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Adaptation report on EU Civil Society-Industry Dialogues



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1 Introduction

The objective of the adaptation report on EU Civil Society–Industry Dialogues is to give direction to the upcoming regional and EU dialogues and to provide a basis for stakeholder debate.

To this date, two European civil society-industry dialogues were organised with three key objectives:

- 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

Both EU dialogues focused on topics of common EU interest and engaged a variety of stakeholders involved in the sustainable raw materials management. More precisely, the first EU dialogue was focused on the role of ecodesign and new business models in driving and scaling up circular economy and promoting more sustainable management of raw materials. The second EU dialogue addressed the role of urban mining and WEEE recycling in driving sustainable raw materials management, and reflected on the roles of producers, recyclers and consumers in boosting WEEE recycling and material recovery rates. Key thematic outcomes of both EU dialogues are presented in Chapter 3.

The EU dialogues had an interactive format allowing participants to engage with the speakers and amongst each other. They included a combination of presentations, which helped frame the dialogue from different perspectives and provide specific practical examples, as well as guided interactive sessions which allow participants to interact closely with similar and different stakeholders. Participants were separated in inter- and intra-stakeholder group discussions to engage with the topics under discussion, and to facilitate active knowledge sharing and exchange (Chapter 2).

The main outcomes of the two EU dialogues are described in Chapter 4 of this report. Key lessons to be learnt from the preparatory and organisation stage, from the engagement of participants with speakers and from the intra- and inter-stakeholder dialogue sessions are illustrated in this chapter. Based on these lessons, thematic and organizational guidelines regarding the two upcoming regional dialogues and the upcoming EU dialogue were drafted (Chapter 5).



2 The COBALT EU civil society – industry dialogues: objectives and format

2.1 EU dialogue objectives

The key objectives of the civil society-industry dialogues organised in the course of the COBALT project are:

- 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

The dialogues therefore aim to bring together a balanced mix of different stakeholders, and particularly civil society and industry representatives, and to facilitate active interaction and exchange of ideas, with the objective of encouraging further collaboration and partnerships.

The EU dialogues, in particular, aim to focus on topics of common EU interest, engaging stakeholders involved in relevant issues at a European level.

2.2 Overview of dialogue format

The structure of the EU dialogues and the formats of its sessions have been developed to help support the key objectives of the events. In particular, the dialogues are set up to engage participants with the topics under discussion, and to facilitate active knowledge sharing and exchange. The dialogues, therefore, include a combination of presentations, which help frame the dialogue from different perspectives and provide specific practical examples, as well as guided interactive sessions which allow participants to interact closely with similar and different stakeholders.

The two first EU dialogues have been structured along three interactive sessions:

- Keynote presentations from policy, industry and civil society to help frame the thematic context from the perspective of each key stakeholder, followed by intra-stakeholder discussion
- Examples of practical experiences and case studies presented by representatives from different stakeholder groups, followed by discussion and exchange
- Inter-stakeholder discussion, reflecting on future pathways for multi-stakeholder collaboration

A sample agenda from the 2nd EU Dialogue on is given below, and the specific sessions of the event will be discussed in more detail in Section 4 below.

