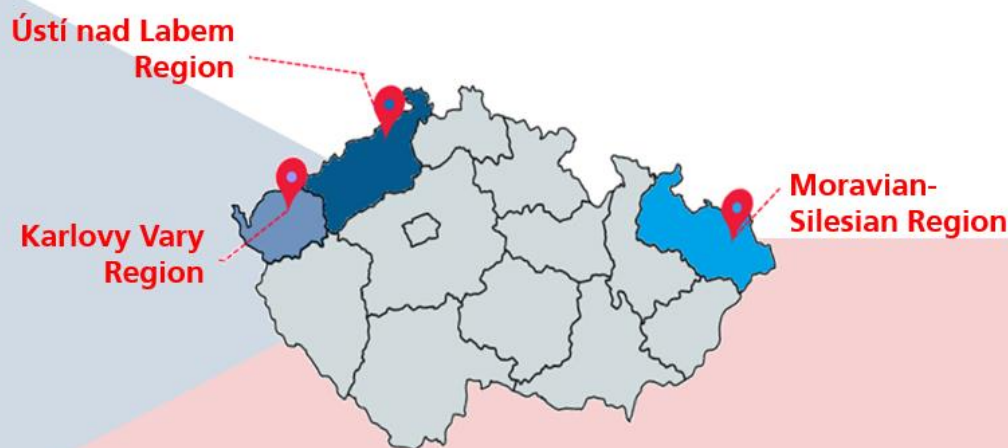


Framework Contract Procedure: REFORM/2021/OP/0006 Lot 1

SPECIFIC CONTRACT: REFORM/SC2022/116

# Support to the implementation of the Just Transition in the Czech Republic



## D5. DISSEMINATION OF GOOD PRACTICES IN PRIORITY AREAS FOR THE IMPLEMENTATION OF THE TERRITORIAL JUST TRANSITION PLANS (FINAL)

### FOR PUBLICATION

28.06.2024

**Disclaimer**

This Report was produced with the financial support of the European Union. Its contents are the sole responsibility of the author(s). The views expressed herein can in no way be taken to reflect the official opinion of the European Union.



This project is implemented by the Frankfurt School of Finance & Management (as part of the AARC consortium) in cooperation with Prague University of Economics and Business, Czech Technical University in Prague and BeePartner.

## LIST OF ABBREVIATIONS

JTF	Just Transition Fund
MoE	Ministry of the Environment
MoRD	Ministry for Regional Development
NGO	Non-governmental organisations
PJT	Programme Just Transition
RES	Renewable energy sources
SME	Small and medium-sized enterprises
T	Task
TA	Technical Assistance
ToR	Terms of Reference

## TABLE OF CONTENTS

<b>EXECUTIVE SUMMARY .....</b>	<b>1</b>
<b>1. PROJECT CONTEXT AND FOCUS OF THE TASK 5 REPORT .....</b>	<b>2</b>
1.1 Objective of the Task 5 report .....	2
<b>2. WORKSHOPS OVERVIEW.....</b>	<b>4</b>
2.1 Workshops in the Karlovy Vary Region .....	4
2.2 Workshops in the Moravian-Silesian Region .....	6
2.3 Workshops in the Ústí Region.....	7
<b>3. CONCLUSIONS AND RECOMMENDATIONS .....</b>	<b>9</b>

## EXECUTIVE SUMMARY

Task 5 aimed to promote good practices in priority areas for the three Czech coal regions covered by the Territorial Just Transition Plans: Karlovy Vary, Ústí, and the Moravian-Silesian regions. This was achieved by developing a comprehensive handbook of good practices and facilitating workshops with key stakeholders. This summary provides an overview of the main accomplishments, findings, and recommendations from the completion of Task 5.

