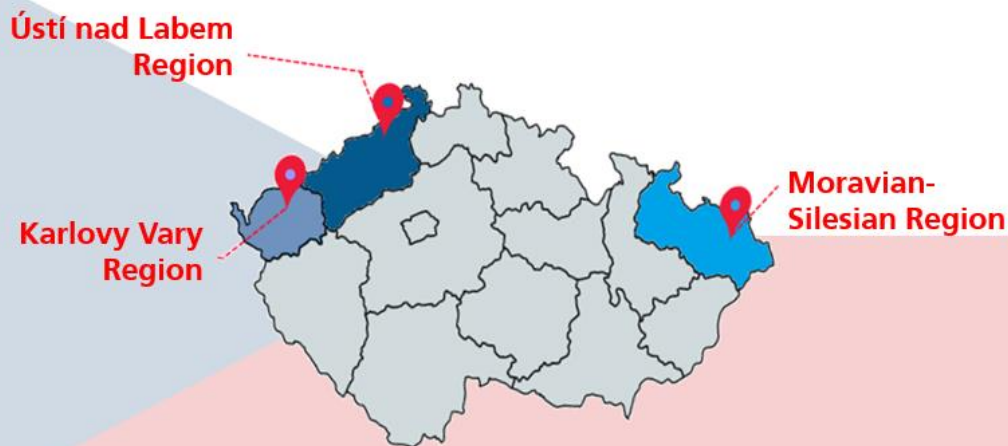


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Support to the implementation of the Just Transition in the Czech Republic



D4. TRAININGS TO SUPPORT THE IMPLEMENTATION OF THE JUST TRANSITION FUND (FINAL)

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Disclaimer

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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 and BeePartner.

LIST OF ABBREVIATIONS

D	Deliverable
EESC	European Economic and Social Committee
EU	European Union
ICUK	Innovation Centre of Ústí Region
JTF	Just Transition Fund
KARP	Business Development Agency of Karlovy Vary Region
KVK	Karlovy Vary Region
LAG	Local Action Group
MoRD	Ministry of Regional Development
MOE	Ministry of Environment
NGO	Non-governmental organization
NRB	National Development Bank
PJT	Programme Just Transition
PMF	Project Design, Management & Financing
SME	Small and medium-sized enterprises
TA	Technical Assistance
T-T	Training of Trainers
WS	Workshop (direct training)

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EXECUTIVE SUMMARY

The objective of Task 4 was to prepare and hold direct trainings and “train the trainer” sessions, which aim to stimulate project preparation and develop a pipeline of quality projects to be funded (primarily) by the Just Transition Fund (JTF). In particular, the trainings targeted small project implementers and project promoters with limited capacity, such as municipalities, non-governmental organisations (NGOs) and small and medium-sized enterprises (SMEs) in the Karlovy Vary and Ústí regions. The task included a needs analysis and curriculum design for direct trainings as well as the design of “train the trainer” sessions in close consultation with relevant stakeholders. These activities were followed by a delivery of the training events and reporting on the delivered trainings, including suggestions for future trainings.

A total of 20 trainings were conducted as part of Task 4: 10 direct training sessions (workshops) focused on technical training to the target groups identified above and 10 “train the trainer” sessions (T-T). Two workshops were prepared with involvement of trained trainers, one in Karlovy Vary about Project Financing and Financial Instruments and one in the Ústí Region about Evaluators. Overall, 678 participants attended the trainings: 221 participants in the workshops and 457 participants in the T-T sessions. On average, 34 participants attended each event, with a higher level of engagement for online events.

To establish the needs for the trainings, and further develop the curriculum and structure for each event, a multi-step approach was implemented, which involved (1) collecting feedback from the Task 2 interviews, as well as from workshop participants, in relation to training topics; (2) discussing, coordinating and collecting feedback from key project partners such as the Ministry of Regional Development (MoRD), Ministry of Environment (MoE) and regional representatives from the Karlovy Vary and Ústí Regions; and, (3) presentation of the draft curricula during relevant project meetings to receive further recommendations and consent from the European Commission representatives. Chapter 2 provides additional information regarding the specific needs analysis and curriculum design for the events, as well corresponding implementation activities.

The 10 workshops (WS) of direct trainings were implemented during April and December 2023, both online and onsite. More details are provided in Annex 1a.

The following topics were covered during the workshops:

- Programme Just Transition (PJT)
- Project Design, Management & Financing (PMF)
- Financial Instruments with case studies
- EU Programmes and International Financial Support, including the application system
- Inspiration to Transformation Projects – Support to Culture and Creative Industries, Sustainable Tourism, Entrepreneurship and Talent Attraction
- Project Design in the Field of Environment and Climate
- Workshop for Evaluators
- Several trainings (WS 5, WS 7 – WS 9) were enhanced by the addition of Deliverable 2 presentations related to analysis outcome and Deliverable 5 presentations related to the selection of good practices and NGO participation.

The “train the trainer” sessions took place from April to November 2023, both online and onsite. The sessions included 10 trainings and several individual coaching sessions targeting participants in the private and public sectors. It also gave the opportunity to provide knowledge and skills to current and future trainers, with the aim of ensuring the sustainability of the educational activities around the Just Transition process in the Czech Republic. See Annex 1b for detailed information.

The following topics were covered during the train the trainer sessions:

- Programme Just Transition (PJT) – selected in part by participants
- Project Design, Management & Financing (PMF) – selected parts and case studies
- Strategic Projects Design, Advanced Project Financing through Financial Instruments

- Tips & Tricks for online Events, Information Marketing
- PJT Application guidelines (including ISKP21+ application system)
- Final feedback, follow-up, and discussion

At the end of each workshop and training session, an online satisfaction form, along with supporting materials from the event, was distributed to participants, who were invited to provide their feedback. The feedback collected from respondents was predominantly positive and provided some valuable comments. However, only 10% of participants completed the feedback form. Chapter 3 provides additional information regarding the feedback collection process, as well as the results of the feedback questionnaire.

Chapter 4 offers a summary of the key findings and conclusions related to actionable recommendations for future trainings, which captures the following aspects:

- The online events had a high level of engagement and focused on the topics requested by participants, demonstrating the benefits of conducting a thorough needs analysis with participant input. The success of online events suggests they should be the recommended format for future trainings.
- Although online trainings offer broader participation, they should not totally replace in-person events. In-person trainings provide more information, communication, and dialogue. By contrast, online trainings facilitate informal meetings between public and private sectors. Future trainings should have a balanced mix of in-person and online events. Furthermore, to accommodate the availability of participants, it is recommended to schedule half-day sessions.
- The events offered participants the opportunity to interact with representatives from the ministries, which was highly appreciated by participants. Participants expressed interest in taking part in similar informal discussions in the future, which suggests the needs to organise similar informal discussion during future events.
- Several topics were suggested for future trainings conducted within the scope of further technical assistance (TA) projects, such as: Re-skilling in just transition regions; Craft incubators; Financial instruments; Workshop for evaluators; Informal meetings of evaluators from all three Czech coal regions.
- For future events, there should be follow-up on the evaluation questionnaire and active promotion of evaluation's objectives at the end of the workshop/training session rather than introducing a time lag between the event and the evaluation. This would help to ensure a higher response rate of feedback forms.