Timing	Session	Speaker
09:00-09:30	Registration & welcome coffee	



09:30-09:45	Introduction to the project and workshop objectives	Andreas Endl , Institute for Managing Sustainability, Vienna University of Economics and Business, Austria & Polina Dekhtyar , BIO by Deloitte, France
09:45-10:00	Speed-dating: stakeholder introduction	
Session 1: Framing the dialogue		
10:00-10:15	Keynote: The EU policy framework on urban mining, management of WEEE and producer responsibility	Maria Banti , Policy Officer WEEE, Unit A.2 Waste management and recycling, DG Environment
10:15-10:30	Keynote: Consumer awareness and behaviour with regards to WEEE recycling	Stéphane Ardit , European Environmental Bureau
10:30-10:45	Keynote: The role of industry and business in driving WEEE recycling and a circular economy	Pascal Leroy , WEEE Forum
10:45-11:00	Discussion	
11:00-11:30	Coffee break	
11:30-12:15	Intra-stakeholder dialogue: roles, responsibilities and perspectives of different stakeholder groups with regards to WEEE recycling	
12:15-12:45	Presentation and discussion of group results	Rapporteurs from stakeholder groups
12:45-13:30	Lunch	
Session 2: Learning from practical experiences		
13:30-14:30	Practical examples in urban mining and WEEE recycling	Christina Meskers , Umicore Daniel Seager , Hewlett-Packard Barbara Toorens , World Loop
14:30-15:00	Discussion	
15:00-15:15	Coffee break	
Session 3: Future avenues for collaboration		
15:15-16:00	Inter-stakeholder dialogue: pathways for multi-stakeholder collaboration to drive urban mining and boost recovery of raw materials from WEEE	
16:00-16:15	Presentation and discussion of group results	Rapporteurs from intra-stakeholder groups
16:15-16:30	Outlook and conclusions	



3 Key thematic outcomes

Both EU Dialogues which have already taken place allowed participants to reflect both on strategies, and on the role of improved inter-stakeholder collaboration in driving the organisational, technological, behavioural and other changes necessary for the transition towards sustainable raw materials management in general and, more specifically, a circular economy. It could be concluded from both dialogues that a transition towards a circular economy is already underway, and that stakeholders are becoming increasingly aware of the issues at hand and, to varying extents, of their own roles in driving this transition. Nonetheless, certain structural, technological and other barriers remain, and there is a need to strengthen the business case for new business models and practices which could support more sustainable raw material use. Overall, for the purposes of the COBALT project, the dialogues confirmed the importance of improved stakeholder collaboration and exchange in order to streamline value chain management and optimise raw material use along the chain. Participants also provided valuable insights on underlying factors and framework conditions which could support improved collaboration between various relevant stakeholders.

3.1 1st EU Dialogue: “Ecodesign and new business models for a circular economy”

In the 1st EU Dialogue, participants reflected on the role of ecodesign and new business models in driving and scaling up a circular economy and, thus, promoting more sustainable raw materials management.

Participants noted the importance of **increased inter-stakeholder cooperation** in driving **systemic change towards a circular economy**, which should take place via **shifts in both production and consumption patterns**. The focus was put on the product level indicating that products should become less material-intensive, more durable and easier to recycle. At the same time improved product design should also be complemented by a shift towards new business models, for example, those which favour services over products and performance over ownership. In parallel, consumers should be equipped with the tools to make sustainable purchasing and use decisions, and to participate in better management of end-of-life products, including recycling, reuse and disposal.

In order to facilitate such shifts, **both industry and consumers need to be well equipped to play their respective roles**. For instance, participants reflected on some of the challenges and risks faced by both SMEs and larger companies in developing new products and business models, which could be addressed via targeted incentives and support, as well as best practice sharing. At the same time, participants highlighted the importance of allowing consumers’ needs and preferences to be better integrated into the design of products and services. Improved exchange between stakeholders can help facilitate effective decision making and implementation of solutions to a common goal, and can boost uptake of circular economy thinking in new products and services.

In reflecting on future avenues for inter-stakeholder collaboration, participants noted that successful collaboration can benefit from various underlying factors, including:

- a cross-sector, iterative approach
- clear problem definition and project-specific action



- greater awareness of consumer needs in design of products and services
- use of new technologies
- a supportive legislative framework

3.2 2nd EU Dialogue

Participants in the 2nd EU Dialogue addressed the role of urban mining and WEEE recycling in driving sustainable raw materials management, and reflected on the roles of producers, recyclers and consumers in boosting WEEE recycling and, subsequently, material recovery rates. Participants agreed that **effective end-of-life management** can contribute substantially to material recovery, and, that **technological and organisational improvements** along both the non-waste **EEE and the WEEE recycling value chains** could help boost recovery rates. At the same time, increased **collaboration and exchange** between the variety of actors involved in WEEE recycling would help streamline and optimise the sector. At the moment, many actors remain disconnected and fragmented, thus, limiting information-sharing along the value chain.

