



cobalt

awareness . learning . dialogue



Network Report

Deliverable 4.4

AUTHOR(S)

Manuela GHEOLDUS (BIO by Deloitte)

Andreas Endl, Gerald Berger (Institute for Managing Sustainability, Vienna University of Economics and Business, Vienna)

Project coordination and editing provided by Institute for Managing Sustainability, Vienna University of Economics and Business.

Manuscript completed in April 2015

This document is available on the Internet at: <http://www.cobalt-fp7.eu/>

ACKNOWLEDGEMENT & DISCLAIMER

The work leading to this publication has received funding from the European Union FP7 ENV.2013.6.5-2 grant agreement n° 603509

Neither the European Commission nor any person acting on behalf of the Commission is responsible for the use which might be made of the following information. The views expressed in this publication are the sole responsibility of the author and do not necessarily reflect the views of the European Commission.

Reproduction and translation for non-commercial purposes are authorized, provided the source is acknowledged and the publisher is given prior notice and sent a copy.



COBALT Project partners

**Vienna University of Economics and Business,
Institute for Managing Sustainability (Coordinator),**
Vienna, Austria



Ecologic Institut gemeinnützige GmbH,
Berlin, Germany



BIO Intelligence Service,
Paris, France



**Luleå University of Technology, Department of Civil, Environmental
and Natural Resources Engineering,**
Luleå, Sweden



TÉCNICA Y PROYECTOS SA, TYP SA
Madrid, Spain



**National Association for Consumers' Protection and Promotion of
Programs and Strategies,**
Bucharest, Romania



Table of Contents

1	Introduction	5
2	COBALT stakeholder database	6
2.1	Mapping the stakeholder database	6
2.1.1	Overview of COBALT stakeholders	6
2.1.2	Development of contact database	7
2.2	Stakeholder management	8
3	Stakeholder roles in sustainable raw materials management	11
3.1	EU and Regional Dialogues	11
3.2	COBALT conferences and recommendations	12
3.3	Skills shortages	13
4	EIP involvement	14
5	Conclusions	16



1 Introduction

This report explains the integrated approach to engaging stakeholders (i.e. to identifying, selecting, entering into and maintaining contact) throughout the project and, furthermore, describes the various stakeholder groups and their activities and involvement in the COBALT project.

Overall, the COBALT project offered a platform for open dialogue and exchange for all concerned stakeholders to bring in their perspectives and views on challenges on the route towards a more sustainable raw materials management in Europe. Different stakeholders across the entire value chain of raw materials supply and use were identified: business and industry (e.g. industry associations and SMEs), CSOs (e.g. consumer organisations and environmental NGOs), EU and national policy makers, national geological surveys, and public and private research organisations. An overview of stakeholders and their needs is provided in Chapter 2.

During the course of the project, the COBALT project team applied an integrated strategy for involving stakeholders in all of the project's Work Packages (WPs):

- 1) 3 EU and three Regional Dialogues were organised, allowing stakeholders to exchange on topics related to the sustainable management of raw materials along the whole value chain. The COBALT team published a series of project publications (i.e. Policy Briefs, Summaries, COBALT Dialogue event Adaptation and Synthesis Reports) on the project website (www.cobalt-fp7.eu/download), which reflect on the views and perceptions of different stakeholders. .
- 2) 2 conferences were organised at the beginning and end of the project, respectively, giving stakeholders the opportunity to exchange on potential solutions along the value chain from extraction to consumption and recycling at end of product life. Two reports were drafted outlining the main conclusions of the conferences. Moreover, the project team published a recommendations paper on effective stakeholder dialogue.
- 3) The project team tested two pilot courses targeted towards skills development on sustainable management of raw materials of students and university professionals.

Chapter 3 illustrates the role of stakeholders in the different deliverables of the COBALT project mentioned above. In general, the different stakeholder groups reflected on their roles and competences during the COBALT EU and Regional Dialogues on themes such as eco-design, urban mining, sustainable consumption and production, transparency in the supply chain etc. They also exchanged on future paths for collaboration. Moreover, academia and university professionals contributed to the development of pilot courses on sustainable management of raw materials. Finally, the COBALT project engaged with various European Innovation Partnership on Raw Materials (EIP) stakeholders in order to ensure coordination, increased EIP stakeholder outreach, and streamlining of project activities (see chapter 4).