The Project Team dedicated significant resources and expertise to develop a robust good practices handbook. Through extensive research, collaboration, and feedback sessions, we have created a comprehensive resource that highlights best practices in the four priority areas outlined in the task description. The handbook is designed to serve as a practical reference guide for the public and governmental entities to enhance the Just Transition Fund (JTF) in the Czech Republic. Providing 35 case examples from Czechia and Europe, the handbook covers the following four priority areas:

- ✓ Investments in the regeneration and decontamination of brownfield sites as well as land restoration, including green infrastructure;
- ✓ Investments in the deployment of hydrogen and support to innovative solutions in the field of renewable energy and low-carbon hydrogen;
- ✓ Measures to tackle energy poverty; and,
- ✓ Participation of small actors (for example youth, non-governmental organisations (NGOs), small municipalities, small and medium-sized enterprises (SMEs)) to the transition process and to project development.

In addition to the handbook, the Project Team conducted a series of interactive workshops with key stakeholders. From June 2023 to January 2024, six workshops were conducted as part of Task 5 (two workshops in each coal region). Overall, a total of 248 participants attended the workshops. Additional presentations of initial findings were delivered during workshops organised under Task 4 in the Karlovy Vary and Ústí regions in September 2023. All workshops provided a valuable platform for knowledge exchange and collecting feedback from stakeholders. Key stakeholders actively participated in discussions, contributing valuable insights and perspectives that improved the content of the good practices handbook. The workshops disseminated information to stakeholders and enhanced the scope of the handbook. The handbook proved useful during the dissemination phase, and the majority of workshop participants expressed their intention to use it in their future work and share it with others.

Key findings derived from the handbook's preparation:

- Several successful transformative good practice projects exist in Europe (and in Czechia).
- Most of the projects provide limited information about budget and operational costs, as well as potential challenges.
- Stakeholders prefer smaller to mid-sized projects that appear to be more easily replicable.

Recommendations derived from the Task 5 implementation:

- On-site discussions and step-by-step consultations proved particularly useful in tailoring the handbook to the needs of the stakeholders.
- Attractive design contributed to the success of the handbook and its adoption by stakeholders.
- Providing information on benefits as well as challenges/needs for implementation in the local context is critical.
- Synergies with other events help to prevent overloading the target audience.
- The dissemination events need to be well targeted, and concrete experience from the practitioners (project implementers) is highly appreciated. It is necessary to complement the dissemination events with information on financing options.

Task 5 has successfully achieved its objectives of creating a comprehensive good practices handbook and facilitating productive workshops with stakeholders. Leveraging these foundational assets to drive positive transformation and enhance organisational effectiveness is imperative.

# 1. PROJECT CONTEXT AND FOCUS OF THE TASK 5 REPORT

## 1.1 Objective of the Task 5 report

---

The objective of Task 5 was to carry out activities that promote good practices in areas of high importance for the three Czech regions most affected by the transition from coal and heavy industries, namely Karlovy Vary, Ústí, and the Moravian-Silesian regions. The four priority areas for the dissemination of good practices were defined as follows:

- 1) Investments in the regeneration and decontamination of brownfield sites and land restoration, including green infrastructure.
- 2) Investments in the deployment of hydrogen and support to innovative solutions in the field of renewable energy and low-carbon hydrogen.
- 3) Measures to tackle energy poverty.
- 4) Participation of small actors (for example, youth, NGOs, small municipalities, SMEs) in the transition process and project development.

In support of Task 5, the following activities were carried out:

- Organisation and delivery of one workshop in each of the three regions to transfer good practices from successful projects to project promoters. Workshops focused on at least two projects in the identified priority areas, which were determined in consultation with the regional representatives.
- Preparation of a handbook for dissemination to potential project developers, including 35 examples of successful projects in the identified priority areas and relevant for the three Czech regions.
- Organisation and delivery of one workshop in each of the three regions to present and promote the handbook.
- Reporting on the workshops.

The current report provides a comprehensive overview of the workshops carried out during Task 5, with conclusion and recommendations for future work following the implementation of the activities.