Dialogue participants suggested that successful collaboration between key stakeholders could benefit from various underlying factors, including:

- Open, transparent communication and trust
- Incentives (policy and other) for multi-stakeholder collaboration
- A clear understanding of different actors' goals and visions, and a focus on the core business and strengths of each stakeholder
- Creation of a multi-stakeholder coordination / advisory body
- Improved relevant data collection and availability



4 Outcomes and lessons learnt from first two EU Dialogues

The structure of the first two EU dialogues primarily serves two key overarching purposes: to engage participants with the topic at hand and to drive intra- and, especially, inter-stakeholder dialogue.

Offering participants the opportunity to interact with colleagues from their own stakeholder group and, most importantly, with other stakeholders with whom they may have limited opportunities for exchange, is one of the key objectives of the dialogues.

At the same time, while all participants already have expert knowledge on the topic, the dialogue may provide them with an opportunity to deepen or extend their understanding by confronting the topic from differing perspectives and encountering examples of practical and innovative activities undertaken by a variety of actors and in different contexts.

At first, lessons learnt from the preparatory and organisation stage of the dialogue are discussed briefly as a first step. Subsequently, lessons learnt from the three overall dialogue sessions, and their contribution to the key dialogue objectives, are summarised below. Each session is categorised under the objective to which it contributes most directly.

4.1 Preparatory and organisation stage

While not directly a part of the dialogue structure, the pre-dialogue organisation stage is, nonetheless, key to laying the groundwork for a successful workshop. In particular, ensuring a good mix of participants and speakers is essential to driving active exchange, and allowing diverse positions to be represented.

The organisation of each dialogue began around 3 months prior to the dialogue date. Organisation began with the elaboration of the overall topic and its translation into a provisional agenda, in which key sessions were set out and broad keynote topics were proposed. A first draft agenda was sent to potential participants alongside a save-the-date outlining the topic and its relevance for the target audience.

In parallel with the agenda setting, a preliminary list of target stakeholder organisations and corresponding contacts for both speakers and participants was compiled.

Identification of both potential speakers and participants drew on a number of sources, including:

- An extensive contact list compiled by all COBALT project partners, including stakeholders of all key types
- A targeted internet search to identify key EU-level players, particularly those attending or speaking at other relevant EU-level workshops and conferences.
- A targeted search for individuals with relevant expertise and responsibility in relevant EU-level organisations, civil society organisations, businesses and other relevant institutions

In developing a participant invite list, the team aimed to meet the dialogue's objective of ensuring a relatively equal split between industry and CSO participants, with smaller numbers of researchers and policymakers (i.e. representing a group supporting the content



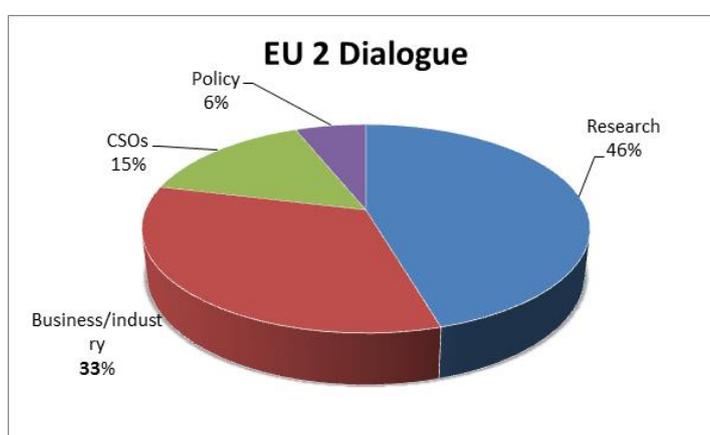
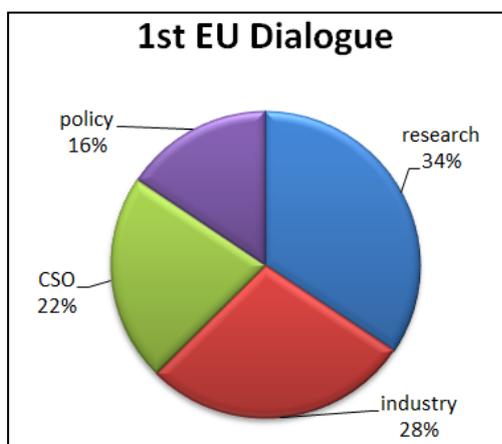
discussions and the larger framework – scientific and legislative basis – of the the dialogue topic). Furthermore, the project team focused on achieving a balanced representation of speakers from all stakeholder groups, in order to treat the topic at hand from differing perspectives.