2 COBALT stakeholder database

2.1 Mapping the stakeholder database

2.1.1 Overview of COBALT stakeholders

The COBALT project was embedded into a complex network of stakeholder relationships in the area of raw materials management in Europe. The project team identified four key stakeholder groups involved in the sustainable management of raw materials as well as their individual needs to be addressed throughout the project running time. Some of the needs identified initially by the project team are illustrated below:

Stakeholder groups	Type of actors	Needs
Civil Society	Environmental NGOs, social consumers associations, trade unions	<ul style="list-style-type: none"> - Low awareness of product related resource impact - Low awareness of job opportunities in the sustainable management of raw materials - Need to increase awareness and capacity to engage in and support policy decision-making processes
Industry	SMEs, industry associations	<ul style="list-style-type: none"> - Lacking access to best practices in eco-innovation and new business models - Need for awareness on skill shortages
Policy	Government ministries from different political levels (EU, national, regional, sub-regional), Geological surveys	<ul style="list-style-type: none"> - Need for expertise and guidance from stakeholders on technical and process related issues in sustainable raw materials management - Data on raw materials specific issues - Need for research coordination and co-management approaches
Research	University research institutes, private research organisation, think tanks, consultants	<ul style="list-style-type: none"> - Interdisciplinary challenges in bringing together different concepts, methods, and findings from various disciplines and research projects - Interest in dissemination of research results - Need for awareness of skills shortages



2.1.2 Development of contact database

The COBALT project team has built up and extended a stakeholder database during the project’s whole duration. In order to target national audiences more efficiently, each COBALT project partner filled in an Excel spreadsheet with a selected number of stakeholders and multiplier networks from their own contact databases in the framework of task 4.2. The multiplier is well connected and possessed local language competencies as well as raw material experience. For example, national CSOs associations, industry federations etc. were considered network multipliers as long as they could channel information between the project team and the other stakeholders, at the EU and national level. Each project partner identified multiplier networks in the different European regions selected at the outset of the project (north, south, and east¹)

A consolidated list of stakeholders was then compiled covering all the groups identified above and representing the different European regions. The stakeholders were classified by type of actors, organisation and country. After the initial mapping of the multipliers networks, 175 stakeholders were identified by the project team covering all stakeholder groups identified above. The breakdown of the network by type of stakeholder is illustrated below:

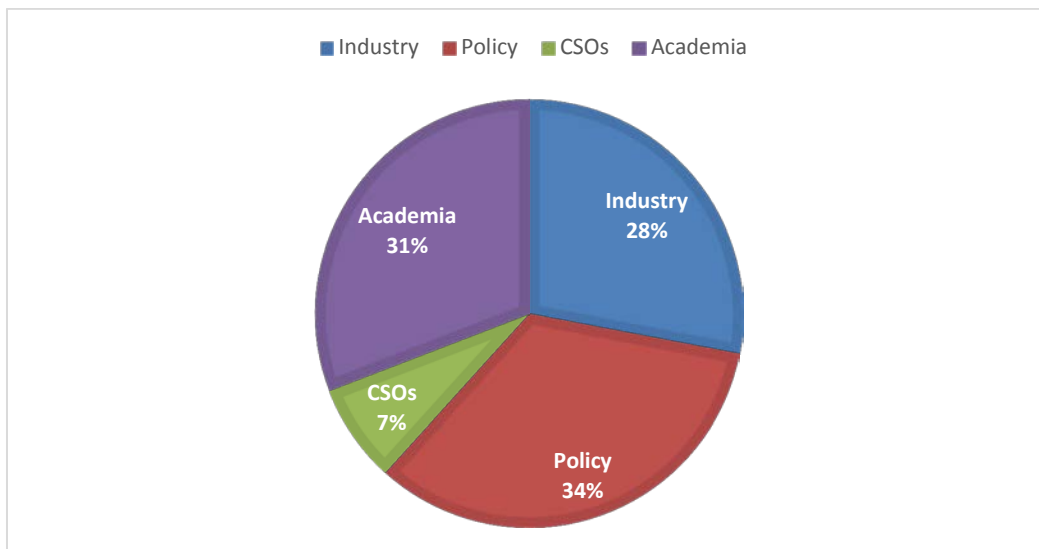


Figure 1: Stakeholder breakdown

The multipliers network covered 23 European countries (incl. 22 EU Member States) as illustrated in the figure below. The countries which registered the highest number of identified stakeholders were Germany, France, Spain, Sweden, Romania etc.

¹ North Sea: Denmark, France, Germany, Ireland, The Netherlands, Sweden and the UK

Iberian Peninsula: Portugal and Spain

Eastern Europe: Bulgaria, Hungary, Poland, Romania, Slovakia

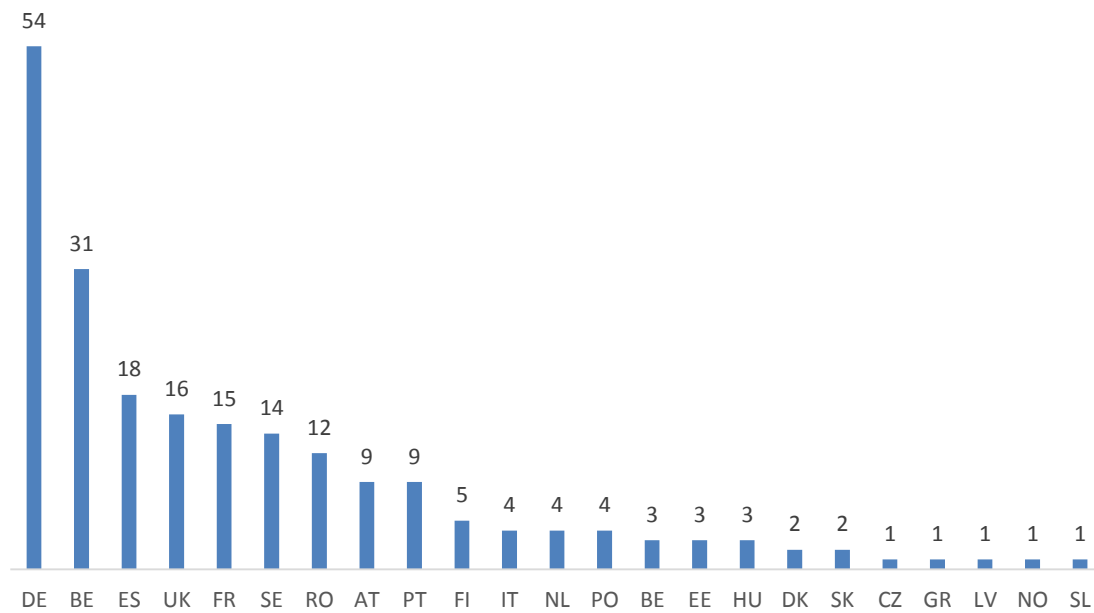


Figure 2: Countries covered by the database

The multipliers network database represented by the 175 stakeholders evolved into a stakeholder contact database improved and updated throughout the project running time. At the end of the project, the stakeholder contact database counted more than 1000 stakeholders.