### *Methodology and main output of Task 5*

The main output of Task 5 was the handbook for the dissemination of good practices ([link here](#)). The handbook was compiled in accordance with the Terms of Reference (ToR) and disseminated to relevant stakeholders in the Czech language. A subsequent English translation was undertaken to facilitate a more extensive dissemination of the selected good practices among interested international stakeholders. To develop the handbook, the Project Team implemented a collaborative and systematic approach that consisted of several critical steps:

#### **1) Defining examples of good practice.**

The Project Team conducted a comprehensive literature review on definitions of good practice and compared diverse types of good practice handbooks to identify common elements and gain inspiration for the development of the handbook.

#### **2) Define metrics for grading and evaluating good practice examples to identify the 30 best examples that address all four priority areas.**

Based on the selected priority areas and previous reviews, the Project Team identified:

- a) Six general metrics:
  - information availability
  - project flexibility
  - adaptability to Czech conditions
  - financing options in Czechia
  - project sustainability
  - transformation potential
- b) Three specific metrics for each priority area:
  - Brownfields:

- Opening of the space for local community
- Positive impact on the environment
- New economic opportunities
- Hydrogen/renewable energy:
  - Local energy use
  - Innovativeness of the project
  - Synergies with other sectors
- Energy poverty
  - Targeted help
  - Long-term solution
  - Environmental friendliness
- Participation of small actors
  - Project in the context of local socio-economic development, sustainability and synergy of the project
  - Positive impact on the local community
  - Innovation and creativity

Additionally, a grading description was assigned to each metric. The metrics were discussed and agreed upon by stakeholders (Ministry of Regional Development (MoRD), Ministry of Environment (MoE), representatives of regions) during monthly meetings and the first round of workshops.

### **3) Identify good practice examples in priority areas and platforms that are monitoring good practice examples globally.**

The Project Team identified good practice examples through a comprehensive search of public websites, recommendations from experts specialising in the priority areas, references in academic materials, recommendations from stakeholders, and financing reports from grant agencies, primarily in Europe.

### **4) Evaluate the good practice examples.**

The Project Team assessed the good practice examples according to the defined metrics. This step narrowed the list of good practices and enabled regional representatives to select the cases that best met their specific needs. More than 50 case examples were presented, from which a final list of 35 case studies for the handbook was selected by the key stakeholders (MoRD, MoE, representatives of regions).

### **5) Develop a proposal outlining the visual design and essential content of the handbook.**

In the initial round of workshops, the Project Team presented the conceptual visual design and the essential content that should be included for each good practice example. There were slight adjustments made based on the feedback received.

### **6) Collect the essential information and engage the services of a professional graphic designer to design the handbook.**

The Project Team prepared the essential content and descriptions for each of the 35 selected projects, assembled the necessary materials for the graphic designer, and collaborated with him in the development of the final format of the handbook.

## 2. WORKSHOPS OVERVIEW

A key aspect of Task 5 was to organise two sets of workshops in each of the three coal regions (Karlovy Vary, Ústí, and Moravian-Silesian). **A total of 248 participants** took part in the six workshops organised across the three regions under this task.

The **first round of workshops** aimed to discuss the approach to develop the handbook. The workshops therefore focused on presenting the metrics used to evaluate best practices, sources of good examples, essential information to be included in the handbook, visual design, and mapping stakeholder preferences. The workshops were organised both on-site and online. To increase participation, the Project Team decided to merge the various workshops planned under different project tasks. As a result, the team responsible for Task 5 cooperated with other teams in charge of other tasks to jointly organise the workshops. Regional representatives supported this decision.

The first set of workshops under Task 5 took place in June 2023 with the following agenda:

- 1) Present and discuss defined metrics to evaluate good practice examples.
- 2) Present and discuss essential information for the good practice examples in the handbook.
- 3) Present and discuss the approach for each critical area (which examples to look for).
- 4) Present and discuss how to process the good practice examples (information and appearance in the handbook).
- 5) Receive general feedback.

In addition to the workshops, the Project Team also conducted individual meetings with stakeholders during the initial phase of Task 5. Held in summer 2023 (June-August), these meetings reviewed the methodology and discussed details related to the metrics. Based on the first set of workshops, the Project Team also developed a survey to identify the specific needs of stakeholders and compiled a broad selection of good practice examples for the handbook.