Logistical matters were arranged in parallel with agenda setting and invitations. After receiving multiple tenders, the team selected Hotel Bloom in Brussels with the best quality for pice ratio among the collected tenders for the dialogue.

2-3 weeks after the initial save the date, a follow-up invitation was sent out to potential participants. In the meantime, additional invitees were continuously identified and invited. The team also continued to exchange with speakers, and all speakers were typically confirmed around a month prior to each event. One week prior to the event, the project ream sent pre-event questionnaires to all participants who have confirmed about stakeholder perceptions and topical questions about the dialogue. The questionnaires also gave a general idea of participants’ expectations regarding the dialogues and of the type of stakeholders attending the event. The results of the questionnaires were presented at the beginning of each dialogue by the project team.

The last month before each event required a strong push for attendance, with follow-up emails and phone calls to invitees. A number of participants confirmed attendance in the last 2 weeks leading up to the event. In both dialogues, a mix of different participants was achieved.

The breakdown of each event’s participants by type is given below:



Post-event questionnaires were sent to participants in order to gather their feedback on the organisational and content aspects of the dialogues.

Lessons learnt:

- Sending out save the dates 2-3 months prior to an event is key for alerting participants about the event. However, the experience of the first two EU dialogues has shown that many attendees are unable to confirm attendance until the last few weeks before the event, due to uncertain schedules or possible prior commitments. Sufficient dedicated team resources for regular follow-ups in the last month are, therefore, necessary and should be planned in advance.
- Pre-event questionnaires are very useful in preparing the dialogues and understanding in advance stakeholders’ expectations.



- It was useful to organise the dialogues at the same venue (Hotel Bloom), as the communication with the Hotel personnel was less time consuming since they knew in advance our needs and expectations.
- Smaller meeting rooms, with a classroom format, were the ideal set-up for the dialogues.
- Searching for speakers with whom the project team has already been in contact before increases the likelihood of their attendance.
- Post-event questionnaires were helpful in gathering feedback from participants and improving future dialogues.

4.2 Engaging participants with the topic

4.2.1 Keynote speakers

It has proved essential in both dialogues to have keynote speakers representing policy, civil-society and industry. The objective of these speakers to frame the context of each dialogue from different stakeholders' perspectives was successfully achieved. The post-event interviews revealed that for both dialogues, there was a very good mix of inputs from speakers and the majority managed to engage participants with the topic. At the end of each presentation, participants were allocated a time slot for question and answers.

In order to make sure that the content of each presentation is compatible with the chosen thematic discussions and with the allocated speaking time, all speakers were asked to send their presentation in advance. The length of the presentation was also monitored during the speech with a timer. The facilitator of the dialogue announced speakers when the time allocated to their presentation was running out. Thanks to these techniques, the majority of the speakers kept the same length of time announced in the agenda.

Lessons learnt and key challenges identified

- There should be a preference to secure speakers who have already an expertise on the topic we would like them to present.
- Speakers who are high level in their organisational structure tend to make interesting speeches but they often leave at the end of the session, leaving less time for participants to engage with them

4.2.2 Case studies

The role of the case studies speakers was to present interesting examples of practical experiences on the chosen themes from different stakeholder's perspectives. According to the feedback we received from both participants and COBALT project partners, this objective was achieved in both dialogues. The case studies presentations were also less generic than the keynotes, some triggering interesting reactions in the audience. In order to ensure that speakers keep the length of their presentations, the same abovementioned techniques were used.



