacy Fora: 3 regional workshops in Latin America, Asia and Sub-Saharan Africa with relevant international stakeholders with the aim to encourage awareness and context for a global definition of responsible sourcing, networking and exchange with regional opinion leaders on pressing regional RS issues, and contextualise EU sectoral roadmaps for creating a global RS level playing field.

In addition to the project's website, the RE-SOURCING digital platform will be a tool for fostering stakeholder exchange and information sharing. The project team has foreseen to engage with the stakeholders through organizing the following digital events:

- Two Virtual Conferences: with including livestreams, virtual meeting fora, exhibition, webinars, parallel sessions of presentations and interactive exchange, the stakeholders from around the globe are expected to participate in knowledge exchange and interactive learning process.

- Three Online Training Sessions: with the objective to disseminate the final results of WP3, WP4 and WP5 and show the features and application of the RE-SOURCING platform to a wider audience.
- Nine Expert-stakeholder video interviews: videos of interviews with experts focusing on different aspects of responsible sourcing in targeted sectors. With developing these videos, the
- Online consultation process: With the aim to share knowledge with the wider audience, the videos will be published on the project's website and platform.
- RE-SOURCING Platform website: Sharing knowledge (knowledge diffusion) will be an ongoing activity on the projects Digital Platform. For this purpose, several webinars, audio-visual story telling videos highlighting the specific RS challenges and potential solutions from each of the sectors and 15 webcasts based on the webinars and physical stakeholder activities, will be organised and conducted throughout the project.

Physical Events (Physical engagement tools)			
Flagship Labs	Physical Conferences	Roadmap Workshops	Global Advocacy Fora
• 1st Lab: Leobon, M17 • 2nd Lab: Darmstadt, M27 • 3rd Lab: Amsterdam, M38	• 1st conference: M24 • 2nd conference: M36	• 1st WS: Brussels, M14 • 2nd WS: Brussels, M24 • 3rd WS: Brussels, M34	• 1st forum: China, M32 • 2nd Forum: Chile, M40 • 3rd Forum: Rwanda, M43

Online Activities/Events (Digital engagement tools)			
Virtual Conferences	Training for the Platform	Expert Video Interviews	Sharing Knowledge
• 1st conference: M24 • 2nd conference: M36	• 3x online live training sessions	• 9 video interviews	• Ongoing (M1-M48)

Figure 2. Type and plan for implementing stakeholder engagement tools and channels in the course of the RE-SOURCING project. The project started in Nov. 2019 and will end in Oct. 2023 (M: Month of the project).

A timeline for organizing these the key physical and digital events in presented in Annex I.

3 Mapping Stakeholders

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 project. The objective of a mapping exercise is to ensure that potential external experts 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.

As shown in Figure 3, stakeholder mapping for the RE-SOURCING project will be performed in two phases which are explained in the following sub-sections:

3.1. Identification of stakeholders

3.2. Stakeholder analysis and clustering

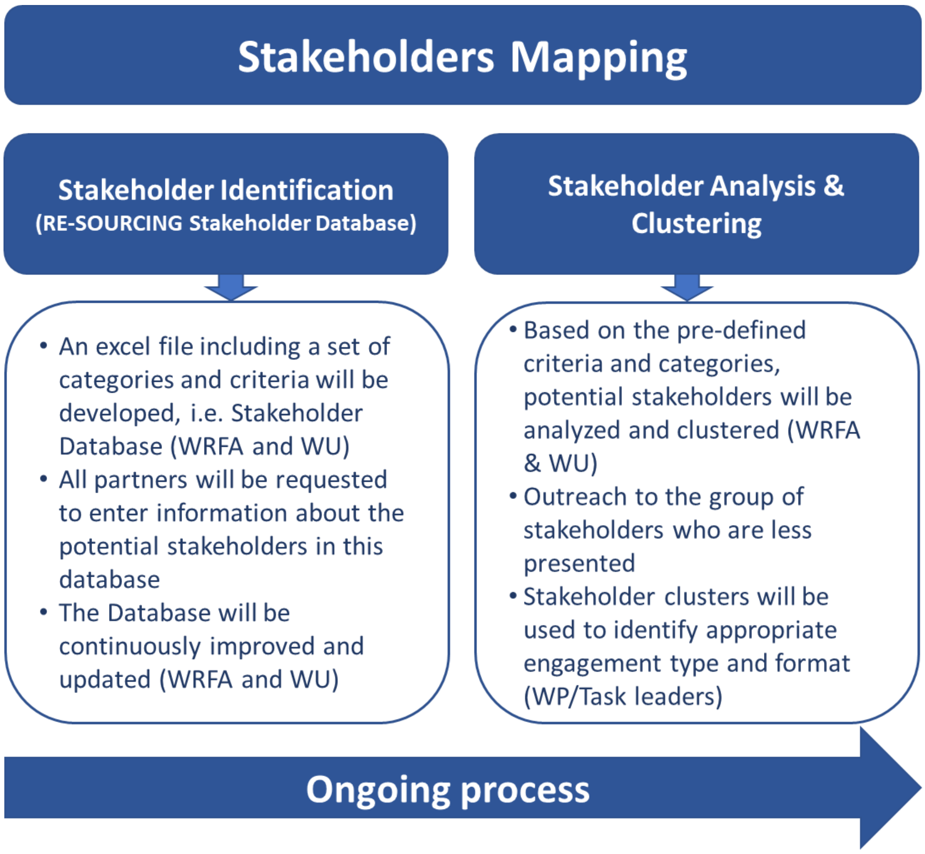

Figure 3. Two steps in stakeholder mapping: i) Stakeholder identification and ii) Stakeholder analysis and clustering

3.1 Identification of Stakeholders (Set up a Stakeholder Database)

As defined in the projects proposal, RE-SOURCING will focus on three priority EU raw materials-based sectors including renewable energy, mobility, and electric and electronic equipment. Within these sectors, the project will investigate mineral value chains, focusing on traditional mineral (e.g. aluminium, copper and iron ore/steel), conflict minerals (3TGs) and green technology minerals (e.g. lithium and nickel). Given the complexity of the mineral value chains, the improvement and uptake of responsible sourcing practices need to be addressed at multiple levels. Therefore, the project targets three interlinked levels: firms practices and responsible sourcing initiatives (micro level), EU industry sectors (meso level), and agenda setting processes by international organisations (macro level). Main target groups of the project are shown in Figure 4.

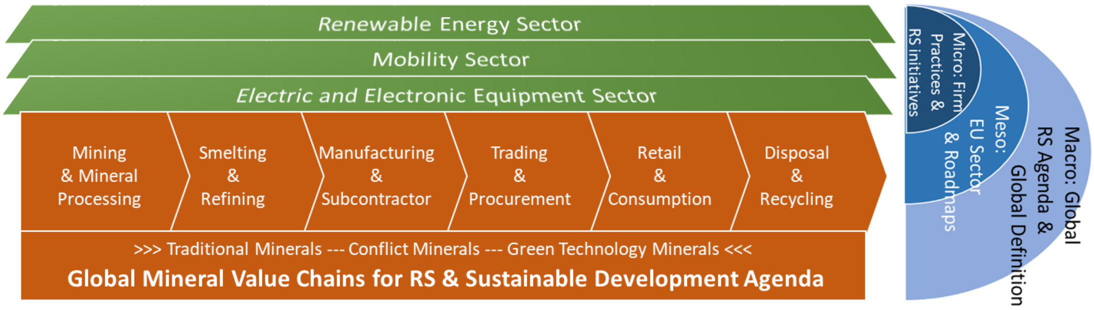

Figure 4. Main target groups of the RE-SOURCING project identified based on their sector, step in the value chain and the interlinked levels

In the first months after the start of the project, individual stakeholders, initiatives, projects or networks and their focus area will be identified from within the above-mentioned sectors and levels. Identification of stakeholders will be primarily supported by the project partners, The Platform Steering Committee and the project Advisory Board with their extensive network of contacts. Stakeholder identification will be an ongoing activity and will be continued for the duration of the project.

As a result of this task, the RE-SOURCING Stakeholder Database will be set up. This database will be the central point of reference for all stakeholder's data and interactions during the running time of the project.