2.2 Stakeholder management

The multipliers network database developed by the project team served as a contact stakeholder database throughout the whole project running time. The database was particularly useful for the organisation of the EU and Regional COBALT Dialogues and for the Opening and Closing conferences. Three EU Dialogues, three Regional Dialogues and two conferences (opening and closing) were organised during the project as follows:

COBALT events	Topic	Location	Date
Opening conference	Exploring solutions for future actions	Brussels	28-29 November 2013
First EU Dialogue	Ecodesign and New Business Models for a Circular Economy	Brussels	27 February 2014
Second EU Dialogue	Urban Mines, Consumer Behaviour and Producer Responsibility in a Circular Economy	Brussels	6 June 2014
First Regional Dialogue	Sustainable raw materials management and circular economy in the Iberian Peninsula: the role of industry and consumers in optimizing the raw materials value chain	Madrid	12 June 2014
Second Regional	Towards sustainable mineral production: the role of	Copenhagen	8 October



Dialogue	industry and civil society		2014
Third Regional Dialogue	The role of civil society and industry in driving a sustainable production and consumption in Eastern Europe	Bucharest	27 November 2014
Third EU Dialogue	Raw material scarcity in Europe: stakeholder collaboration to achieve a transparent and accountable supply chain	Brussels	11 February 2015
Closing Conference	Sustainable raw materials management in Europe – Fostering stakeholder dialogue to deliver on the future	Brussels	23-24 March

The extensive contact list compiled by all COBALT project partners, including stakeholders of all key types, was used as a basis for targeting organisations and corresponding contacts for both, speakers and participants, during the preparatory stage of the COBALT Dialogues and Conferences. The stakeholder database covered all the topics addressed during the 8 events organised throughout the project. However, before each event, the list was extended via:

- A targeted internet search to identify key EU-level, national and regional stakeholders, particularly those attending or speaking at other relevant workshops and conference, and
- A targeted search for individuals with relevant expertise and responsibility for the respective Dialog and/or Conference in relevant organisations, civil society organisations, businesses and other relevant institutions

The extended stakeholder selection depended on two factors: the theme of the different Dialogues and the type of Dialogue (European or Regional). For example, for the first two EU Dialogues and the first Regional Dialogue, stakeholders from different stages of the raw materials supply chain were selected, from eco-design to recycling and urban mines. The second Regional Dialogue brought together key regional stakeholders to exchange and debate on sustainable mineral production in the North Sea Region. The contact database was then extended for this particular region and on this specific topic. The third EU and Regional Dialogues allowed for the extension of the contact database on more integrated approaches such as sustainable consumption and production, transparency and accountability of the supply chain.

With regards to the Opening and Closing conferences, the approaches were rather different considering the timing of the conferences. The approach of selecting stakeholders for the Opening conference was the following:

- a) identifying relevant European level business and CSO players along the value chain, i.e. Euromines for mining, IMA Europe and Eurometaux for processing, Umicore for refining and recycling, various other EU business associations (FEAD), environmental NGOs (Friends of the Earth), social justice NGOs (ANPED), EU level consumer associations BEUC and ANEC, and on the pragmatic approach of:
- b) Reviewing Partners' existing project networks and contact lists to identify relevant additional institutions or individuals working in the institutions identified.

The Closing conference did not require the same approach as in the Opening one as it built on the stakeholder database established and maintained through the entire duration of the COBALT project. The selection and identification process consisted in inviting all participants and invitees for each of the COBALT events mentioned above.



The COBALT stakeholder database has been regularly updated and substantially extended before and after each event. The version excluded any stakeholders who had faulty email addresses. Similarly, stakeholders who participated in the events or who replied negatively to the COBALT invitations but have shown interest to participate in future events or activities were included in the contact database.



3 Stakeholder roles in sustainable raw materials management

The COBALT project engaged with stakeholders during the whole project's running time through various activities. This chapter aims to illustrate the role of stakeholders in the different COBALT project activities and publications.

3.1 EU and Regional Dialogues

The objectives of the EU and Regional Dialogues were to:

- to foster a targeted European dialogue between civil society and industry, on topics related to raw material efficiency and sustainable raw material use
- to facilitate exchange of ideas and solicit feedback on research needs
- to inform relevant EU policy and to recommend strategies for improved communication between civil society and industry

All EU and Regional dialogues focused on topics of common EU and regional interest and engaged a variety of stakeholders involved in the sustainable raw materials management, as described in the previous chapter. COBALT team members strived to invite stakeholders from different sectors of the raw materials value chain, with a particular focus on industry/business and civil society stakeholders, to allow diverse positions and all stages of the value chain to be represented.