Lessons learnt and key challenges identified

- Case studies should be chosen with care (i.e. a well-balanced mix of best practice examples as well as case studies covering rather contentious issues among various stakeholders), as they can trigger different reactions in the audience

4.3 Driving intra- and inter-stakeholder dialogue

4.3.1 Ice breaker

An ice breaker was planned for the beginning of each dialogue. The purpose of this short exercise was to set the tone for the event and put participants in an interactive mindset and an open as well as trusting atmosphere. In the first EU dialogues, the ice breaker consisted of a fifteen-minute speed dating session in which participants had two minutes to introduce themselves to someone they didn't know, before switching to a new person. Participants were asked to stand and move around the room as they met people. Other forms of ice breakers may be used in other dialogues or other events as appropriate.

Lessons learnt:

- An ice breaker proved to be an excellent way to make dialogue participants feel more comfortable and ready to exchange throughout the event. The speed dating session set the tone for the event as being less formal and passive, and rather dynamic and interactive. Numerous participants noted that the speed dating session made them feel more comfortable and created a greater willingness to speak and participate in later sessions.
- The physical aspect of the ice breaker (e.g. sitting vs. standing, moving around vs. remaining in one spot) can make a difference. Asking people to move around in the beginning of the event prepared them for an event in which they were active participants. Indeed, they then felt more comfortable changing tables and seats in later sessions.
- The ice breaker should particularly encourage people to meet those from other stakeholder groups. During the first two dialogues, this prepared participants to be exposed to new types of stakeholders and perspectives.

4.3.2 Intra-stakeholder dialogue assignment

Following the keynote presentations which framed the dialogue topic from multiple perspectives, participants were asked to exchange with others from their own stakeholder group. Each table in the room was labelled with a stakeholder type, and participants could distribute themselves amongst their group's tables. Name badges colour-coded by stakeholder type had been distributed to participants at the beginning of the event to facilitate groupings.

During this first group discussion session, participants were asked to reflect on two main questions:



- What are two major competencies / skills of your stakeholder group with regards to the topic at hand?
- What is one main role of your stakeholder group in facilitating more sustainable raw materials management with regards to the topic at hand?

Participants were asked to note the two competencies / skills and the one main role of their stakeholder group on long sticky moderation cards. Rapporteurs from each table then presented their findings to the group, and the moderation cards were displayed on flipcharts, with a flipchart per stakeholder type.

Lessons learnt:

- In post-event interviews, participants noted that intra-stakeholder dialogues were some of the most useful sessions and encouraged exchange between attendees.
- Beginning with an intra-stakeholder discussion gave participants the opportunity to reflect more extensively on their own role in driving sustainable materials management and circular economy with regards to the topic at hand. This exercise would later allow them to consider how different stakeholders' competencies and roles could be brought together to develop pathways for collaboration. To facilitate this transition from one session to another, during lunch time the COBALT project team analysed the results of the first sessions and provided a summary slide to highlight some of the similarities and differences in different stakeholder groups' competencies and roles. Participants could use this summary as a starting point for their reflection on inter-stakeholder collaboration.
- Having specific, clear and outcome-oriented questions added substantial value to this exercise. As the conversation can become rather open-ended, it is important to have a specific assignment in order to give direction to the discussion.
- The experience of the first two dialogues showed that it is essential to have at least one person at each table, who can help guide the discussion, steer it towards the two questions in the assignment and ensure that the moderation cards are filled in the given time. In both dialogues, participants tended to want to do a round of introductions, which took up a large proportion of the session's time. Further, discussions sometimes became focused on specific issues rather than the questions at hand. Having someone to gently facilitate the discussion proved to be rather useful.
- It is important to remain aware of the fact that there is substantial variation even within a single stakeholder group. For instance, the research group may include academics, consultants and other researchers on a variety of technical, policy or other aspects. Similarly, the industry group may include representatives from entirely different relevant industries (e.g. in the second dialogue this included electronics producers, recyclers, etc). The CSO group includes both consumer-oriented groups and NGOs. This may pose a slight challenge in getting the group to identify a unifying role and skills and competencies. Indeed, the skills and roles identified may end up being relatively general simply to accommodate the diversity of specific skills and roles in the group. On the positive side, bringing together different stakeholders of the same broad type contributes well to the overall objective of driving dialogue and exchange between those who may not normally exchange around these issues.



