

Transition strategies and governance in coal regions

Insights on the Just Transition toolbox

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Overview

Toolbox to navigate information



Concise information for
practitioners in coal regions



Practical examples and case studies



Supported by references for further
information, like existing handbooks,
tools, good practice cases

Support to coal regions in transition

1. Developing strategies for a just transition in coal regions

Develop a regional transition strategy in coal regions

Identify actions and projects to support the strategy

Monitor, evaluate and continuously adapt the strategy

2. Designing effective governance models

Designing the right governance model to support a transition process in coal regions

Facilitating stakeholder engagement

Enhancing the role of social dialogue and of civil society in the transition process

3. Making the shift from fossil to renewable energy

Renewable energy and storage technologies and their roles for the sustainable transition

(Bridge) technology options with higher risks for stranded assets

Coal-related infrastructure repurposing options for mining sites and power plants

4. Decarbonising energy-intensive industries

Challenges and opportunities for energy-intensive industries

Technology options to decarbonize steel production

Regional hydrogen production and infrastructure

5. Paving the way for new business opportunities and sustainable employment

Skill needs and reskilling for coal regions in transition

Cooperation among stakeholders

Support options for workers who are at risk of losing their jobs

Economic diversification of coal regions as a means for long-term job creation

Key messages

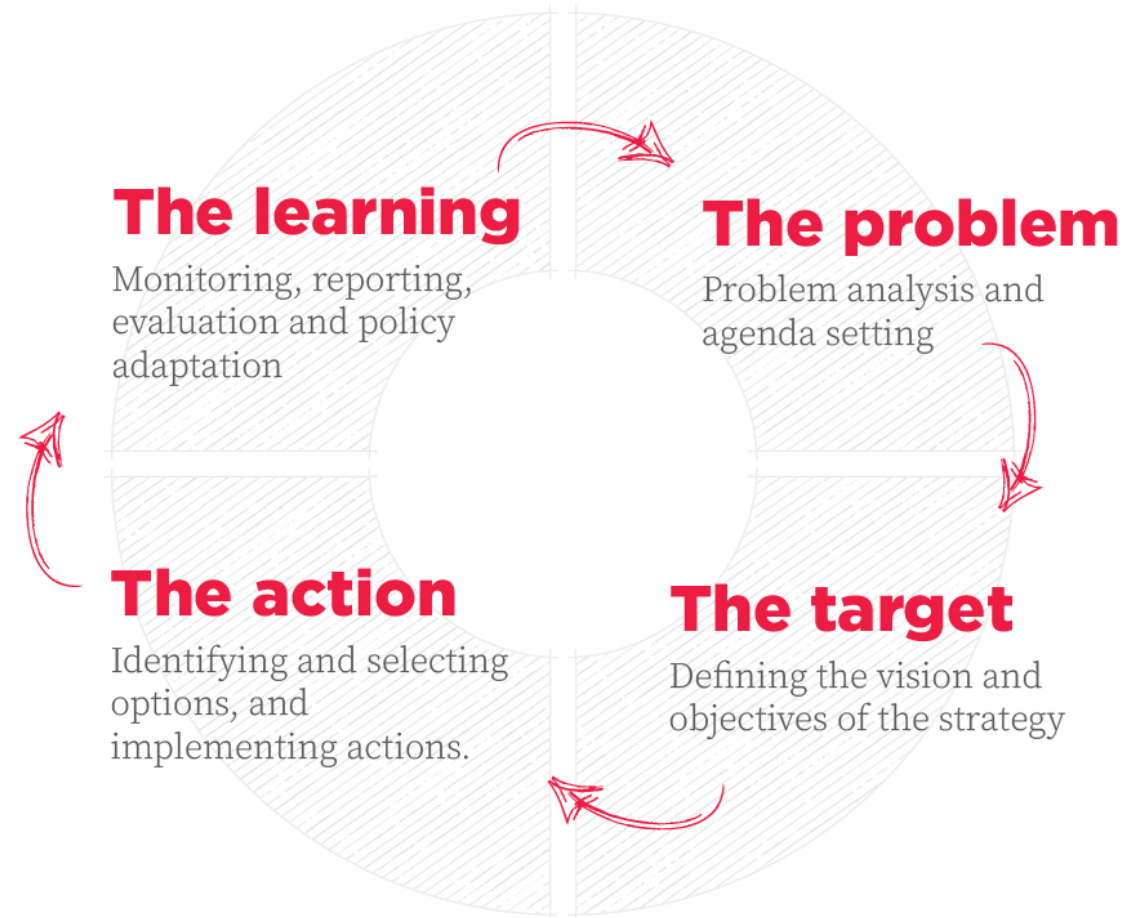
Transition strategy and governance

- **Strategy development** can be structured around four steps, from problem analysis to monitoring and adaptation.
- **Stakeholder engagement** is central to governance and must be understood as an ongoing process.
- The **alignment** of governance and stakeholder engagement with goals and strategy is crucial.

An approach to transition strategy

The policy cycle

Transition strategies are an essential element of a Just Transition as they structure the process, guide choices and actions and give planning security to workers, industries, investors and communities.



The action

From transition strategies to projects

Identifying strategic options

Formalised approaches can help with “out of the box” thinking.

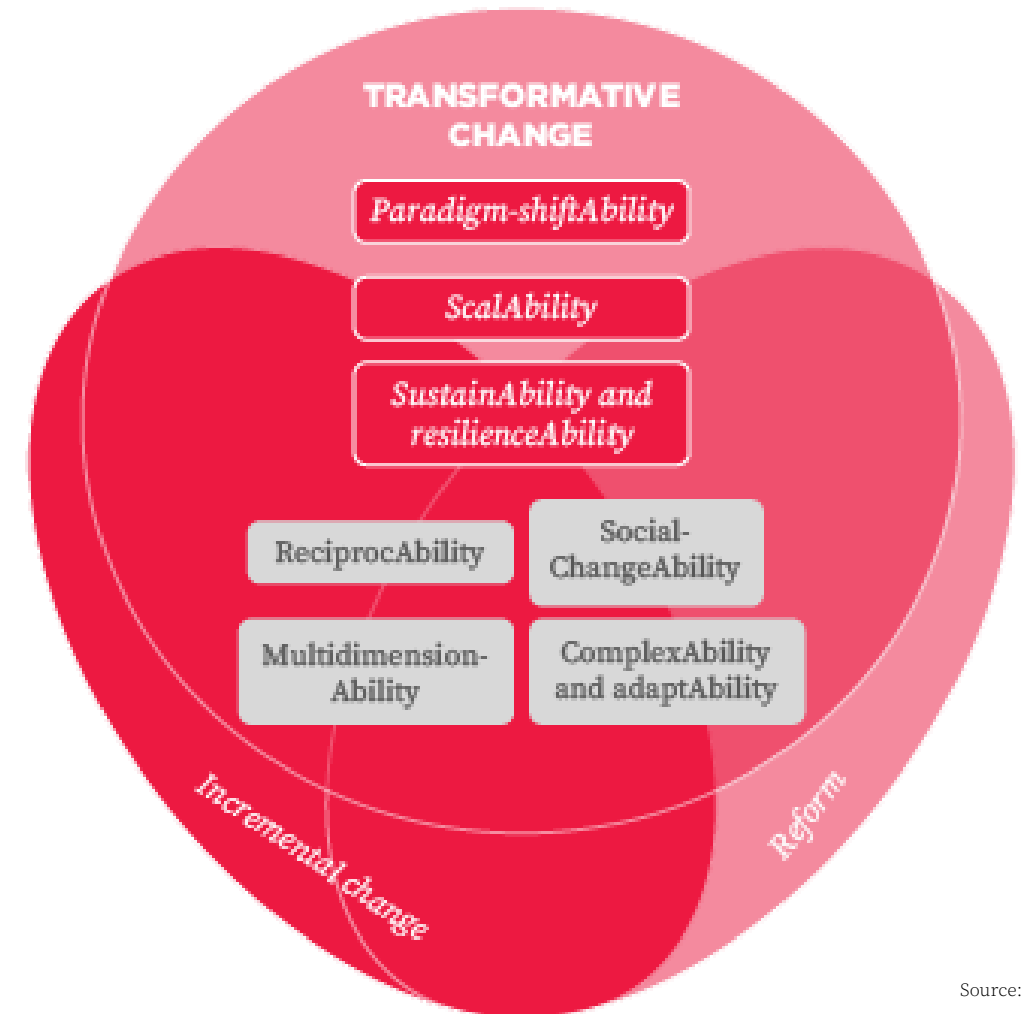
Identifying finance options

Designing an integrated transition financing strategy.