The stakeholder exchange was characterised by an interactive format (i.e. small facilitated table group discussions), allowing participants to engage amongst each other via inter and intra-stakeholder dialogues. The intra-stakeholder dialogues allowed participants to interact with other participants from their own stakeholder group and to reflect more extensively on their roles and competencies in driving sustainable raw materials management. The roles of each stakeholder groups are illustrated below²:

Stakeholder	Roles
Industry	<ul style="list-style-type: none"> • Improves process efficiency, ensuring provision of raw materials in a sustainable way; • Develops new business models and designs of more sustainable products while guaranteeing traceability and transparency in the supply chain;
Policy	<ul style="list-style-type: none"> • Steers more sustainable behaviour and develops a strong underlying policy framework; • Steers dialogue between stakeholders by creating a regulatory and administrative framework for common playing-field;
Research	<ul style="list-style-type: none"> • Facilitates cross-stakeholder collaboration, as trustworthy independent

² Please see the COBALT Policy Briefs for more information and background: <http://www.cobalt-fp7.eu/download>



	<p>institutions with technological competences on processes (mining, recycling, re-use, Life Cycle Analysis etc.);</p> <ul style="list-style-type: none"> • Innovates along the raw materials supply chain;
CSOs	<ul style="list-style-type: none"> • Drive sustainable behaviour via awareness raising and boosts civil-society engagement;

3.2 COBALT conferences and recommendations

- **Opening conference “Exploring solutions for future actions”**

The Opening conference gave stakeholders the opportunity to exchange on potential solutions along the value chain from extraction to consumption and recycling at end of product life. The conference also identified how industry can be best supported to meet the challenge of changing global material demands in ways which also deliver on social and environmental needs in relation to raw material use.

Two interactive working groups gathered stakeholder views during the opening conference. Representatives from CSO, industry, policy and research exchanged on topics such as:

- How to successfully implement the European Innovation Partnership on raw materials
- Learning from existing best practices along value-chains

In the ensuing discussions, industry and CSOs have outlined key challenges in fostering sustainable raw materials management and recommended action areas. The metals industry has called for focusing on securing access to raw materials (primary and secondary), to allow for free and fair trade and foster product eco-design, which puts emphasis on durability and recyclability of products. This will require the involvement of all actors in the value chain. Civil society addressed the need to measure resource use in Europe as coherent policy strategy is missing in the EU. Measurement should be based on consumption, as it triggers raw materials extraction and production outside Europe.

Stakeholders also reflected on drivers enabling successful frameworks for collaboration. According to them, fostering sustainable raw materials management should be a step-wise process that allows for different approaches and paces while working towards the same overall objective. Efforts should build on structures already in place (such as efforts towards improving recycling and substitution) and develop further via collaboration.

- **Closing Conference “Fostering stakeholder dialogue“**

The Closing conference aimed to (1) raise awareness on the need to further improve multi-stakeholder dialogue, (2) identify thematic areas in need of enhancing dialogues, and (3) elaborate recommendations for how best to enhance dialogues among a multitude of actors from industry, business, civil society, geological surveys, policy making and academia. Amongst others, the conference also presented ‘Lessons learnt and recommendations’ draft document based on the COBALT activities over the past 2 years as regards to relevant thematic areas that need further dialogue and collaboration between the different stakeholder groups.

On the first conference day, three parallel working groups were held on the following themes:

- Stakeholder involvement and sustainable primary raw materials extraction
- Stakeholder involvement and circular economy
- Stakeholder involvement and product eco-design



The working groups had as an objective to identify key areas where fresh collaborative actions is needed in order to progress in the respective area. Stakeholders illustrated the need to better harmonize mineral policies between Member states as well as fostering mutual understanding if the technological processes, necessities and limits of extraction. With regards to stakeholder involvement in the circular economy, using incentives and economic instruments aiming to internalise external costs of products was identified as a key action area. Moreover, the implementation of EU Regulations with regards to Extended Producers Responsibility and Ecodesign shod also be a priority. Finally, stakeholders underlined that providing the skills needed of designers to meet design needs for environmentally friendly products linking different disciplines is necessary.