1. PROJECT CONTEXT AND FOCUS OF THE TASK 4 REPORT

1.1 Objective of the Task 4 report

The objective of Task 4 was to prepare and hold trainings and “train the trainer” sessions, with the aim of stimulating project preparation and the development of a pipeline of quality projects to be funded (primarily) by the Just Transition Fund (JTF). The trainings were relevant for small projects and project promoters with limited capacity (such as municipalities, NGOs and SMEs) primarily in the Karlovy Vary and Ústí regions. In support of Task 4, the following activities were carried out:

- Needs analysis and curriculum design for direct trainings (hereafter referred to as “Workshops (WS)”) and design of the “train the trainer” sessions (hereafter referred to as “Training of Trainers (T-T)”) in close consultation with the relevant stakeholders.
- Delivery of the training events (including workshops directed at small project developers and “train the trainer” sessions directed at public institutions that can support project development among small actors).
- Reporting on the training sessions, including recommendations/suggestions for future events.

The current report provides a comprehensive overview of the activities carried out during Task 4, with conclusions and additional recommendations for future training events.

2. METHODOLOGY

2.1 Needs Analysis and Curriculum Design

Prior to organising the training events, **five steps were used to establish the needs and develop the methodology** for the direct trainings (WS) and “train the trainer” sessions (T-T):

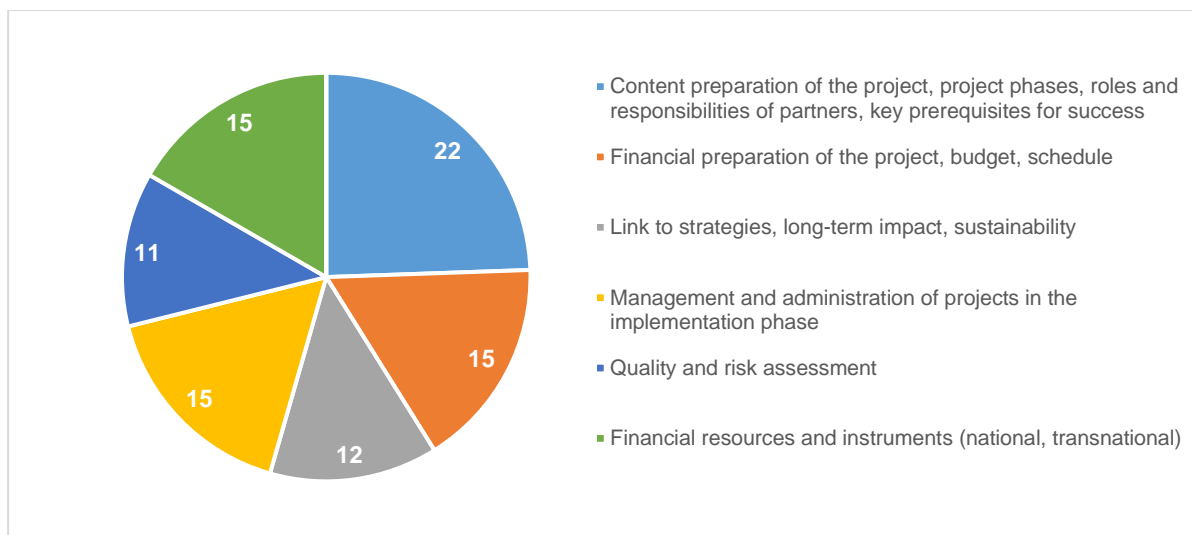
1. Collected insights from the Task 2 Interviews (from Deliverable 2) on lessons learnt and recommendations to implement the Just Transition Fund.
2. Discussion and feedback from regional representatives.
3. Discussion and coordination with Project Team and the ministries (Ministry of Regional Development (MoRD), Ministry of Environment (MoE)).
4. Feedback from workshop and T-T participants.
5. Presentation of the draft curricula during the project monthly coordination calls (open for feedback and discussion with DG REFORM and DG REGIO).

Feedback from Task 2 Interviews:

During the interviews conducted as part of Deliverable 2, respondents were also asked about their training needs in relation to the Programme Just Transition (PJT), which helped tailor the focus of the Task 4 training sessions. A dedicated question in the interview guide provided an overview of topical areas that respondents would require more information on. In addition to the response options outlined in Annex 2, this question allowed respondents to suggest additional topics.

After reviewing the interviews carried out for D2, the content of the first workshops was confirmed. The proposed workshop agenda included the key aspects of PJT, project design and project management. The findings from the interviews were incorporated into the development of the curricula for the first group of workshops and T-T sessions.

Graph 1 : Training topics requested by interview participants on project design & management



Note: the numbers in the chart represent the number of registered responses for each topic

Discussion and feedback from regional representatives

To refine the focus of the planned training events, ensure effective promotion of scheduled events, and enhance the planned agendas, numerous individual meetings were organised with regional representatives, including Local Action Groups (LAG), regional/local Chambers of Commerce:

- Regional Authorities in Ústí and Karlovy Vary Regions
- Regional Chambers of Commerce of Karlovy Vary Region
- Regional branch of CzechInvest agency in the Karlovy Vary Region
- Municipality of Sokolov

- Municipality of Ostrov
- Union of Regional LAGs in the Karlovy Vary Region
- LAG Krusne Hory
- Local Chamber of Commerce in Chomutov
- Regional branch of CzechInvest agency in the Ústí Region
- Union of Regional LAGs in the Ústí Region
- City of Most

Detailed information about the meetings is provided in sub-chapter 2.2.

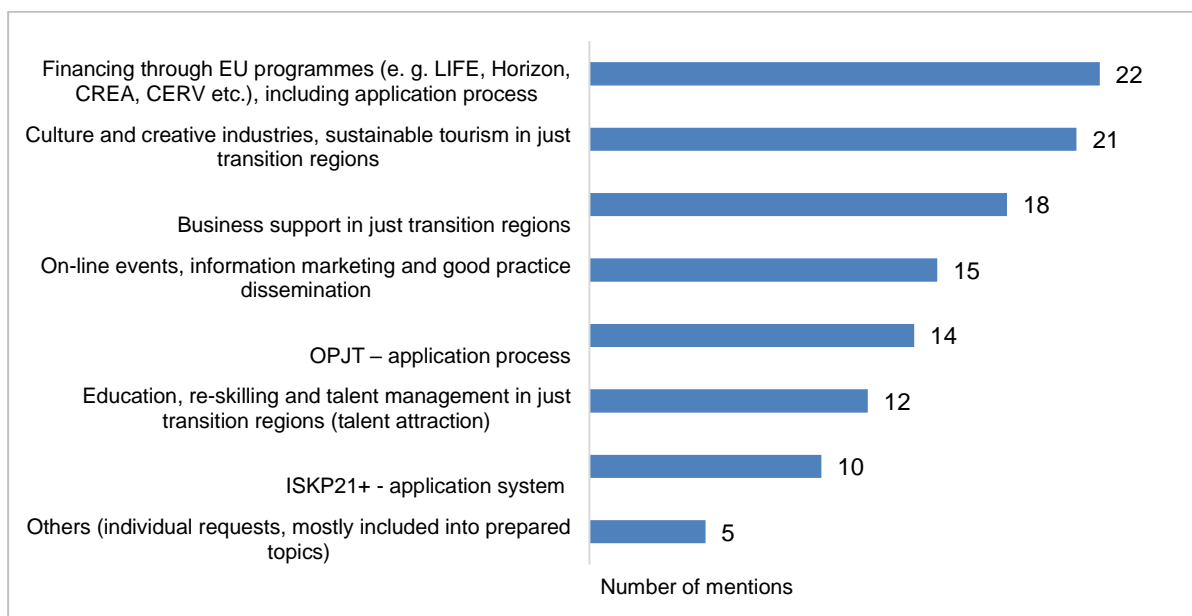
Discussion and coordination with the Project Team and the ministries