Select options and activities

Keys to selecting actions are transparency, engaging a broad range of stakeholders and formalised procedures

Design principles for transformative change

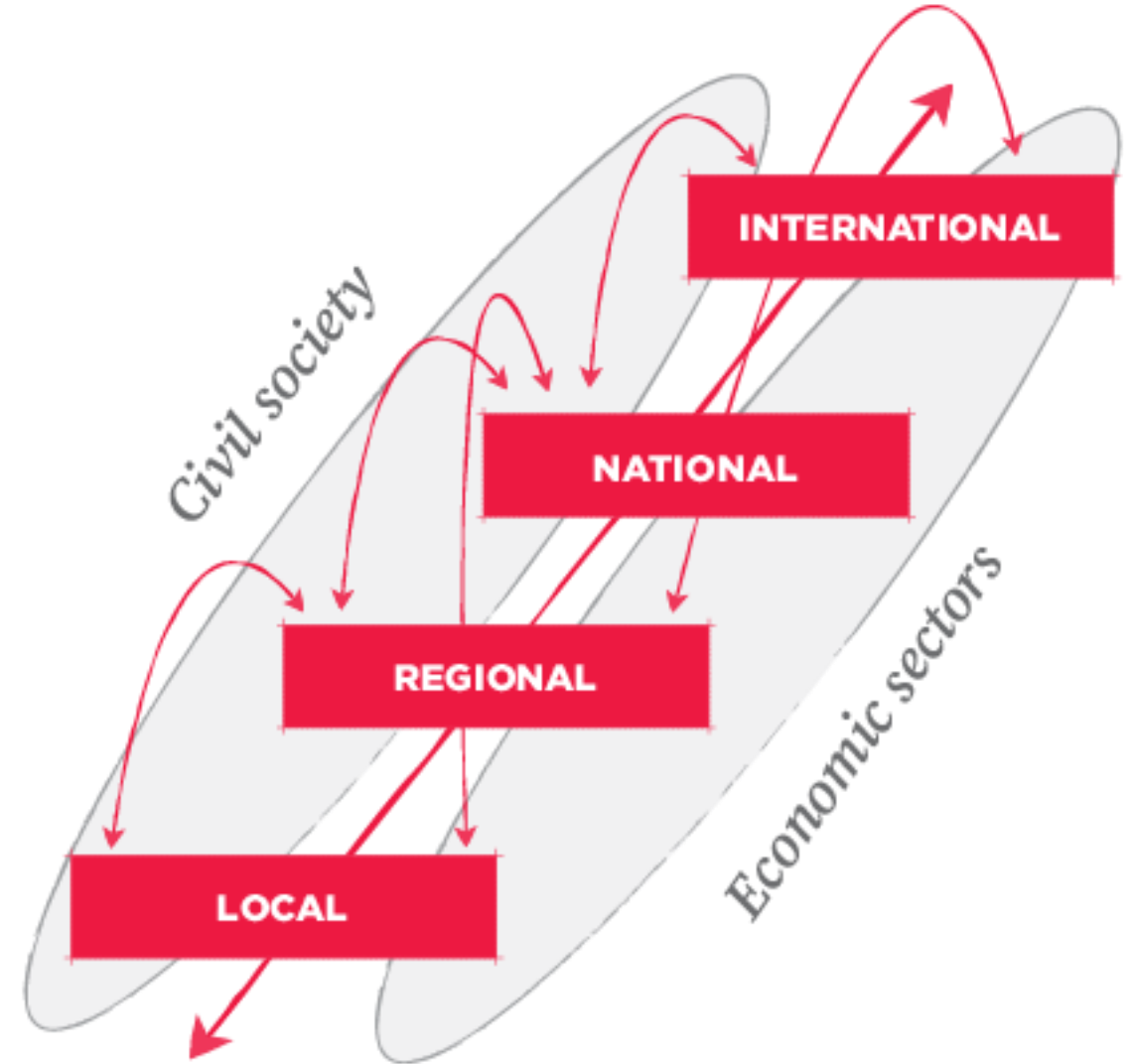


Source: GIZ (2019)