4.3.3 Inter-stakeholder dialogue assignment

Following the case study presentations, participants were pre-assigned to tables, each of which included a mix of different stakeholder types. Participants were asked to deliver 2-3 recommendations for improving collaboration between different stakeholder groups with regards to the topic at hand.

To drive the reflection, the following questions were provided:

- What are the benefits and opportunities when industry and civil society work together?
- What barriers need to be addressed?
- How can we multiply these relationships and create long-lasting partnerships?

Participants were again asked to note their ideas on long moderation cards, and rapporteurs presented the results to the group.

Lessons learnt:

- Participants appreciated the inter-stakeholder dialogue and found it to be one of the most useful sessions of the event.
- This session very clearly served the objective of promoting dialogue between different kinds of stakeholders. Stakeholders brainstormed different options for collaboration and drew both on the day's presentations and on the results of the intra-stakeholder dialogue exercise.
- Holding this session towards the end of the day, while logical, meant that certain participants' energy levels had begun to wane. It might be useful in future events to keep the session relatively short (though still long enough to obtain results) and focused.
- As with the intra-stakeholder session, participants sometimes went off on tangent discussions rather than addressing the exercise given. While this still serves the purpose of exchange, it is again important to have a person responsible for orienting the discussion towards specific recommendations.
- While certain recommendations resulting from this exercise were innovative and specific, many remained relatively general. Given that the team now has a body of example recommendations, the exercise could be pushed further, perhaps by having different groups make different kinds of recommendations (e.g. what policy should be developed; what oversight / governing bodies could be created; which forums for exchange could be set up, how to encourage joint project development, etc.)

4.3.4 Open spaces for networking

The location for the dialogues was selected not only for its conference room facilities, but also for the availability of additional open spaces for networking during arrival, coffee and lunch breaks and post-event discussions. Participants were encouraged from the beginning of the event to move around within and across different spaces, thus finding themselves mingling with a variety of different people throughout the day.

Lessons learnt:



- Providing a comfortable and open environment for networking, and facilitating movement throughout the day, helped retain participants' interest and encouraged them to interact more naturally with other participants. People's comfort with the space and with interaction was evident as many remained to continue one-on-one or small group discussions after the event was over.
- Allowing for ample coffee breaks of 15-30 minutes, as well as a 45-minute lunch break, allowed people to connect and engage with a number of other participants.



5 Guidance for upcoming regional dialogues

5.1 General guidance

5.1.1 Thematic directions

The focus of the Regional Dialogues should be adapted to the regional context in order to complement the findings of the two EU Dialogues. The thematic direction of the two upcoming Regional Dialogues depends also on the gaps which have been identified during the EU Dialogues and could potentially be filled in by the Regional Dialogues.

5.1.2 Format and organisation

The upcoming Regional Dialogues will keep the same interactive format with three sessions:

- Keynote presentations from policy, industry and civil society to help frame the thematic context from the perspective of each key stakeholder, followed by intra-stakeholder discussion
- Examples of practical experiences and case studies presented by representatives from different stakeholder groups, followed by discussion and exchange
- Inter-stakeholder discussion, reflecting on future pathways for multi-stakeholder collaboration

Post event interviews indicated no negative feedback with regards to the number or the length of the presentations. More specifically, participants appreciated the interactive format and the intra and inter-stakeholder exchanges.

5.2 Integrating elements and outcomes from EU Dialogues

5.2.1 Guidance for North Sea Dialogue

5.2.1.1 Thematic directions

Considering that the thematic focus of the first two EU Dialogues was on secondary raw materials and on the end of the value chain, the North Sea Regional Dialogue will focus on the extraction of primary raw materials. The dialogue will present interesting examples of practical experiences on sustainable practices within the production of minerals and metals from primary raw materials. Sustainable mineral production is a topic which interests all actors: industry, civil society, policy makers and researchers. Contentious issues are expected around the impacts of mining activities on the environment and local communities.