Prior to each event, the draft agenda was presented to the Project Team and representatives of the ministries (MoRD, MoE). Feedback and recommendations were then incorporated into the final agenda. In several cases, the Project Team agreed on collaboration on particular presentations and/or promotion of the trainings across the different deliverables.

Feedback workshop and T-T participants

Another key source of feedback on the training needs and expectations was gathered from the participants in the first workshops (organised in April 2023 in the Karlovy Vary and Ústí Regions) and the T-T (organised during May-June 2023 in both regions) The needs expressed and collected through the feedback forms were integrated during the online T-T organised from June to September 2023 and the thematic workshops held in September 2023 (see WS 6 to WS 9, T-T 10 to T-T 11).

Graph 2 : Feedback from workshop and T-T participants during April-June 2023 related to required training topics



2.1.1 Direct trainings (workshops)

Table 1 provides an overview of the 10 trainings sessions. To ensure the relevance of the direct training for the target groups, the curricula and schedule of each workshop were established based on an extensive alignment and coordination process with all key stakeholders, as described above.

Table 1: Overview of workshops schedule

Training Sessions	Group A: Municipalities, NGOs related to the public sector	Group B: SMEs, NGOs related to the private sector	Focus
WS 1 & 2	24 April 2023 (Karlovy Vary Region)	25 April 2023 (Karlovy Vary Region)	Direct training session on the topic of PJT, Project Management and Financing (PMF)
WS 3 & 4	26 April 2023 (Ústí Region)	27 April 2023 (Ústí Region)	
WS 5	21 June 2023 (Karlovy Vary Region)		Direct training on project financing and Financial Instruments implemented in cooperation with train-of-trainer candidate
WS 6	12 September 2023 (Karlovy Vary & Ústí Regions)		Direct training on EU Programmes and International Financial Support
WS 7	19 September 2023 (Karlovy Vary & Ústí Regions)		Direct training on Culture and Creative Industries Sustainable Tourism, Entrepreneurship and Talent Attraction
WS 8	20 September 2023 (Karlovy Vary Region)		Direct training on Project Design n the field of Environment and Climate
WS 9	21 September 2023 (Ústí Region)		Direct training on Project Design n the field of Environment and Climate
WS 10	6 December 2023 (Ústí Region plus extended to Karlovy Vary, & Moravian-Silesian Regions)		Final workshop for evaluators implemented in cooperation with train-of- trainer candidate

The first direct training sessions, four workshops on Programme Just Transition and Project Design & Management (WS 1 – WS 4), were organised separately for the two groups of potential applicants from the private and public sectors. The workshops focused on the topics outlined in the Inception Report, which were subsequently confirmed after the conclusions of Task 2.

Each workshop included an interactive **discussion and Q&A** session, either at the end of each training or during the presentation, as requested by participants.

The PJT presentations were amended to include an overview of the planned calls and **supporting documents** to the programme, such as the guidelines for applicants, including annexes. The topic was presented by a senior project manager from the PJT team.

The project management topics were enhanced with several **case studies** (i.e., real project examples that provided support for the discussed topics; the cases were selected based on their relevance to the public/private group, covering investment and non-investment types of projects). The topics were presented by experienced senior project managers.

The second round of direct trainings, six workshops on various topics (WS 5 – WS 10), were organised **based on demand**, considering feedback from WS 1 – WS 4 and regional representatives. The content of the second round of trainings was adapted to the most requested thematic topics and were delivered by senior experts specialised in the respective areas of training:

- Financial instruments
- EU Programmes
- Culture & Creative Industries
- Business Support & Talent management

- Environment & Climate
- Project Evaluation

The events also reflected the requirement from regional representatives **to combine the workshops with other trainings whenever feasible**, given the large number of events occurring simultaneously with other technical assistance (TA) projects and local organisers. Cooperation and communication were established with representatives from other TA projects (e.g., PricewaterhouseCoopers), as well as internally with Project Team members responsible for Tasks 2 and 5, particularly for the implementation of WS 1, WS 3, WS 5, WS 8-9.

2.1.2 Training of Trainers (T-T)

Table 2 provides an overview of the 12 train-the-trainers events. To ensure the relevance of the training sessions for the target groups, the curricula and schedule of each training session was established based on an extensive alignment and coordination with key stakeholders, as described above.

The T-T sessions originally focused on two target groups: **less experienced trainers (Group A)** and **advanced trainers (Group B)**, e.g., LAGs, business support organisations, regional authorities and agencies, large municipalities. However, the initial evidence from early workshops indicated that distinguishing between less experienced and advanced trainers is not always straightforward and is often influenced by individual expertise or the activities of regional stakeholders. Therefore, the second set of T-T events (T-T 9 – T-T 13) targeted both groups simultaneously.

Table 2: Overview of training-of-trainers schedule

Training Sessions	Group A - Ústí: LAGs & umbrella organisations for local municipalities, relevant regional institutions	Group A - KVK: LAGs & umbrella organisations for local municipalities, relevant regional institutions	Group B: Organisations already experienced in delivering advisory support	Focus
T-T 1		18 April – 3 May 2023	18 April – 3 May 2023	Substituted by 4 individual coaching sessions about training methodology
T-T 2	26 April – 9 May 2023		26 April – 9 May 2023	Substituted by 4 individual coaching sessions about training methodology
T-T 3		22 May 2023 (private)		PJT, Project Management and Financing (PMF)
T-T 4		23 May 2023 (public)		PJT, PMF
T-T 5		24 May 2023 (public)		PJT, PMF
T-T 6	24 May 2023 (private)			PJT, PMF
T-T 7	25 May 2023 (public)			PJT, PMF
T-T 8	30 May 2023 (public)			PJT, PMF
T-T 9			8 June 2023 (online)	PJT incl. Strategic Projects and Project Financing
T-T 10		20 June 2023 (online)		Tips and tricks for online events, information, marketing
T-T 11		27 June 2023 (online)		PJT Application incl. ISKP21+ application system)
T-T 12 & T-T 13		6 November 2023 (online)		Train-of-trainers on follow-up queries from participants

The first set of train-the-trainers events (T-T 1 – T-T 8) were modified due to several reasons:

- First, the initial methodology trainings (T-T 1 and T-T 2) were substituted with individual coaching sessions with key regional representatives with the aim of designing customised trainings that aligned with the expectations of the selected participant groups and distributing the training sessions beyond the regional capital.