Multi-level governance

Strategies and governance need to be aligned

- **Transparent** mandate and purpose for those affected by the transition
- **Multi-actor and multi-level** approach
- **Participatory** approaches both as goal and prerequisite



Stakeholder engagement

Different levels and possible steps

Different levels of stakeholder engagement

Cooperation

Some form of shared decision-making. For example through partnerships, public representation in governing bodies or negotiations.

Consultation

Surveys, town-hall meetings, other forms of public enquiries.

Information

One-way flow of information, with the aim of ensuring transparency.

Steps in this process could include:

Identifying relevant stakeholders.

Mobilising stakeholders.

Establishing contact with key actors.

In-depth or focus interviews

Workshops or meetings

Stakeholder engagement

Common barriers

Problem

Process is time-consuming and resource-intensive.

Approach

Long-term commitment and clear expectations

Stakeholder engagement should start early and be sustained over time. It does not end when a region's strategy is launched.

Problem

It is hard to achieve meaningful inclusion of certain stakeholder groups

Approach

Awareness raising, empowering stakeholders and effective facilitation

Awareness raising can bring certain stakeholders onboard, while targeted support can strengthen the voice of those not usually involved in decision-making. A good facilitator ensures equal engagement of all stakeholders.

Problem

Lack of agreement regarding information needed to make decisions

Approach

Joint fact finding processes

There are solutions to avoid contestation of the evidence available and build objective and constructive stakeholder debates.

Further information

Website and upcoming events

Website

<https://coaltransitions.org/>

Contact

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ANNEX

INTRODUCTION

Context

ABOUT

SPIPA- Strategic Partnerships for the Implementation of the Paris Agreement

TARGET COUNTRIES

India, Indonesia, South Africa, Japan, South Korea, Canada and the USA

FUNDING

GIZ programme co-funded by EU-BMU



INTRODUCTION

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The learning

Monitoring, reporting and evaluation

Indicators

Should include qualitative and quantitative indicators

Mixed assessment criteria

Consist of a balanced mix of economic, environmental and social assessment criteria

Institutional capacities

require institutional capacities to ensure that results of M&E processes can be taken up in the revision of the strategy;

Early implementation

Need to be considered and implemented from the very beginning of the policy cycle

Key monitoring and evaluation levels



Input

Which resources have been mobilised? (e.g. how much money was spent?).



Output

What has been done? (e.g. number of workshops held, number of participants, outreach).



Outcome

What has been achieved? (e.g. level of knowledge on an issue has increased).



Impact

How has this contributed to the overall goal? (e.g. decrease of CO₂ emissions).