To identify the key stakeholders and set up the Stakeholder Database, a series of criteria and categories will be defined. This will help the partners to implement a harmonized approach for identification of the potential stakeholder and will be an efficient tool for further analysis and mapping of the stakeholder data.

The RE-SOURCING Stakeholder Database will be set up by implementing the following steps and rules:

- A MS Office.xls file will be developed including the pre-defined categories and criteria for mapping
- A manual with descriptions on how to use the database and map stakeholders will be prepared for partners
- All consortium partners will be requested to enter the information about the potential stakeholders in this template spreadsheet
- The stakeholder database will be centrally stored by WRFA and WU (i.e. inputs will be collected via the template and inserted in the master file)
- The information collected in this database will include:
    - Stakeholders personal data: name, affiliation, position in the organization, country, contact data (only if this is publicly available),

    - Organizational Data: name, acronym, website, sector, step in the value chain, geographical focus, type of raw materials in focus, level, type of organization. For a harmonized mapping, these categories and sub-categories will be pre-defined in the database (Table 3-1),
    - Further categories and criteria for mapping the stakeholders will be added based on the needs of work packages and with close collaboration with the project team.
- While collecting the information, rules and regulations for personal data protection (GDPR) will be considered. No contact data will be included in this database unless it is publicly available, or the stakeholder has confirmed to share his/her contact for the purpose of the project (See section 4.2 of this report for more details about data protection requirements).
- Data in the RE-SOURCING Stakeholder Database will not be publicly available (i.e. the data will not be shared with third parties and are not attribute to any commercial use), but solely serve the purpose of guaranteeing the project's stakeholder interaction (See section 4.2 of this report for more details about data protection requirements).
- Identification and mapping of potential stakeholders is an ongoing process. The stakeholder database will be continuously updated throughout the project. Partners are requested to add new entries when a new candidate is identified.
- WU and WRFA will be responsible for managing and updating the Stakeholder Database.

Table 3-1. Categories and sub-categories for collecting stakeholders' organizational data covering the project's target groups shown in Figure 4. For a harmonized mapping, these categories and sub-categories will be pre-defined in the database.

Sector	Step in the value chain	Geographical focus	Type of raw materials	Level	Type of organization
Renewable Energy (RES)	Mining and Mineral processing	Global	Traditional Minerals	Micro: Firm practices	Government (policy making)
Mobility (MS)	Smelting and Refining	European	Conflict Minerals	Meso: EU sector	International organization
Electric and Electronic Equipment (EEES)	Manufacturing and Subcontractor	National	Green Technology Minerals	Macro: Global Responsible Sourcing Agenda and Global Definition	Industry
Renewable Energy (RES)	Trading and Procurement	Regional	Other	Other	Company
Other	Retail and Consumption	Other			Consultancy
	Disposal and Recycling				NGO
	Other				Other

3.2 Stakeholder Analysis and Clustering

To have a better understanding of the identified stakeholders, data stored in the RE-SOURCING Stakeholder Database will be used to analyse, structure, rank or cluster the stakeholders. The analysis will be conducted based on the potential criteria relevant for each engagement type or channel. Among others, the result of stakeholder analysis will be used for the following purposes:

- Guiding further stakeholder recruitment efforts in order to stakeholder groups who are less presented.
- Monitoring participation of the stakeholders in the online and on-site interactions in order to provide analyses of stakeholder participation according to e.g. type of organisation, sector, step in the value chain, areas of expertise or country.
- Identifying and targeting the stakeholder groups appropriate for each task or sub-task of the project. This will be done with close collaboration with WP or task leaders.
- A better understanding of the stakeholder categories will be used to define an efficient communication strategy with targeted messaging for the stakeholder groups.
- Identifying the geographic focus of the stakeholders will be used to differentiate between regional, national, multi-national and global actors. With this exercise, the key international actors important for the global agenda setting process can be differentiated and targeted.
- One of the activities of the project is to set up a multiplier programme. Multipliers are those stakeholders, organizations or individuals, who recognize the added value of the project and are motivated to disseminate its benefits further. By analysing the stakeholder based on appropriate criteria, the potential stakeholders qualified to be part of the multiplier programme will be identified. The project team will foster specific collaborative partnership with the relevant stakeholders, associations, networks or federations to maximise the outreach of the project and will define targeted messaging to reach out to as many potential collaborators as possible.