- Second, while organising the training sessions, **the existing relationship and cooperation** between the MoE, regional authorities and the regional branches of CzechInvest agency, and eventually other partners (KARP, ICUK) were respected. Numerous groups of representatives have already been trained, in particular by MoE. The aim of the T-T was therefore adapted to provide participants with complementary information/tools and to enlarge the group of trainers. The sessions were **not restricted to trainers** but were also open to public/private regional representatives aiming to prepare a just transition project and who could not attend the workshop in April.
- Third, the **delayed implementation** of regional vouchers partially affected the trainings related to this topic. Nevertheless, participants were given up-to-date information (also refer to Chapter 4).

The two initial online methodology trainings (T-T 1 and T-T 2) were substituted with eight individual coaching sessions with regional representatives to facilitate a customised methodological approach to future training sessions. The individual sessions helped to determine the structure and content of the following sessions: T-T 3 to T-T 5 for the Karlovy-Vary Region and T-T 6 to T-T 8 for the Ústí Region.

Six T-T sessions (T-T 3 to T-T 8) covered the same thematic areas as the first four workshops (i.e., PJT, Project Management and Financing; see WS 1 to WS 4), with a special emphasis on the sector of the participating target group and agreed-upon needs identified during the individual meetings at the start of each training. As part of the training, participants engaged in either group or individual work focused on short assignments, as well as interactive discussion or Q&A sessions at the end of the training sections (e.g., PJT user guidelines and application in case of the PJT section; risk analysis, Gantt, Canvas or other specific themes in case of the Project design and management section). Three T-T sessions were held in each target region: Karlovy Vary Region (T-T 3 to T-T 5) and Ústí Region (T-T 6 to T-T 8). Importantly, the sessions were held **outside of the regional capitals** to disseminate the trainings more broadly.

One T-T session (T-T 9) was originally planned as an onsite event in Prague in cooperation with MoRD. Based on demand from the addressed participants, the format was modified to an online format and focused on Just Transition topics, namely Strategic Projects design and Financial Instruments for the advanced group. The training was complemented with presentations related to D2 and D5 (see agenda).

Note: Based on the demand from the Ústí Region, T-T 9 also replaced the regional workshop with similar topics for Ústí Region representatives planned in June 2023. As an alternative, a workshop for evaluators in the Ústí Region was delivered (see WS 10).

Based on demand, two T-T sessions (T-T 10 and T-T 11) considered the expectations and feedback of participants from previous workshops and T-T sessions, as well as discussions with regional representatives. The trainings were delivered by senior experts in their respective areas:

- PJT application process and system
- Online events, information and marketing
- Tips for effective online communication

The final T-T sessions (T-T 12 and T-T 13) were combined for Groups A and B. Gathering follow-up queries from participants, these sessions were organised in an online format and were complemented with an overview of all training materials, open discussion with project partners (including both ministries), and the prepared project activities related to project Tasks 2, 5 and 6.

Participation of trained trainers in workshops: two trained trainers were invited to deliver a hands-on training session on related topics during WS 5 and WS 10. One trained trainer from the Karlovy Vary region presented the topic of financial instruments (WS 5) while one trained trainer from the Ústí Region presented the topic of SME evaluation within entrepreneurial vouchers (WS 10).

2.2 Implementation of Trainings

2.2.1 Direct trainings (workshops)

A total of 10 direct training sessions were conducted between April and December 2023 in the Karlovy Vary and Ústí Regions. These sessions brought together 221 participants from both the public and private sectors (see Annex 1a).

The preparation and organisation of all workshops included the following activities:

- Analysis of the needs and curriculum. Several meetings preceded agreement on the final agenda.
- Identification of relevant regional stakeholders and key partners for cooperation in the events (see the section on “Partners” in Annex 1a).
- Regular communication and updates to all partners.
- Identification and reservation of premises (preferably in partner organisations, where available).
- Provision of catering services and other practical aspects ensured during each event (technical equipment, supporting materials, attendance lists etc.)
- Coordination of speakers before and during the workshops (presentation scale and contents based on curriculum, Q&A during or after the presentations).
- Communication with registered participants such as confirmation of registration, event reminder, change of dates, processing of individual requests.
- Dissemination of presentations, including accompanying materials after each session, through direct mailing to registered participants and on the web: <https://beepartner.cz/just-transition>).
- Monitoring of satisfaction and training needs through an online questionnaire disseminated and evaluated after each event.

Four workshops on Programme Just Transition and Project Design & Management (WS 1 – WS 4) were organised during April 2023 in the Karlovy Vary and Ústí Regions: one workshop for public representatives and one workshop for private representatives in each region (details provided in Annex 1a). The workshops were organised in cooperation with the Regional Authorities in the regional capital cities (Ústí and Labem and Karlovy Vary). Regional business supporting organisations (i.e. KARP – Business Development Agency of Karlovy Vary Region and ICUK – Innovation Centre of Ústí Region), were involved in the organisation of the workshops focused on private groups. The leading representatives from the above-mentioned institutions provided an introduction to the events, reflecting the just transition process from their perspective. **A total of 92 participants** took part in all four workshops: 38 participants in the Karlovy Vary Region and 54 participants in the Ústí Region.

In total, there number **registered participants**. The number of registered participants is relevant to reflect upon the dissemination impact and provide the basis for relevant organisation costs, such as refreshment and the capacity of premises, which were calculated according to registered participants.

In response to requests from regional authorities to streamline the TA events that were occurring simultaneously, the agenda for the public group was supplemented with presentations from PricewaterhouseCoopers related to the 2nd and 3rd Pillar of the Just Transition Mechanism.

One workshop with T-T participants (WS 5) took place on 21 June 2023 in the Karlovy Vary Region (combined with topics corresponding to project deliverables D2, D3 and D5). Based on demand from the Karlovy Vary Region, the event was focused on financial instruments for the private and public sectors. The initial presentation was expanded and two trainer meetings were organised with the representatives of the Business Development Agency of Karlovy Vary Region (also cooperating with municipalities) that participated in trainings (T-T) in order to prepare a more detailed presentation on the topic of financial instruments. A representative from the National Development Bank responsible for financial instruments (including Just Transition tools) was invited to participate in the internal training to answer questions and provide additional information. A total of 14 participants from the public and private sectors attended the workshop.