The main aim of the **second round of workshops** was to present and promote the handbook. The workshops were held on-site and were co-organised by the regional representatives to enhance the attractiveness of the events for the audience. The second round of the workshops under Task 5 took place in January 2024 and had the following agenda:

- 1) Present the handbook.
- 2) Share experience from the project.
- 3) Provide useful information to stakeholders.

To further enhance the appeal of the workshops, the Project Team engaged in discussions with the key stakeholders (MoRD, MoE, and representatives of the regions) to determine the specific themes for each dissemination workshop. Following these discussions, the dissemination workshops in each region adapted a slightly different agenda related to the priority areas of the handbook (e.g., focus on small actors, energy poverty and affordable housing, or energy efficiency and renewable energy).

Furthermore, the Project Team also showcased initial findings during additional events organised within the project, mainly under Task 4, in an effort to create synergies between the tasks. Information regarding each workshop is detailed in the subsequent sub-section of the report.

### 2.1 Workshops in the Karlovy Vary Region

---

Two workshops were held in the Karlovy Vary Region, with an additional presentation at a workshop organised under Task 4. A total of 43 participants took part in the two main workshops under Task 5 for this region.



**Workshop 1: Repayable financial instruments, use of Just Transition funds, and examples of good practice**

**Date:** 21 June 2023  
**Location:** Regional Office of Karlovy Vary  
**Format:** On-site  
**No. of participants:** 14

**Key themes and topics for T5:**

- Introduction to priority areas
- Introduction to handbook visuals
- Introduction to evaluation metrics for good practice examples
- Discussion with stakeholders

The team responsible for Task 5 presented the key ideas about the handbook and the priority areas for the selection of case studies. In addition to the brief discussion that took place during the workshop, the team also developed a follow-up questionnaire to collect additional feedback on the handbook. In general, stakeholders were satisfied with the inclusion of the good practice examples and approved both the layout and content of the handbook. One of the recommendations was to select smaller-scale projects that could be financed by smaller administration governmental bodies. For more detailed information about the workshop, please refer to the Task 4 report.

Additionally, the team also presented the initial findings at a workshop organised under Task 4.

**Task 4 workshop: Environment and climate - preparation of projects and presentation of new binding rules**

**Date:** 20 September 2023  
**Location:** Krajská knihovna, Karlovy Vary  
**Format:** On-site  
**No. of participants:** 12

**Key themes and topics for T5:**

- Introduction to priority areas
- Introduction to handbook visuals
- Introduction to evaluating metrics for good practice examples
- Discussion with stakeholders

The workshop participants acknowledged the handbook's priority areas, intended layout, and content. Furthermore, the participants also appreciated the example of agrovoltatics that was presented, which was subsequently illustrated through two case studies in the handbook. For more detailed information about the workshop, please refer to the Task 4 report.

### **Workshop 2: Engagement of “small” actors in the Just Transition process - Good Practices**

**Date:** 23 January 2023  
**Location:** Městský úřad, Karlovy Vary  
**Format:** On-site  
**No. of participants:** 29

#### **Key themes and topics for T5:**

- Handbook introduction
- Sharing experience and information from good practice, for example, research
- Options for financing the projects (Programme Just Transition (PJT) and other)
- Presentation from guest speakers about KultiVary and Srcaři Karviná projects (included in the handbook)
- Discussion with stakeholders

Following the discussion with regional representatives regarding the key needs of the region, the workshop focused on engaging “small” actors in the Just Transition, which was one of the priority areas of the handbook. The workshop generated a dynamic and engaging debate, which clearly indicated that the topic had a strong impact on the stakeholders in the region. Based on the feedback form, the stakeholders were satisfied with the format and visual presentation of the handbook. All participants agreed that they acquired new, interesting, and valuable information, which they will be able to further use in their work. The organisation of the workshop met the expectations of the stakeholders. Workshop participants frequently mentioned Srdcaři Karviná as a standout example of good practice.

## **2.2 Workshops in the Moravian-Silesian Region**

Two workshops were held in the Moravian-Silesian Region. A total of 88 participants took part in the two main workshops under Task 5 for this region.