To assess the level of influence of stakeholders in the success of the project, the identified stakeholders will be clustered based on their influence in shaping the project and their interest in the topic. The following criteria can be considered for specifying the level of influence of stakeholders:

- 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
- Interest: relevance of stakeholder activity to the topic and likeliness to engage

The results of this analysis can be visualized in power/interest diagrams (**Error! Reference source not found.**). These diagrams will be used in defining stakeholder clusters and understanding the complex relation between issues and criteria in a more efficient way[3].

[3] Ackermann F. & Eden C. (2011). Making Strategy – Mapping Out Strategic Success. SAGE Publication Ltd: London.

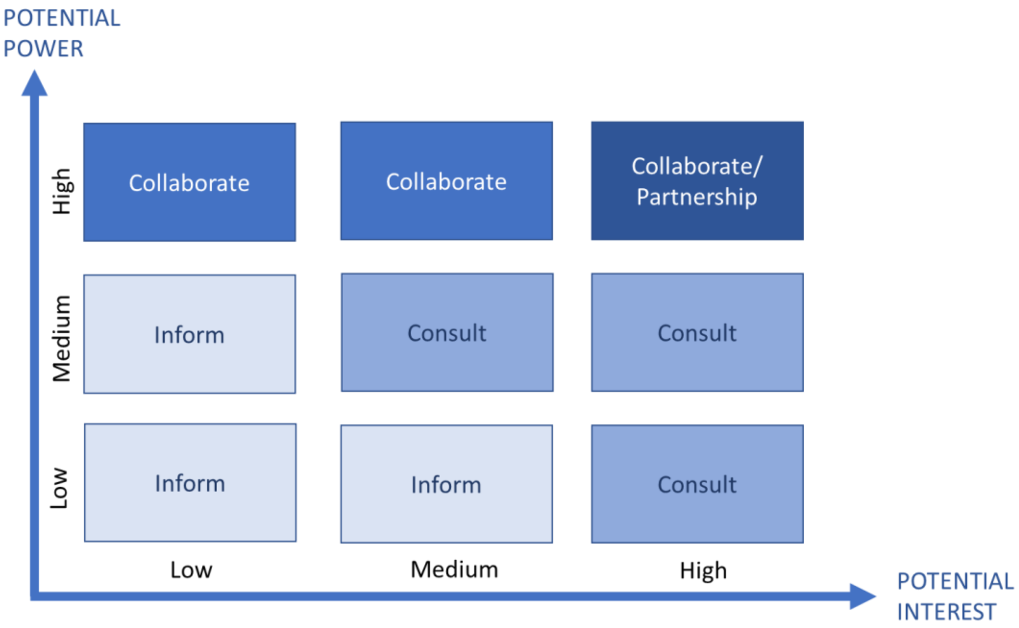

Figure 5. Clustering stakeholders based on their influence (power vs. interest) in the project and recommended type of engagement for each stakeholder cluster

In practice, this clustering exercise will be operationalised to identify the potential stakeholders appropriate for each engagement type and channel (as explained is Sections 2.1 and 2.2). Among others, Figure 5 will be used as a tool to identify the following stakeholder groups:

- Members of the Project Steering Committee (PSC) can be selected from the cluster of stakeholders with “Collaborate/Partnership” potential
- Advisory Board members can be selected from the group of stakeholders with high interest in the project and medium power, i.e. the right most cluster identified for “Consultation”
- Stakeholders with high influence on the project can be potential participants for three Global Advocacy Fora as well as three Roadmap Workshops
- All other “Consult” groups can be considered as potential participants in online engagement channels designed for consultation purposes, i.e. online consultations and webinars
- All other “Inform” clusters will be potential visitors of the online platform and all four RE-SOURING conferences.

In the implementation phase and with close collaboration with all project partners, the proposed clustering activities will be frequently reviewed and adopted to the needs of the project’s tasks.