A workshop in a similar format (i.e., with a trained trainer) was offered to the Ústí Region as well, to be held in Ústí and Labem in June 2023. The Ústí Region representatives opted to participate in T-T 9 for the advanced group instead and subsequently requested a different workshop topic for a later date in 2023. Based on demand in the Ústí Region, **a specific workshop for evaluators of PJT** was organised in Ústí nad Labem. For more information, see WS 10 below.

Four thematic workshops (WS 6 – WS 9), in line with the feedback collected from preceding events and adapted to the most requested thematic topics, were organised during September 2023 in the Karlovy Vary and Ústí Regions, for both public and private sector representatives. **A total of 92 participants** took part in all four workshops, while 105 participants expressed interest by registering.

- One workshop on EU Programmes and International Financial Support (WS 6) was delivered in an online format on **12 September 2023**. A total of 58 participants (out of 58 registered) attended the event, which included extensive presentations on a variety of topics and included a demonstration of the application system and its contents.
- One workshop on Inspiration to Transformation projects – Support to Culture and Creative Industries, Sustainable Tourism, Entrepreneurship and Talent Attraction (WS 7) was delivered in Karlovy Vary on **19 September 2023**. A total of 15 participants (out of 22 registered) attended the event, which included examples of good practices (prepared within Task 5) related to the topic NGO involvement and participation topics.
- Two workshops on Project Design in the Field of Environment and Climate (WS 8 – WS 9) were delivered in Karlovy Vary on **20 September 2023** and in Ústí nad Labem on **21 September 2023**. A total of 12 participants (out of 13 registered) participated in Karlovy Vary while 10 participants (out of 12 registered) attended the session in the Ústí nad Labem. Both workshops included examples of good practices (prepared within Task 5) related to the topic of Environment and Climate.

One final workshop for evaluators (WS 10) was held on 6 December 2023 in Ústí nad Labem. Based on the demand from Ústí Region representatives, the workshop aimed to strengthen the evaluation capacity within the PJT. A total of 20 participants from the public sectors in Karlovy Vary and Ústí Regions attended the workshop. Representatives from the Moravian-Silesian Region who expressed interest in the workshop were also provided with the workshop materials.

Following each event, registered participants received the presentation and annexes, regardless of their participation status. The presentations were also made available on the BeePartner website under the project section: <https://beepartner.cz/just-transition/>.

2.2.2 Training of Trainers (T-T)

A total of 10 “train the trainers” sessions and several individual coaching sessions were conducted between April and November 2023 in the Karlovy Vary and Ústí Regions. A total of 457 participants from both Group A and Group B (see Annex 1b) attended these sessions.

The preparation and organisation of all T-T sessions included the following activities:

- The design of T-T agendas based on the T-T curriculum and agreement with local partners.
- Promotion of the sessions and dissemination of the invitations: the invitations were sent via the confirmed local/regional partners of each session and accompanied with the regional dissemination of the Ministry of Regional Development.
- Identification and reservation of premises (preferably in partner organisations, where available). Provision of catering services and other practical aspects ensured during each event (technical equipment, materials presence lists etc.).
- Regular communication with national, regional and local partners (registration update, supporting materials, other events organised in the region etc.).
- Coordination of speakers before and during the training sessions – presentations and content based on curriculum, Q&A during or after the presentations (the preferred format was agreed upon with participants).
- Communication with registered participants (confirmation of registration, event reminder, change of dates, individual requests).
- Dissemination of presentations including annexes and practical examples/templates after each session. The presentations were also made available online: <https://beepartner.cz/just-transition>
- Monitoring of satisfaction and training needs was captured by an online questionnaire.

With respect to the planning and implementation of T-T 3 – T-T 8 in particular, the following remarks are relevant:

- The curricula and presentation timings were adapted to the participant requirements. The planned agenda (equal attention devoted to PJT, project design and management and project financing) was changed in most of the trainings **to favour of the PJT and its opportunities, which is also a key topic to be transferred within both regions** by the trainers. These parts of the trainings

were prolonged to answer all questions and to explain required details. Additional documents were also provided to the participants based on demand (e.g., useful links and references to recent PJT webinars).

- The topic of European financing was appreciated, but needed more details given the limited experience with other instruments in both regions. A complementary workshop was prepared based on demand in September 2023.
- A significant number of registered participants (more than 20%) did not attend the sessions, affecting the event planning (including catering). By contrast, demand for one of the events in Ústí surpassed the room's capacity and some participants were subsequently redirected to other regional trainings (in Chomutov or Most). Many participants cited that the sessions were too long (whole day format) or that other events were organised in the region during the same time period. We recommend adapting the following workshops and training sessions into a **half-day format or online version** (also see Chapter 4).
- Participants often also criticised the **lack of information** related to the PJT from the MoE or Regional Authorities. Some disseminated information was **misunderstood by specific target groups** (e.g., LAGs related the programme to large strategic projects that did not correspond to their scale of work). These remarks were discussed during subsequent internal meetings.

The initial two online methodology trainings (T-T 1 and T-T 2) were substituted with eight individual coaching sessions with leading representatives from the regional institutions outlined below. The regional representatives discussed the selection of topics and helped promote the sessions. Furthermore, they introduced the events, reflecting upon the just transition process from their perspective and providing their expectations and needs. Where possible, the trainings were organised on their premises.

Six "Training of Trainers" session (T-T 3 to T-T 8) were organised during May 2023 in the Karlovy Vary and Ústí Regions, for both target groups. **A total of 88 participants** (out of 117 registered) took part in all six workshops, with 41 participants in the Karlovy Vary Region and 47 participants in the Ústí Region.

To reach stakeholders outside of the regional capitals, three trainings were organised in towns of the Karlovy Vary Region (Cheb, Sokolov, Ostrov) and two trainings were organised outside the capital of the Ústí Region (Chomutov, Most). One training was organised in Ústí nad Labem due to the availability of participants, which replaced a training originally planned in Varnsdorf.

Following each event, registered participants received the presentation and annexes, regardless of their participation status.

One "Training of Trainers (T-T 9) for the advanced group was held on 8 June 2023. The event, initially planned in Prague, was finally organised online based on prior agreement with MoRD. Due to the online format, the event focused on financial instruments and was **combined with the workshop for Ústí Region** with public and private sectors representatives planned in June alongside topics corresponding to other project deliverables, namely D2 and D5. The event was attended by **67 participants** from the public and private sectors in the Ústí, Karlovy Vary and Moravian-Silesian Regions. The National Development Bank (NRB) and European Economic and Social Committee (EESC) representatives also collaborated on the event content.

Two "Training of Trainers" (T-T 10 and T-T 11) were organised online in June 2023 based on feedback from participants in preceding project events. **A total of 168 participants** took part in the two training sessions (out of 202 registered). Both online events were also recorded and the link was distributed to all interested regional stakeholders.