- **10 COBALT recommendations for an effective multi-stakeholder dialogue**

This project publication proposes recommendations on improving stakeholder collaborations via awareness, learning and dialogue and summarises the main lessons learnt during the COBALT project. The publication was drafted based on previous project input and findings from the events, and was elaborated by the project team, a working group during the closing conference and the Advisory Board.

3.3 Skills shortages

Skills and knowledge issues related to raw materials have been recognised both on the European and on national levels of many EU Member states as one of the key challenges for the successful implementation of the national and EU-level raw material strategies³. The COBALT project aimed at supporting universities, industry as well as public agencies, to tackle the problem of skills shortages related to the increasing importance of resource efficiency and sustainability issues within primary raw materials extraction and processing, but also with respect to recycling and secondary raw materials.

Work package 3 of the COBALT project has been addressing skills, knowledge and competences issues related to raw materials by a tree-step approach: (i) surveying of existing educational offers and identification of skill shortages, (ii) planning of schemes for their mitigation and finally (iii) testing and evaluation.

Stakeholders played an important role during the development and pilot testing of short courses, block courses and full study programmes in step two and three. Firstly, the “Short course for layman persons” targeted stakeholder groups with limited technological background competences, such as policy makers and civil society organisations. Secondly, the “Block module extension courses for engineers with other background than mineral production”, targeted either professionals already working in industry or BSc level university students. Finally, the “Full study programme for specialisation on master level”, was addressed to the local population of Greenland⁴ and to students outside the region.

³ COBALT report on Available study programmes and existing skills shortages, March 2014

⁴ Greenland was identified by the COBALT project team as a country with strong geological potential that is expected to emerge as an important future mining region.



4 EIP involvement

COBALT is designed inter alia to support the objectives and activities of the European Innovation Partnership on Raw Materials (EIP) by exchange of knowledge and promoting the perspectives of SMEs and civil society in particular in relation to forming new partnerships. In order to strengthen the link between COBALT and the EIP, and to enable tailoring of COBALT's activities and topics to EIP's targets, multiple lines of communication and coordination were part of task 5.3. The major liaising and coordination instruments with different EIP bodies and stakeholders (see further below⁵) were

- COBALT events (i.e. COBALT conferences and workshops)
- COBALT Advisory Board and EIP meetings
- Ad-hoc Communication via email and telephone
- COBALT participation at two EIP Annual Conferences (2014 and 2015)

Essentially, all COBALT stakeholder exchange activities (i.e. conferences and workshops) guaranteed an extended outreach to non-EIP stakeholders, who nonetheless play a crucial and supportive role for sustainable raw materials management along the whole supply chain. Moreover, non-EIP stakeholders got the opportunity to bring in their perspectives and expertise to EIP tailored activities and content headlines which have been elaborated during the COBALT project. In that sense, COBALT enabled EIP stakeholders to draw from the experience and knowledge from a wider community of stakeholders, in particular, civil society and industry.

The purpose and benefits of interaction during the projects running time varied between the different EIP stakeholder groups (EIP DG GROW governance body, EIP High Level Steering Group, EIP Operational Group experts) and are shortly outlined below:

- **EIP DG GROW governance body:** The COBALT project made sure that most of its activities were aligned towards the major EIP content headlines by exchanging with representatives of DG GROW (i.e. Mr Mattia Pellegrini, Mr Milan Grohol, Ms Anne Auffret) during project events and internal meetings. Consequently, COBALT made sure that EIP objectives were supported through a wider stakeholder outreach and involvement in content-related areas of the EIP Strategic Implementation Plan (SIP). Vice versa, EIP DG GROW representatives have been given a platform to promote and collect major input for EIP activities at the two major COBALT events (e.g. COBALT Opening Conference: working group on fine-tuning of SIP action areas).
- **EIP High Level Steering Group (HLSG) and SHERPA Group:** COBALT involved several HLSG members or their SHERPA representatives in the COBALT events and AB/EIP meetings in order to 1) provide guidance of major topics of interest for COBALT events, 2) contribute to the development of recommendations for effective stakeholder dialogue, 3) support the project in identification of opinion leaders and keynote speakers and in better assessing the relevance of the importance of individual stakeholders 4) as well as attracting the right participants to the dialogues. The following organisations and affiliated representatives have been strongly involved in the project Advisory Board