4 Preparation and Engagement

To avoid overlaps between work packages and make best use of stakeholders' time, it is essential to define standardized rules for contacting and communicating with the identified stakeholders. A centralized stakeholder engagement will also ensure that the stakeholders are involved in a focused and efficient way with mutual benefits. Furthermore, it will ensure that the project is adhering to appropriate rules for privacy policy and ethics in personal data management. Key requirement for preparing and engaging with the stakeholders are outlined in the next sub-sections and shown in Figure 6.

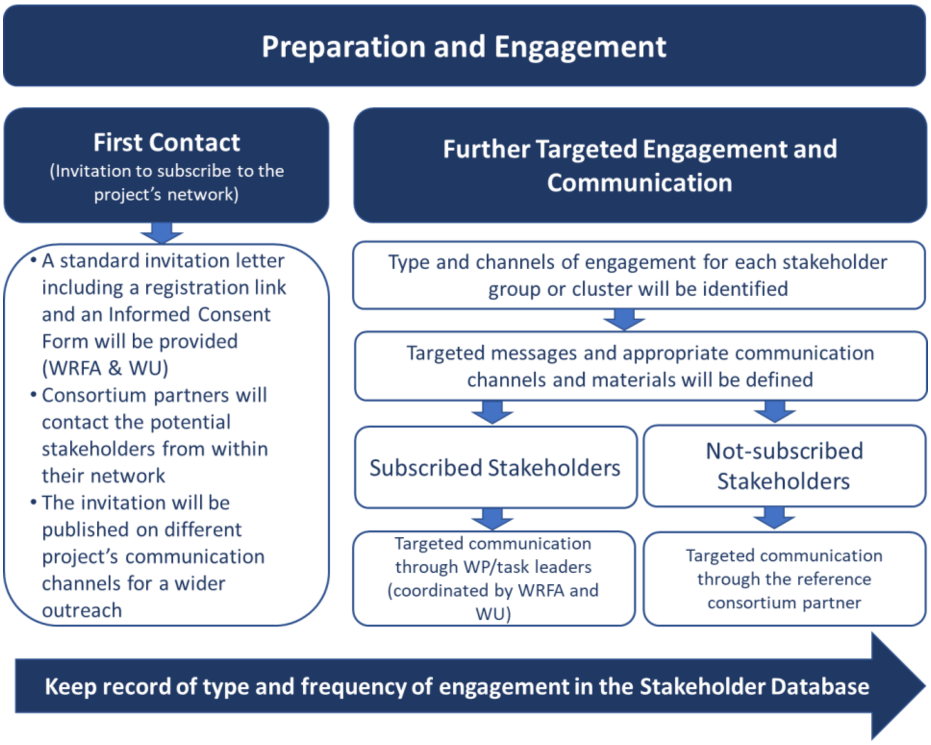

Figure 6. Key activities required while preparing and engaging with the external stakeholders

4.1 Standardized Rules for Contacting Stakeholders

4.1.1 First Contact (Invitation to subscribe to the RE-SOURCING Platform)

For a harmonized stakeholder engagement, the following steps and rules will apply for the first contact:

- The first step is to invite the stakeholders to subscribe to the project's network, i.e. RE-SOURCING Platform (i.e. compiled in the project stakeholder data base). This invitation will be published on the project's and partners' communication channels and materials (website, social media, flyers, newsletters, …) and will be sent to the identified stakeholders whose contact data is publicly available.
- In cases where the stakeholders' contact data is not publicly available, the first contact with the potential stakeholders will be done by the reference consortium partner and only when

the stakeholder has confirmed or subscribed to the RE-SOURCING Platform, his/her personal information can be used for centralized communication channels.

- To facilitate the first contact, a standard invitation letter will be drafted and this will be shared with all consortium partners and will be published on the project's website.
- A registration form (e.g. Google Form) will be embedded in this invitation letter to allow the stakeholders subscribe (opt-in) for the RE-SOURCING Platform. The form will include the following elements:
    - A general introduction to the RE-SOURCING project
    - The objective of establishing the RE-SOURCING Platform
    - Target groups of the project (who should register)
    - What will happen with the information and personal data collected
    - Limited personal and organisational data will be required for registration: name, contact data, name of the organization, country, sector, value chain, expertise
    - Optionally, a short questionnaire will be designed to ask the stakeholders about their interest in and expectations from the project. The questions will be defined based on the needs of various work packages and with close collaboration with the project partners. Responding to this questionnaire will be on a voluntary basis.