- **One "Training of Trainers" (T-T 10)** for representatives of both basic and advanced groups from the public and private sectors was organised on **20 June 2023**. A total of 39 participants (out of 41 registered) attended the event. Following the event, participants were also provided with additional links, supporting materials and a video recording of the training.
- **One "Training of Trainers" (T-T 11)** for representatives of both basic and advanced groups from the public and private sectors from the Ústí, Karlovy Vary and Moravian-Silesian Regions was organised on **27 June 2023**. A total of 129 participants (out of 161 registered) attended the event. Following the event, participants were also provided with additional links, supporting materials and a video recording of the training.

One final feedback “Training of Trainers” (T-T 12 and T-T 13) for both groups took place on 6 November 2023. The session was organised online for participants from the Ústí, Karlovy Vary and Moravian-Silesian Regions. Participants from all events organised under Task 4 were invited to attend the event. The feedback session was modified to include an opportunity for all participants to convene and engage in discussions related to the topic of the Just Transition, with support from the Project Team representatives across all activities. A total of 119 participants (out of 160 registered) attended the event.

3. ASSESSMENT OF TRAINING OUTCOMES

3.1 Collecting Feedback from Training Participants

3.1.1 Direct trainings (workshops)

Following each workshop, an online satisfaction form and supporting materials from the event were distributed to participants, who were invited to provide feedback (see Table 3 for the questionnaire).

Table 3 : Structure of the online feedback form for workshop participants

Q1: Have you received new information during the workshop?
a. Definitely yes
b. Rather yes
c. Rather no
d. Definitely no
e. Not sure
Q2: Will you apply the new information in your work?
a. Definitely yes
b. Rather yes
c. Rather no
d. Definitely no
e. Not sure
Q3: Was the organisation of the event (premises, refreshment, materials etc.) satisfactory?
a. Definitely yes
b. Rather yes
c. Rather no
d. Definitely no
e. Not sure
Q4: Which presentation was the most interesting?
<i>Choice of relevant presentations from the workshop</i>
Q5: Which topic would you appreciate in the next workshop(s)?
<i>Choice of relevant training topics for future events</i>
<i>Note: The selection of topics was updated to reflect the preferences of participants. This question was included after the workshops and trainings organised from April to June 2023. Chapter 2 outlines the adjustments to the training topics in response to the specific feedback.</i>
Q6: Any further comments and/or recommendations?
<i>Open question to express any individual comments/recommendations</i>

The average rate of completed forms for the workshops and T-T events was approximately 10%. Due to the rather low response rate and high number of workshops, the feedback results are categorised based on the types of trainings and the period of the events.

3.1.2 Training of Trainers (T-T)

Following each T-T session, an online feedback form (see Table 4) was distributed to every participant along with supporting materials from the event.

Table 4 : Structure of the online feedback form for “Training of Trainers” participants

Q1: Have you received new information during the workshop?
a. Definitely yes
b. Rather yes
c. Rather no
d. Definitely no
e. Not sure
Q2: Will you apply the new information in your work?
a. Definitely yes
b. Rather yes
c. Rather no
d. Definitely no
e. Not sure
Q3: Was the organisation of the event (premises, refreshment, materials etc.) satisfactory?
a. Definitely yes
b. Rather yes
c. Rather no
d. Definitely no
e. Not sure
Q4: Will you transfer the received information further? (to your partners, colleagues etc.)
a. Definitely yes
b. Rather yes
c. Rather no
d. Definitely no
e. Not sure
Q5: Which presentation was the most interesting?
<i>Choice of relevant presentations from the workshop</i>
Q6: Which topic would you appreciate in the next workshop(s)? and trainings of trainers?
<i>Choice of relevant training topics for future events</i>
<i>Note: The selection of topics was updated to reflect the expressed preferences of the participants.</i>
Q7: Any further comments and/or recommendations?
<i>Open question to express any individual comments/recommendations</i>

The key difference between the questionnaires for workshop and T-T participants relates to Question 4 of the T-T questionnaire, which asks about the transfer of information received. In general, T-T participants should disseminate the information to other organisations or their colleagues through additional trainings and/or consultations. Although workshop participants could transfer information obtained in the sessions, this was not the main objective of the direct trainings (workshops).

Other differences relate to questions regarding the most appreciated presentations and required topics. The collected feedback was grouped to reflect similar topics and target groups. Thus, the following section presents the feedback by training type and questionnaire.

3.2 Feedback from Training Participants

3.2.1 Direct trainings (Workshops)

Of the 92 participants from the **four workshops on Programme Just Transition and Project Design & Management (WS 1 – WS 4)**, 16 participants provided feedback. Participants confirmed that they received new information during the workshops (94%) and they will apply the received information in their work (87%). 100% participants were “definitely satisfied” (56%) or “rather satisfied” (44%) with the organisational aspects of the events (materials, premises, refreshment etc.). The most appreciated presentations were “Key factors of a successful project” and “Financing and implementation of a successful project.” The most requested topics for future trainings included: “EU Programmes Financing (LIFE, Innovation Fund, etc.),” “Business Support in Just Transition Regions” and “Information Marketing with tips for organisation of events.”

Of the 99 participants from the **five thematic workshops (WS 5 – WS 9)**, **16 participants** provided feedback. No feedback was received following WS 9. Most participants from WS 5 – WS 9 confirmed that they received new information during the workshops (88%) and they will apply the received information in their work (75%). 94% of respondents were “definitely satisfied” or “rather satisfied” with the organisational aspects of the events (materials, premises, refreshment etc.). All participants in WS 5 (with a T-T beneficiary as speaker) confirmed that they will transfer information to their partners or colleagues. (*Note: this question was typically part of T-T sessions and was only asked after WS 5*).

The most appreciated presentations were “EU Programmes” and “Demonstration of Tender & Opportunities application system.” The most requested topics for future trainings included: “Programme Just Transition application guidelines and system,” “EU Programmes Financing,” and “Information Marketing with tips for organisation of events.” (*Note: this question was only asked after WS 5 and WS 6, as there were no more workshops planned beyond WS 7 – WS 9, with the exception of WS 10, for which the topic had already been confirmed in June 2023.*)

Of the 20 participants in the **final workshop for evaluators (WS 10)**, 3 participants provided feedback. Most respondents confirmed they received new information during the workshop (67%) and that they will apply the information in their work (100%). 100% of participants were “definitely satisfied” (67%) or “rather satisfied” (33%) with the organisational aspects of the event (materials, premises, refreshment etc.). The most appreciated presentations were “Evaluation of projects for the private sector - business vouchers” and “Evaluation of projects for the public sector - project preparation.”

3.2.2 Training of Trainers (T-T)

The initial two online methodology trainings (T-T 1 and T-T 2) were substituted with individual meetings at the regional level. The outcomes of these meetings were incorporated into the planning of the training sessions T-T 3 to T-T 8 (refer to Chapter 2 regarding the adaptations).

Of the 88 participants in the **six “Training of Trainers” session (T-T 3 to T-T 8)**, **13 participants** provided feedback. Most respondents confirmed they received new information during the trainings (92%) and that they will transfer the received information to other regional stakeholders (100%). Only half of the respondents indicated that they will apply the received information in their work (48%). The feedback regarding the presented topics suggests that participants are unlikely to seek support from the PTJ. (*Note: during these trainings, it was discovered that there was a significant misunderstanding concerning PJT availability – see also Chapter 4*).