The learning

Strategy and policy adaptation

Plan in cycles

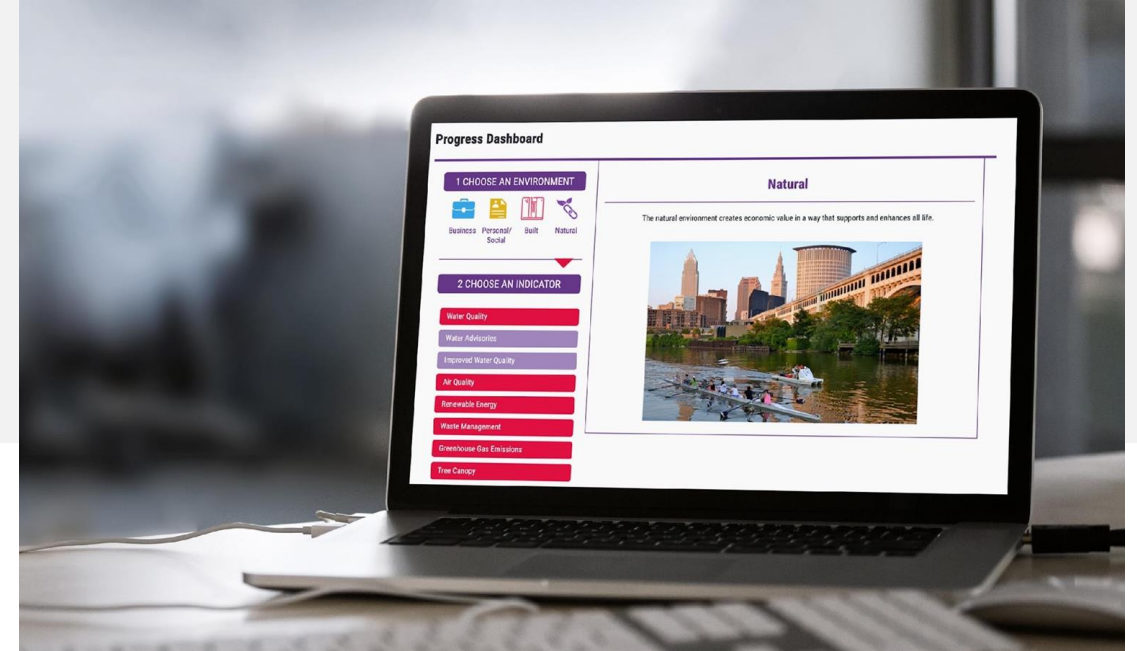
Revising the strategy should be an element planned from the beginning.

Transparency and public debate

Not only can it help to increase the ownership and commitment of the stakeholders involved, and the public, it also forces implementing agencies to rethink and possibly improve their activities.

Ownership and leadership

Key decision-makers must openly promote monitoring and evaluation results and commit to an adaptive learning process.



Sustainable Cleveland Dashboard

In Cleveland, USA, the city developed the interactive ‘Sustainable Cleveland Progress Dashboard’, an online resource to track regional progress toward business, personal/social, built and natural well-being. The dashboard provides a set of indicators for each of the four categories and displays a chart on progress that has been achieved. Examples of indicators include green jobs, cost of living, healthy local food, bicycle infrastructure, air quality and renewable energy. The Progress Dashboard serves as a continuous monitoring system that makes the region’s development both transparent and easily accessible.

[Read more](#)

The action

Identifying finance options



Prioritising

Prioritising sectors with the greatest financing gaps and/or greatest possible impact.

Alignment

Alignment with the broader investment, fiscal and financing strategies of the region, including infrastructure investments.

Identifying

Identifying capacity needs for mobilising finance.

Developing

Developing a flexible vision for the evolution of the financing mix in the region

Monitoring

Monitoring the performance of the region in attracting different financing flows and meeting its financing strategy goals.

The action

Select options and activities

- **Conflicting targets**
- **Vested interests**
- **Lack of innovation**
- **Institutional capacity**
- **Short-term concerns vs. long-term vision**
- **Further support for unsustainable practices**
- **Lack of synergies**

Keys to selecting actions



Transparency

The minimum requirement is that the selection process (including selection criteria and selected actions) is made transparent, so that the public have the possibility of assessing whether and how the actions relate to the overall development objectives.