### **Workshop 1: Absorption capacity and good practice examples on Just Transition**

**Date:** 6 June 2023  
**Location:** Regional Authority of the Moravian-Silesian Region, Ostrava  
**Format:** On-site  
**No. of participants:** 20

#### **Key themes and topics for T5:**

- Introduction to handbook visuals
- Introduction to evaluation metrics for good practice examples
- Discussion with stakeholders

In general, the stakeholders were satisfied with the main priority areas included in the handbook. The stakeholders took the key users and their level of expertise into consideration. They recommended to make the handbook accessible to users who do not have an academic background. Moreover, the stakeholders provided recommendations for good practice examples from the Czech Republic. In response to the feedback, the Project Team developed a survey for stakeholders that enabled the collection of additional preferences and feedback from stakeholders across all three regions.

### **Workshop 2: Affordable housing**

**Date:** 26 January 2024  
**Location:** Quality Hotel Ostrava City, Ostrava  
**Format:** On-site  
**No. of participants:** 68

#### **Key themes and topics for T5:**

- Handbook introduction and presentation
- Presentation of good practice examples, with a specific focus on energy poverty
- Discussion with stakeholders

The workshop was jointly organised with the Regional Authority of the Moravian-Silesian Region. Following preliminary discussions with MoRD and the regional representatives, the Project Team agreed to centre the workshop on affordable housing (and vulnerable households) since it emerged as the most pressing regional issue among the priority areas of the handbook. The stakeholders were satisfied with the format and visual presentation of the handbook. Feedback indicated that the participants acquired new, interesting, and valuable information by participating in the workshop. The stakeholders expressed a strong interest in receiving more information on subsidy options, reconstruction of the apartment blocks and conservation of historical landmarks.

## **2.3 Workshops in the Ústí Region**

Two workshops were held in the Ústí Region, along with an additional presentation at a workshop organised under Task 4. A total of 117 participants took part in the two main workshops under Task 5 for this region.

### **Workshop 1: Just Transition, Project Financing, and Good Practice Examples**

**Date:** 8 June 2023  
**Location:** MS Teams  
**Format:** Online  
**No. of participants:** 67

#### **Key themes and topics for T5:**

- Introduction to priority areas
- Introduction to handbook visuals
- Introduction to evaluation metrics for good practice examples
- Discussion with stakeholders

The team responsible for Task 5 provided an overview of the handbook and highlighted the priority areas for the selection of case studies. In addition to the brief discussion that took place during the workshop, the team also developed a follow-up questionnaire to collect additional feedback on the handbook. In general, the stakeholders were satisfied with the inclusion of the good practice examples and approved both the layout and content of the handbook. Based on the workshop, one-to-one meetings were subsequently organised with stakeholders to discuss the selection and replicability of the case studies. For more detailed information about the workshop, please refer to the Task 4 report.

Additionally, the team also presented the initial findings at a workshop organised under Task 4:

**Task 4 workshop: Environment and climate - preparation of projects and presentation of new binding rules**

**Date:** 21 September 2023  
**Location:** University J. E. Purkyně, Ústí nad Labem  
**Format:** On-site  
**No. of participants:** 10

**Key themes and topics for T5:**

- Introduction to handbook visuals
- Good practice examples from agrovoltaics
- Discussion with stakeholders

The workshop participants acknowledged the handbook's priority areas, intended layout, and content. Furthermore, the participants also appreciated the example of agrovoltaics that was presented, which was subsequently illustrated through two case studies in the handbook. For more detailed information about the workshop, please refer to the Task 4 report.