Overall, 92% of respondents indicated that they were “definitely satisfied” or “rather satisfied” with the organisational aspects of the events (materials, premises, refreshment etc.). The most appreciated presentations were “PJT/Business vouchers,” “PJT Thematic calls” and “Technical assistance to Just Transition.” The most requested topics for future trainings included: “Culture and Creative Industry and Sustainable Tourism Support,” “Business Support in Just Transition Regions,” “Programme Just Transition application guidelines,” and “EU Programmes Financing (LIFE, Innovation Fund etc).”

Of the 235 participants in the **three “Training of Trainers” (T-T 9 to T-T 11)**, 19 participants provided feedback. Most respondents confirmed they received new information during the trainings (90%) and that they will transfer the received information to other regional stakeholders (90%). 95% of respondents indicated that they will apply the received information in practice. 95% of participants were “definitely satisfied” or “rather satisfied” with the organisational aspects of the events (materials, premises, refreshment etc.).

The most appreciated presentations were “Financial Instruments,” “Good Practice Examples,” and “Experience in Just Transition Strategic Projects Design.” During T-T 11, 100% of respondents were satisfied with the presentation on PJT application and 87% were satisfied with application system demonstration.

The most requested topics for future trainings included: “EU Programmes Financing (LIFE, Innovation Fund etc.),” “Culture and Creative Industry and Sustainable Tourism Support,” “Business Support in Just Transition Regions,” and “Programme Just Transition application guidelines.” (*Note: the last topic was highlighted during T-T 9 and presented during T-T 10*).

Of the 119 participants in the **final feedback “Training of Trainers” (T-T 12 and T-T 13)**, 15 participants provided feedback. 87% of respondents confirmed they received new information during the final training, while 66% also indicated that they received new information during the Task 4 trainings implemented during April – September 2023 (27% of respondents were not sure or did not take part in any preceding event). The final T-T session was also promoted on the MoE website, given

the PJT related topic, which enabled a wider participation. The invitation was sent to the participants from all Task 4 events.

67% of respondents will apply the received information in practice and 93% will transfer the acquired information to other regional stakeholders. The most appreciated presentations were: "PJT updates," "Planned project activities," and "Overview of implemented trainings, including supporting materials." 100% of respondents would appreciate a similar discussion with the ministries in the future.

4. CONCLUSIONS AND RECOMMENDATIONS FOR FUTURE TRAININGS

In this chapter, we draw upon the insights gathered throughout the implementation of the training activities to provide an overview of the main findings and outline actionable recommendations for future trainings.

Number of trainings, online format and methodology

Several trainings involved in-person attendance. The organisation of 20 training events over a six-month period (including two months of summer) across two regions was deemed excessive when also considering that other TA projects were simultaneously conducted (same regions and timeframe). In response to the specific needs expressed by regional stakeholders, some of the trainings were conducted in an online format and/or integrated with other TA events (refer to Chapter 2). **The high level of engagement in online events and the focus on the requested topics demonstrated the benefits of doing a thorough needs analysis with participant input; it also indicated that online events should be the recommended format for future events.**

Public and private groups together, onsite trainings

However, while the online format allows for broader participation, it should not completely replace in-person trainings. The in-person format allows for more information and detailed communication between participants and speakers, as well as facilitating dialogue among participants themselves. In addition, it enables informal meetings between representatives from the public and private sectors, which are necessary to achieve quality and long-term impact projects within the just transition areas. **In the future, it is recommended to organise a third or a quarter of the trainings in-person, with the remaining two-thirds or three-quarters conducted online.**

Additionally, several attendees of the all-day trainings expressed regret for having to leave the event early due to other professional obligations. **Thus, it is advisable to opt for half-day trainings whenever feasible.**

PJT implementation

The delayed implementation of the PJT affected the implementation of trainings and resulted in the need to adjust part of the intended agenda. As previously indicated, some of the disseminated information was misunderstood by specific target groups (e.g., LAGs identified the programme with large strategic projects that do not correspond to their scale of work) and many participants of the T-T sessions often criticised the lack of information related to PJT during the first part of the training period. These remarks were discussed during internal meetings with the ministries and regional authorities. The following proposals were approved following deliberations:

- The Ministry of Environment has increased the promotion of the existing newsletter featuring updates on PJT activities (the newsletter has been promoted, including during Task 4 trainings):
[Nastavení newsletteru – Operační program Spravedlivá transformace \(opst.cz\)](#)
- Enhanced promotional efforts have also been directed towards the website that hosts video recordings related to PJT (the channel has been promoted, including during Task 4 trainings):
[Operační program Spravedlivá transformace - YouTube](#)
- An additional webinar covering specific aspects of the PJT (application process, terms of reference, application system, annexes) was agreed upon and organised on 27 June 2023 (see T-T 11). A post-event video recording of the webinar has also been promoted:
<https://www.youtube.com/watch?v=FnHNZfv8ww0>
<https://beepartner.cz/just-transition/>
- The Ministry of Environment created a leaflet to provide clarifications on the target groups and offer examples of supporting activities. The purpose of the leaflet is to enhance transparency in understanding the unique structure of the PJT, particularly in relation to strategic projects and umbrella projects. The structure of the programme, with a focus on particular target groups, was also explained during the trainings.

- The lack of information on financial instruments was reflected in the preparation of further workshops organised by BeePartner, including intensive T-T sessions in Karlovy Vary (see T-T 9 and WS 5).
- The workshop for evaluators was postponed until December 2023 in order to provide updated information.
- The representatives of MoE and MoRD agreed to participate in additional training sessions and addressed numerous inquiries during the events.

Informal meetings with ministries

The opportunity to discuss items with representatives of MoE and MoRD was added to the final “Training of Trainers” (see T-T 12 and T-T 13) to enhance the attractiveness of the training and to disseminate the latest updates from both ministries during the Task 4 trainings.

Similar to T-T 11, representatives of the ministries answered all relevant questions, which was positively evaluated by the participants. 100% of participants who provided feedback after the event **appreciated this opportunity** and **expressed their interest to take part in similar informal discussions in future. Thus, one of the recommendations for future events is to organise similar informal discussions with the ministries.**

Remaining or repeated topics to be covered

While most of the required training topics were addressed during the Task events, several topics were requested for future trainings organised within the framework of additional TA projects:

- Re-skilling in just transition regions;
- Craft incubators;
- Financial instruments (repeated topic for diverse public and private groups);
- Workshop for evaluators (repeated topic of PJT umbrella project evaluation with MoE representative(s). The workshop was pre-confirmed by MoE); and,
- Informal meetings of evaluators from all three Czech coal regions (proposal from Ústí Region to share the experience and recommended procedures among the regions. Moderated by an external representative familiar with the topic).