Engaging a broad range of stakeholders

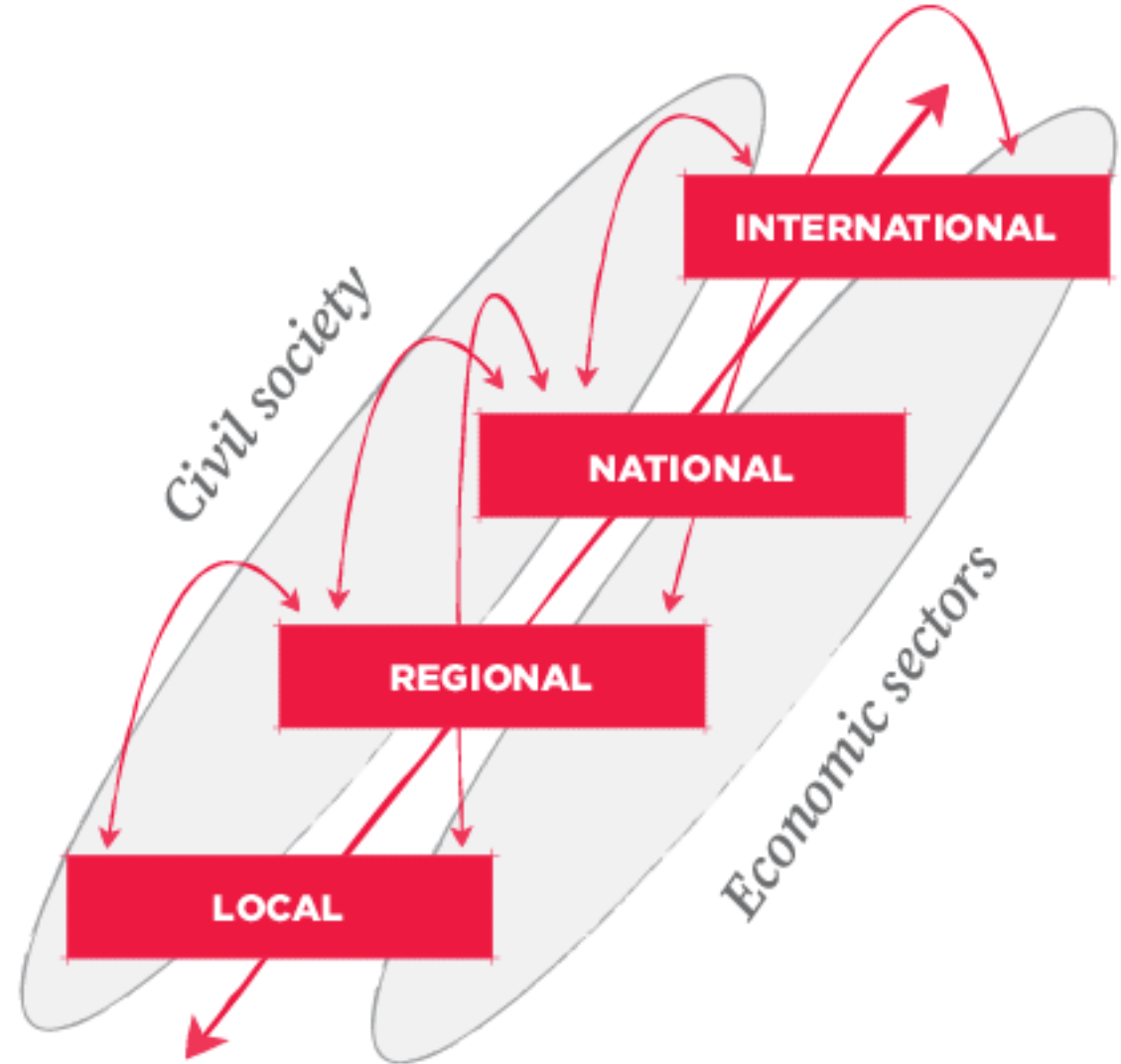
Engaging stakeholders needs professional facilitation to balance power and knowledge differences among the different actors and interests.



Formalised procedures

Formalised procedures can help to facilitate selection processes. Multi-criteria-analysis (see box on [page 25](#)) is one approach, which helps to align potentially conflicting objectives and is suitable to reduce power differences.

Multilevel governance



Stakeholder engagement

Different levels of stakeholder engagement

Planning

Finding the right balance between information and active involvement requires planning on which decisions need to be taken at each stage, and who needs to be at the table for each decision.

Transparency

Leaders of the transition and stakeholder engagement processes should be transparent about what level of participation is foreseen at each stage and establish clear feedback routes.

Communication

Stakeholder engagement must always include an active communication strategy, informing the general public about the process, how they can take part and what will happen next.



Cooperation

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Consultation

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Information

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FIGURE 3

Different levels of stakeholder engagement.

Stakeholder engagement

Case studie(s)