5.2.1.2 Format and organisation



Although participants in both dialogues appreciated its format, it has been pointed out in post-event interviews that sometimes the level of discussions during the inter-stakeholder and intra-stakeholder consultations is rather generic and not focused on the key issues which have been addressed by speakers. This also resulted from the feedback gathered within the consortium which highlighted the need to go more into depth (content and process-wise) as well as build more upon the existing results of previous workshops. This is why, for the upcoming regional dialogues project partners will take the responsibility of orientating discussion towards key issues and recommendations.

This will not change the overall structure of sessions but will rather inspire the individual inter- and intra-stakeholder groups with one or two content specific questions informing the discussions among participants therein. This means the discussions will be much more steered towards content based areas which will be, on the one hand, informed by consortium input (i.e. input presentations and pre-event questionnaires) and, on the other hand, by ad-hoc reflections and input by participants (such as case studies and key-note presentations). Content specific questions will be prepared by the COBALT project team prior to the event based on:

- the consortium's content input,
- the information acquired prior to the event (pre-event + key-note presentations),
- literature review of specific sector challenges as part of the preparation for the event.

5.2.2 Guidance for Eastern Europe Dialogue

5.2.2.1 Thematic directions

The Eastern European Regional Dialogue will have a focus on sustainable consumption issues and the role of the consumer in sustainable raw material management. This thematic is perfectly compatible with the experience and competencies of the partner in charge of organising the regional dialogue. The consumer focus will bring a real added value to the project, since COBALT explicitly means to bring CSO into the raw materials debate.

5.2.2.2 Format and organisation

Based on the outcome and lessons learned from the North Sea Dialogue, the same format will be used as in the previous dialogues. The role that partners can play in orientating discussion may be more limited than in the North Regional Dialogue due to language constraints.

5.2.3 Guidance for the 3rd European Dialogue

5.2.3.1 Thematic directions

Since the first two EU Dialogues have been mainly very generic and focused on sustainable management of raw materials and circular economy, the theme for the 3rd dialogue should be



more focused. This last dialogue could serve to covers certain actors of the chain value or a certain aspect which have not yet been covered by the previous dialogues.

5.2.3.2 Format and organisation

No changes in the format are for seen at this stage. This will depend on the outcome of the North Sea and Eastern European Regional Dialogues.



6 Conclusions

Based on the feedback given by participants and project partners, it can be concluded that both EU Dialogues have managed to reach their objectives. The key to their success is not only the choice of the themes, of key note and case study speakers but also the interactive format of the dialogues which allowed participants to engage in the chosen topics and to exchange knowledge.

The outcomes and lessons learnt described in this report address the three stages which are key for a successful dialogue: the preparatory and organisational stage, the engagement of participants with the topic and the intra- and inter-stakeholder dialogue sessions. One of the most important lessons to be drawn from the first stage is that ensuring a good mix of participants and speakers is essential to driving active exchange, and allowing diverse positions to be represented.

Moreover it has proven essential to ask keynote and case study speakers to send in advance their presentations in order to ensure that the content of each presentation is compatible with the chosen thematic discussions and with the allocated speaking time. With regards to the intra- and inter-stakeholder dialogue sessions, participants noted that these sessions were some of the most useful ones and encouraged exchange between participants. However, it has been concluded that participants sometimes went off on tangent discussions rather than addressing the exercise given. While this still serves the purpose of exchange, it is again important to have a person responsible for orienting the discussion towards specific recommendations which are the main outcome of the event.

Based on the lessons drawn from the two EU dialogues, thematic and organisational guidance for the upcoming regional dialogues were developed. As it has been pointed out by participants and project partners, the level of discussions during the inter-stakeholder and intra-stakeholder consultations is rather generic. This is why this report recommends involving project partners more in the intra- and inter-stakeholder dialogues with content-related questions in order to avoid tangent discussions and the tables. Moreover, the COBALT project team (with the exception of the respective regional partner) is aware that their role might be limited by language constraints. As a consequence, regional partners try to compensate by bringing additional staff to the regional events in order to take on the roles of table facilitators.