Feedback from events

Overall, the feedback from the events was predominantly positive, albeit with the relatively low response rate of 10%. One possible solution is to require participants to complete a questionnaire prior to departing the training facility, but this approach may be viewed unfavourably by some participants. However, good practice suggests that there should be a follow-up on the evaluation and an active promotion of the goal of the evaluation at the end of the workshop/training session rather than introducing a time lag between the event and the evaluation. This would help to ensure a higher response rate of feedback forms.

5. ANNEXES

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Annex 1a: Overview of implemented workshops

Annex 1b: Overview of implemented “Train the trainer” sessions

Annex 2: Response options in relation to training topics

ANNEX 1A: OVERVIEW OF IMPLEMENTED WORKSHOPS

Overview of implemented workshops

Training Sessions	Date	Location	Target group	Topic	Partners	Registered	Participants	Speakers
WS 1	24.04.2023	Karlovy Vary	Public KVR	Operation Program Just Transition (PJT); Project Management & Financing (PMF)	Karlovy Vary Region, PwC, MoRD, MoE	28	22	5
WS 2	25.04.2023	Karlovy Vary	Private KVR	Operation Program Just Transition (PJT); Project Management & Financing (PMF)	Karlovy Vary Region and KARP/Enterprise support agency, MoRD, MoE	22	16	5
WS 3	26.04.2023	Ústí n. L.	Public ÚR	Operation Program Just Transition (PJT); Project Management & Financing (PMF)	Ústí Region, PwC, MoRD, MoE	43	30	8
WS 4	27.04.2023	Ústí n. L.	Private ÚR	Operation Program Just Transition (PJT); Project Management & Financing (PMF)	Ústí Region, ICUK/Innovation Centre of Ústí Region, MoRD, MoE	40	24	6
WS 5	21.06.2023	Karlovy Vary	Public + private KVR	Project Financing (PF) and Financial Instruments (Trained trainer involved) ; D2/Analysis outcomes, D5/Good practices selection+ D3 discussion	Trained T-T trainer from KARP (trained in cooperation with National Development Bank, State Environment Fund, Karlovy Vary Region)	14	14	4+1
WS 6	12.09.2023	Online	Private+Public KVR+ÚR	EU Programmes and International Financial Support	Several contact places of EU programmes, i.e. Government Office, MoRD, House of International Cooperation,	58	58	7

Training Sessions	Date	Location	Target group	Topic	Partners	Registered	Participants	Speakers
					Czech-German Future Fund			
WS 7	19.09.2023	Karlovy Vary	Private+Public KVR+ÚR	Inspiration to Transformation Projects – Support to Culture and Creative Industries, Sustainable Tourism, Entrepreneurship and Talent Attraction	Karlovy Vary Region (promoted also in Ústí Region)	22	15	4
WS 8	20.09.2023	Karlovy Vary	Private+Public KVR	Project Design in the Field of Environment and Climate	Karlovy Vary Region	13	12	7
WS 9	21.09.2023	Ústí n. L	Private+Public ÚR	Project Design in the Field of Environment and Climate	UJEP university	12	10	6
WS 10	06.12.2023	Ústí n. L	Public KVR+ÚR+MSR	Workshop for Evaluators	Ústí Region	19	20	4

ANNEX 1B: OVERVIEW OF IMPLEMENTED “TRAIN THE TRAINER” SESSIONS

Overview of implemented Training of Trainers

Training Sessions	Date	Location	Target group	Topic	Partners	Registered	Participants	Speakers
T-T 1	18.04. – 03.05.2023	Substituted with 4 individual meetings	Group A+B KVR	Methodology introduction - replaced by individual meetings with regional representatives of public and private sectors: Methodology and tailor-made design of T-T 3 to T-T 5 sessions	Union of Regional LAGs, Regional Chamber of Commerce, Regional branch of CzechInvest in Karlovy Vary Region, Municipality of Sokolov, Municipality of Ostrov	-	8	X
T-T 2	26.04. – 09.05.2023	Substituted with 4 individual meetings	Group A+B ÚR	Methodology introduction/replaced by individual meetings with regional representatives of public and private sectors: Methodology and tailor-made design of T-T 6 to T-T 8 sessions	Local Chamber of Commerce, Regional branch of CzechInvest in Ústí Region, Union of Regional LAGs, Municipality of Most	-	7	x
T-T 3	22.05.2023	Cheb	Group A KVR, private	Operation Program Just Transition (PJT); Project Management & Financing (PMF)	Regional Chambers of Commerce, Regional CzechInvest	13	12	3
T-T 4	23.05.2023	Sokolov	Group A KVR, public	Operation Program Just Transition (PJT); Project Management & Financing (PMF)	Municipality of Sokolov	23	17	5
T-T 5	24.05.2023	Ostrov	Group A - KVR, public	Operation Program Just Transition (PJT); Project Management & Financing (PMF)	LAG Krusne Hory, Regional LAGs, Municipality of Ostrov	11	12	6
T-T 6	25.05.2023	Ústí n. L.	Group A UR, public	Operation Program Just Transition (PJT); Project Management & Financing (PMF)	Regional LAGs Regional Authority	37	20	5

Training Sessions	Date	Location	Target group	Topic	Partners	Registered	Participants	Speakers
T-T 7	24.05.2023	Chomutov	Group A – UR, private	Operation Program Just Transition (PJT); Project Management & Financing (PMF)	Local Chamber of Commerce	13	10	3
T-T 8	30.05.2023	Most	Group A – UR, public	Operation Program Just Transition (PJT); Project Management & Financing (PMF)	City of Most	20	17	3
T-T 9	08.06.2023	Online	Group B – advanced (KVR+UR+MSR)	Operation Program Just Transition (PJT), incl.Strategic Projects - advanced; Project Financing-advanced (PMF); D3/Analysis, D5/Good practices	MoRD, MoE, Ústí Region	56	67	11
T-T 10	20.06.2023	Online	Group A+B (KVR+UR)	Tips & Tricks for online Events, Information Marketing	n/a	41	39	4
T-T 11	27.06.2023	Online	Group A+B KVR+UR+MSR	OPJT Application (including ISKP21+ application system)	MoE	161	129	4
T-T 12 & T-T 13	06.11.2023	Online	Group A+B KVR+UR+MSR	follow-up from participants	MoRD, MoE	160	119	7

ANNEX 2: RESPONSE OPTIONS IN RELATION TO TRAINING TOPICS

Response options in relation to training topics as presented during the interviews

PJT area:

Program structure, challenge schedule, basic conditions
Implementation of the application process, mandatory annexes

Project preparation:

Content preparation of the project, project phases, roles and responsibilities of partners, key success factors
Financial preparation of the project, budget, schedule
Link to strategies, long-term impact, sustainability
Management and administration of projects in the implementation phase
Quality and risk assessment
Financial resources and instruments (national, transnational)

Thematic areas of project preparation:

Environment and climate, incl. energy sector
Education and reskilling
Business development
Culture, tourism

Specific technical areas:

Public procurement
Accounting, document registration, audit trail
"Do Not Significant Harm" condition (principle of investments in environmentally sustainable economic activities)