⁵ For a more detailed overview on the EIP Raw Materials governance structure please see: <https://ec.europa.eu/eip/raw-materials/en/content/eip-governance>



(UMICORE, Eurogeosurveys, Corina Hebestreit/EUROMINES), and made a significant contribution to other major COBALT workshops and conferences (WEEE Forum, ERAMET, European Partners for the Environment, Polish Deputy-Prime Minister and Minister of Economy, Spanish Secretary of State for Science, Technology and Innovation, ETP-SMR, European Technology Platform on Sustainable mineral Resources etc.)

- **EIP operational groups:** EIP operational group representatives (i.e. provide expert advice to the Sherpa Group and HLSG) have brought in their expertise and knowledge throughout all COBALT events and activities. They have been involved through, for example, key-note and case study presenters as well as key discussants and panellists at both COBALT conferences and workshops.
- **EIP Raw Material Commitments and affiliated organisations:** Several EIP Raw Material Commitments have been provided the opportunity to present their activities at COBALT events and, consequently, acquire important feedback for future developments and networking possibilities from a wider stakeholder community.



5 Conclusions

The COBALT project established and implemented a **successful integrated approach to involve stakeholders** throughout its running time. After having identified key stakeholder groups across the raw materials value chain, the Project team created a multipliers' network database which served as basis for targeting organisations and corresponding contacts for both speakers and participants during the preparatory stage of the Cobalt Dialogues and Conferences. The multipliers' network database served was at the origins of the contact stakeholder database which was updated before each event via targeted internet search deepening on the topic discussed.

Throughout the COBALT project, the project team involved stakeholders by means of **three main approaches**.

Firstly, stakeholders were involved in an **informative** manner via awareness raising and capacity to build activities. Dissemination tools such as the COBALT website and social media (Twitter, LinkedIn) played an important role in communicating with stakeholders on progress, future events and deliverables developed by the project team.

Secondly, stakeholders played a **consultative** role, especially the EIP stakeholder groups (EIP DG GROW governance body, EIP High Level Steering Group, EIP Operational Group experts) who contributed to the project in various ways throughout its running time. If the EIP DG GROW played a more important role in ensuring that that all activities were aligned towards the major EIP content headlines, the EIP High Level Steering Group contributed to the development of recommendations for effective stakeholder dialogue and the EIP Operational Group experts have brought in their expertise and knowledge throughout all COBALT events and activities.

The COBALT Consortium composition has also played a key role in the stakeholder engagement. Composed of two universities, two private research companies, one private company, and one national consumer association, the consortium brought focused and complementary expertise across the following areas: raw material efficiency, replacement and substitution, raw materials exploration, mining and processing, recycling and waste management, consumer awareness issues etc. Project partners provided both the necessary content expertise as well as stakeholder contacts for 1) extending the stakeholder community on sustainable raw materials management and 2) providing a more holistic approach to the EIP.

Last but not least, stakeholders were involved in a **functional** manner during the COBALT Dialogues and Conferences. Stakeholders had the opportunity to identify their own competences and roles, frame their own stakeholder groups' understanding and find interfaces for collaboration. The COBALT project team played three key roles during the Dialogues and Conferences: 1) act as a neutral facilitator for fostering collaboration as well as mutual understanding in more contentious areas, 2) provide Dialogue formats enabling different stakeholder perspectives, 3) facilitate and moderate discussions.

The COBALT stakeholder exchange activities guaranteed an extended outreach to non-EIP stakeholders, who nonetheless play a crucial and supportive role for sustainable raw materials management along the whole supply chain.