An Informed Consent Form will be included in the registration process. This form will provide information about the context and purpose of the stakeholder's contribution to the project, as well as more details on how their personal data will be used and further stored. Stakeholders will be asked to confirm this form before registering. The content of this form will be in line with the project's ethical requirements.

4.1.2 Further Targeted engagement and communication with the Stakeholders

Based on the results of the stkeholder anaylsis, appropriate engagment type and channels for each stakeholder group or cluster will be identified. Accordingly, proejct's communication scope will be adapted and an efficient messaging for spefic target groups will be created with taking the type of their engagement into consideration. As an example, one of the activities of the project is to set up a multiplier programme. Multipliers are those stakeholders, organizations or individuals, who recognize the added value of the project and are motivated to disseminate its benefits further. By clustering the stakeholders based on appropriate criteria, the potential stakeholders qualified to be part of the multiplier programme will be identified. The project team will foster specific collaborative partnership with the relevant stakeholders, associations, networks or federations to maximise the outreach of the project and will define targeted messaging to reach out to as many potential collaborators as possible.

With regular and timely analysis of the Stakeholder Database, the project team will imply various stakeholder recruitment efforts to improve its outreach. Furthermore, various communication channels such as the project website, newsletter, social media or other dissemination materials will be used to raise awareness about the project and to invite external stakeholders to subscribe to the project's network. With close collaboration between the project's communication team and the partners involved in organizing engaging channels, the messaging can be optimized.

The following rules apply for further engagement and communication with the stakeholders:

- By filling in the registration form and subscribing to the project's network, the stakeholders will confirm that their contact data can be added in the projects' database and can be shared with and used by all project partners.

- The information provided in the registration form will be added to the Stakeholder Database spreadsheet. WRFA and WU are responsible for updating and managing the Stakeholder Database.
- Further communication with potential stakeholders who were identified in the initial mapping exercise but have not registered for the project's network, will be done by the reference consortium partner.
- Further targeted contacts with the project's stakeholders will be coordinated by WRFA and WU with collaboration with the respective work package or task leader.

Communicating and engaging with the potential stakeholders are ongoing activities that will continue for the duration of the project. As indicated in the project's objectives, RE-SOURCING aims to identify an Expert Crowd composed of 500 key stakeholder contacts and 300 Platform sub-scribed users covering three sectors, down- and upstream, as well as global value chain stakeholders in a representative way.

4.2 GDPR Compliance and Ethical Rules

While identifying, contacting and engaging with the external stakeholders, the RE-SOURCING project will comply with the General Date Protection Regulation on the protection of natural persons with regard to collection and processing of the personal data and on the free movement of such data. In particular, the following requirements will be considered:

Requirements related to personal data protection

- By subscribing to the project's network (opt-in approach), the stakeholders will be asked to provide minimum and limited amount of personal data, i.e. name, affiliation, role in the organization, country and contact data (email address and phone number). An Informed Consent Form explaining the use of the personal data will be available as part of the registration form and its approval (opt-in approach) will be necessary to complete the subscription
- No sensitive data will be collected from the stakeholder while registering.
- The personal data collected from the stakeholders will not be publicly available (i.e. these personal data will not be shared with third parties and are not attribute to any commercial use), but solely serve the purpose of guaranteeing the project's stakeholder interaction. No contact data will be shared without consent.
- No secondary use of personal data will be performed. In order to determine an efficient communication strategy with the identified stakeholders and to cluster them into target groups, analysis of data Persona (i.e. analysis of influence / position in an organisation, analysis of relevance / type of organisation) will be performed.
- The stakeholders will be approached in their professional capacity in the context of the RE-SOURCING project only.
- To guarantee the confidentiality of the stakeholders' opinions, publication of stakeholder's input in project reports will be anonymous unless the stakeholder has agreed to include his/her personal data against the comment.
- After subscription to the project's platform, the stakeholders reserve the right to terminate their communication with and involvement in the project at any time upon their request (opt-out option).
- Stakeholder contacts will be stored by the project partner WRFA access database.