**Workshop 2: Workshop for municipalities and towns: Energy savings and RES**

**Date:** 30 January 2024  
**Location:** Krajský úřad Ústeckého kraje, Ústí  
**Format:** On-site  
**No. of participants:** 50

**Key themes and topics for T5:**

- Handbook introduction and presentation
- Presentation of good practice examples with a specific focus on energy efficiency renewable energy sources
- Discussion with stakeholders

The workshop was jointly organised with the Regional Authority of the Ústí Region. Following preliminary discussions with MoRD and the regional representatives, the Project Team agreed to centre the workshop on energy efficiency and renewable energy sources since they were the most suitable topic at regional level among the priority areas of the handbook. The stakeholders were satisfied with the format and visual presentation of the handbook. Feedback indicated that the participants acquired new, interesting, and valuable information by participating in the workshop. The organisation of the workshop met the expectations of the stakeholders. The stakeholders expressed a strong interest for good practice examples related to the topic of historical landmarks and would like to receive more information about energy communities.

### 3. CONCLUSIONS AND RECOMMENDATIONS

This chapter presents an overview of the main findings and provides actionable recommendations for future work based on the insights gathered during the implementation of the Task 5 activities.

#### *Handbook preparation*

The handbook covered four key priority areas: brownfields, hydrogen/renewable energy, energy poverty, and participation of “small” actors. The methodology used for the selection of good practices proved useful as a tool to assess the relevance and usefulness of the different projects for the purposes of the handbook. The approach to select the case studies can be summarised by three main criteria: replicability, adaptability, and scalability. For each priority area, specific criteria were also developed.

The initial workshops and discussions with stakeholders, as well as consultations with experts, clearly indicated a need to focus on smaller or mid-sized projects since the potential for replication in the Czech context is the highest. Similarly, the research focused on European (coal) regions. In the case of “small” actors, there was more emphasis on Czech cases to ensure replicability.

Throughout the handbook preparation, the Project Team received continuous, step-by-step feedback from stakeholders and experts. This ensured that the case studies aligned effectively with the specific needs and opportunities of the regions.

While a sufficient level of information was among the criteria used for the selection of the good practice examples, certain types of information were more challenging to identify than others. Specifically, the most challenging information to locate was data on budget and operating costs, as well as potential drawbacks and challenges, particularly for the international examples. Direct contact to the project implementers was only possible in some cases, often relying on personal connections where possible.

An extended pool of projects was prepared, which provided an opportunity for the stakeholders and main recipients of the handbook to select the most relevant case studies. Based on stakeholder discussions and their project preferences, it was decided to increase the final number of good practices in the handbook from 30 (as stated in the ToR) to 35.

The handbook’s visually appealing graphic design greatly contributed to its excellent reception and welcome from the stakeholders. The information for each case study was succinctly presented, with a strong emphasis on providing specific information to avoid making generic claims.

#### *Organisation of workshops*

The initial set of workshops provided a good starting point for the handbook preparation. The workshops played a crucial role in disseminating information about the task and obtaining feedback on the selection of cases. The workshops also served as a good basis for a snowball sampling of additional experts and consultations.

Although the initial workshops were intended to be conducted online, two of the workshops were organised on-site due to cooperation among project tasks. The onsite events provided a significantly more dynamic and engaging debate compared to the online event. Nevertheless, the online event subsequently led to follow-up individual consultations with stakeholders. Since some participants may be reluctant to engage in discussions during online events, a post-event follow-up questionnaire was employed to collect additional feedback. Although the number of responses was relatively low (10), they nonetheless provided valuable additional inputs.

In general, there is a considerable number of events organised in the regions (particularly during certain months; also refer to the Task 4 report). This makes it crucial to plan in advance, collaborate and merge events where possible. The Project Team found it beneficial to seek synergies with other events, particularly within the Technical Assistance (TA) project, to reduce the possible time burden for the audience, while also acknowledging the importance of maintaining a clear focus for the event.

To disseminate the handbook, consultations with the stakeholders (regions) indicated that the handbook alone was insufficient for the workshop’s agenda. As a rather broad document, it would be challenging to engage the intended audience. Therefore, the workshops in each region centred around a specific topic, aligning with the priority areas in the handbook and addressing the immediate needs of the regions (e.g., “small” actors’ involvement, energy poverty, or renewable energy sources). This helped increase the attractiveness of the dissemination workshops. In addition, conducting the workshops with the support of the regions also proved particularly helpful.