Requirements related to participation of stakeholders in the project's activities

- Participation in the RE-SOURCING events (Roadmap workshops, conferences, Flagship Labs, Advocacy Fora, interviews) will be on voluntary basis only.
- When inviting the stakeholders to participate in project's activities, details about the format and the objective of the activity will be provided in advance so that they can choose if they want to participate.
- During the event registration process, participants will be asked to comply with "General Terms and Conditions of Use (GTC)", and, thus, be informed about the use of their data (i.e. Declaration of consent, Revocation of consent)
- Any contact data collected during the events' registration process, will be kept internally within the project's consortium and will not be published or accessible to external organizations or individuals
- When organizing webinars or interviews, the stakeholders will be informed about the recording process and only upon their confirmation, these webinars or interviews can be broadcasted.

More details about the ethics and GDPR requirements that the project must comply with are provided in a separate deliverable of the project related to Ethics Requirements.

5 Review and Improve

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. 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, revise the project goals and adopt the future steps. Assessment of outcomes is in particular important for RE-SOURCING because several stakeholder engagement activities are planned in the course of the project and findings from one engagement activity can influence the planning and execution of the next.

For an effective evaluation of an engagement activity, the number and relevance of stakeholders and the quantity of their inputs and feedback, are among the key evaluation criteria. However, by conducting a targeted survey with well-thought questions, more in depth analysis of the engagement activity can be performed.

This assessment will be included as part of a progress report to be drafted after most crucial engagement activities. This report is expected to include information about the objective of the engagement, methodology, the participants, a summary of stakeholder concerns and expectations, a summary of discussions, and a list of outputs (decisions made, next actions and recommendations received)[4]. The consortium partners leading the stakeholder activity, coordinated by the project manager (WU), are responsible for completing this feedback loop. As part of this review round, the type

[4] Five-Step Approach to Stakeholder Engagement: Report published by BSR (Business for Social Responsibility): https://www.bsr.org/en/our-insights/report-view/stakeholder-engagement-five-step-approach-toolkit

and frequency of stakeholder engagement with the stakeholders will be recorded in the project's Stakeholder Database.

After each stakeholder engagement step, the stakeholders would expect to be informed about the results of their engagement. To communicate the findings with the stakeholders and the public, a close collaboration between the WP/task leader involved in the engagement process and the communication and dissemination team will be required.

6 Conclusion

Stakeholder engagement plays a key role in the implementation of the RE-SOURCING project and is integrated in different formats in several work packages and task. Therefore, for an efficient engagement strategy, close collaboration between all work packages is required. More specifically, the stakeholder management strategy will be strongly supported by the communication team to ensure a systematic outreach and an efficient messaging to the target groups.

Standardized rules for identifying and engaging with the stakeholders is a key requirement. By adhering to these rules, overlaps between work packages will be avoided and best use of stakeholders' time will be ensured. As such complying with the general personal data protection rules will be ensured. The task leader (WRFA) and project coordinator (WU) are in charge of managing and updating the stakeholder database.

Engagement with the stakeholders is an ongoing activity of the project and aims to build a sustainable two-way communication and collaboration with the most relevant experts and stakeholders. Regular monitoring and evaluation of the engaging activities is required to explore areas for improvements for the next activities.

Annex I

Detailed timeline for organization of the projects' physical meetings:

	2020												2021												2022												2023											
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dez	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dez	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dez	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dez
Conferences: 2 Digital and 2 Physical									□ Opening Vienna / Brussels											□ Digital														□ Digital										□ Closing Vienna/Brussels		Project End		
Roadmap Workshops												○ Renewable Energy Sector Brussels										○ Mobility Sector Brussels										○ Electronic Equipment Sector Brussels																
Flagship Labs															Δ Renewable Energy Sector Leoben										Δ Mobility Sector Darmstadt											Δ Electronic Equipment Sector Amsterdam												
Global Advocacy Fora																														⌂ Asia								⌂ Latin America			⌂ SSA							