

23 September 2020 |

FGV Webinar – Regulation and Governance Models for Just Transition in Mining Sector

Governance for Just Transition **Insights from EU coal regions**

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The Wuppertal Institute

- Founded 1991
- Think tank dedicated to applied research and sustainability
- 250 staff members



Transition Research:
from problem assessment
to real world experiments

Overview

- The **EU Coal Regions in Transition Platform**
- Toolkit on **governance for coal regions in transition**: governance structures and stakeholder engagement processes
- **Discussion**: what could this mean for Minas Gerais?

EU Coal Regions in Transition Platform

The Secretariat supports coal regions through different activities:

01

Regular Platform Meetings:
Working Groups & Political Dialogue

02

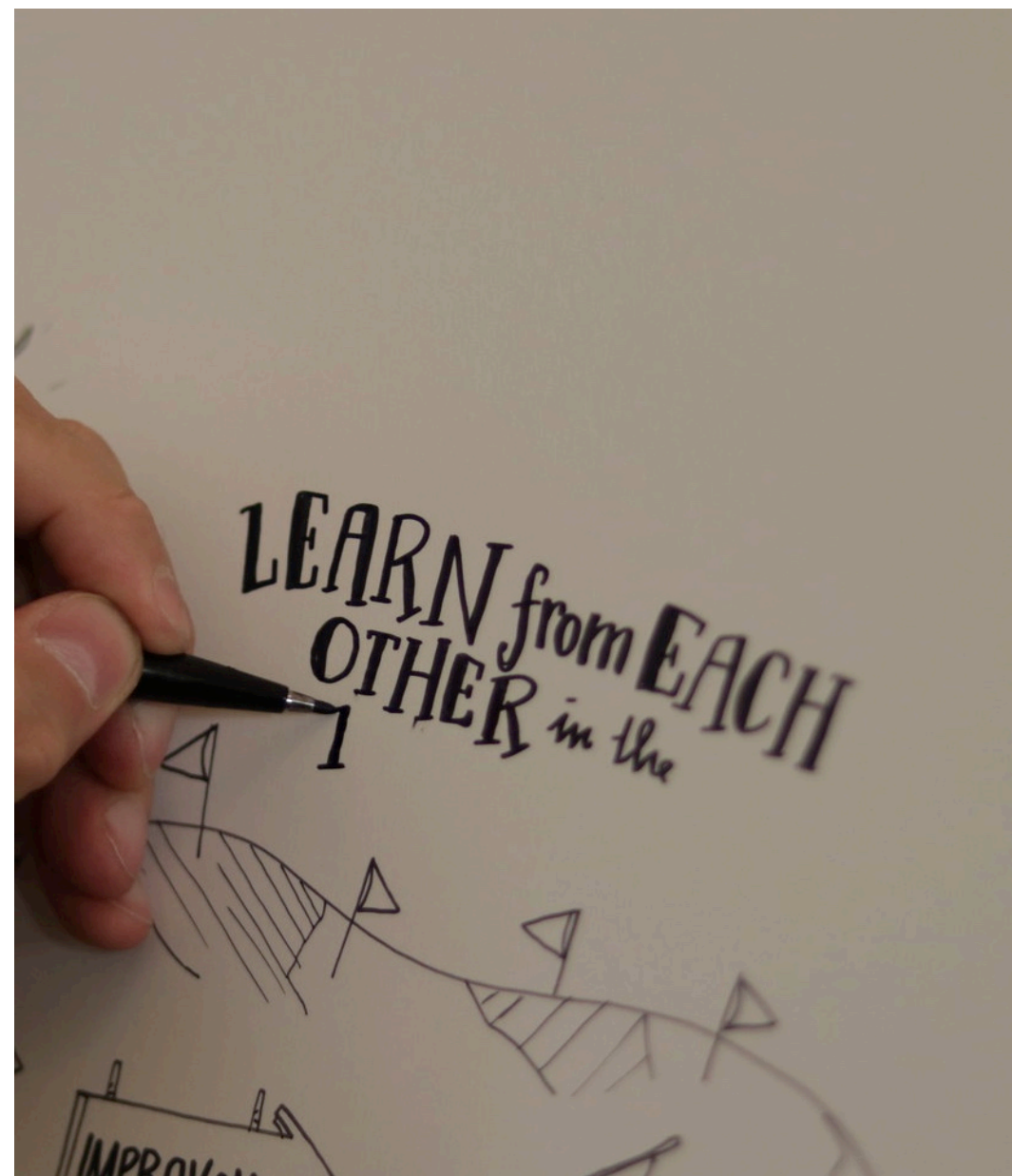
Development of transition-related **support materials and tools**

03

Delivering **Technical Assistance** support to regions in transition

04

Communication activities & contact point for members of the Platform



Support materials

Currently available:

via ec.europa.eu/coal-regions-in-transition

■ 10 good practice case studies

■ 4 toolkits

Transition strategies

Governance of transitions

Sustainable employment and welfare support

Environmental rehabilitation and repurposing





Toolkit

Governance of transitions

Design of governance structures
and stakeholder engagement processes
for coal regions in transition

AIMS AND SCOPE

This toolkit provides insights into three key questions for regions in transition.

- How to build effective **governance models**?
- How to design and implement **stakeholder engagement processes**?
- What role does **social dialogue** play in the governance of the transition?
- How to increase the role of **civil society** in the transition?

WHO IS THIS TOOLKIT FOR?

- Regional and local authorities.
- Governmental agencies responsible for regional development.
- Civil society organisations.



APPROACH

Governance of transitions

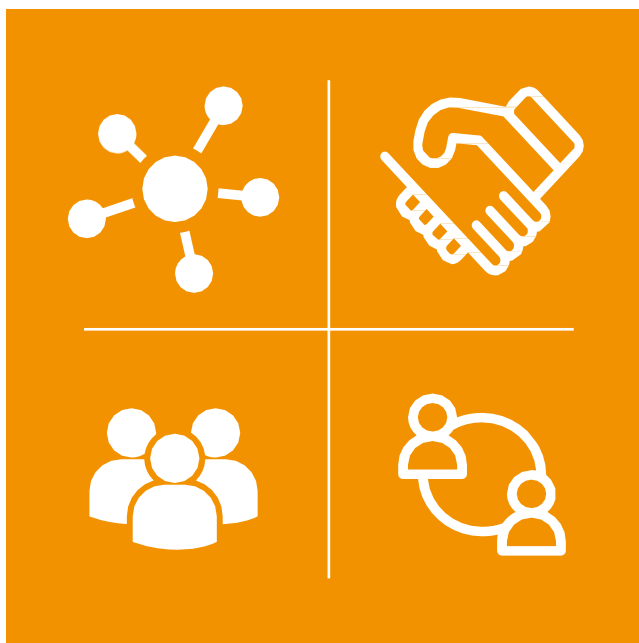
This toolkit focuses on four topics

GOVERNANCE MODEL

Key elements
Step-by-step guide
Multi-level and multi-actor governance

THE ROLE OF CIVIL SOCIETY

Guiding principles
Examples



STAKEHOLDER ENGAGEMENT AND PARTNERSHIPS

Informing vs. involving
Common barriers
Tools and guidance

THE ROLE OF SOCIAL DIALOGUE

Guiding principles
Examples



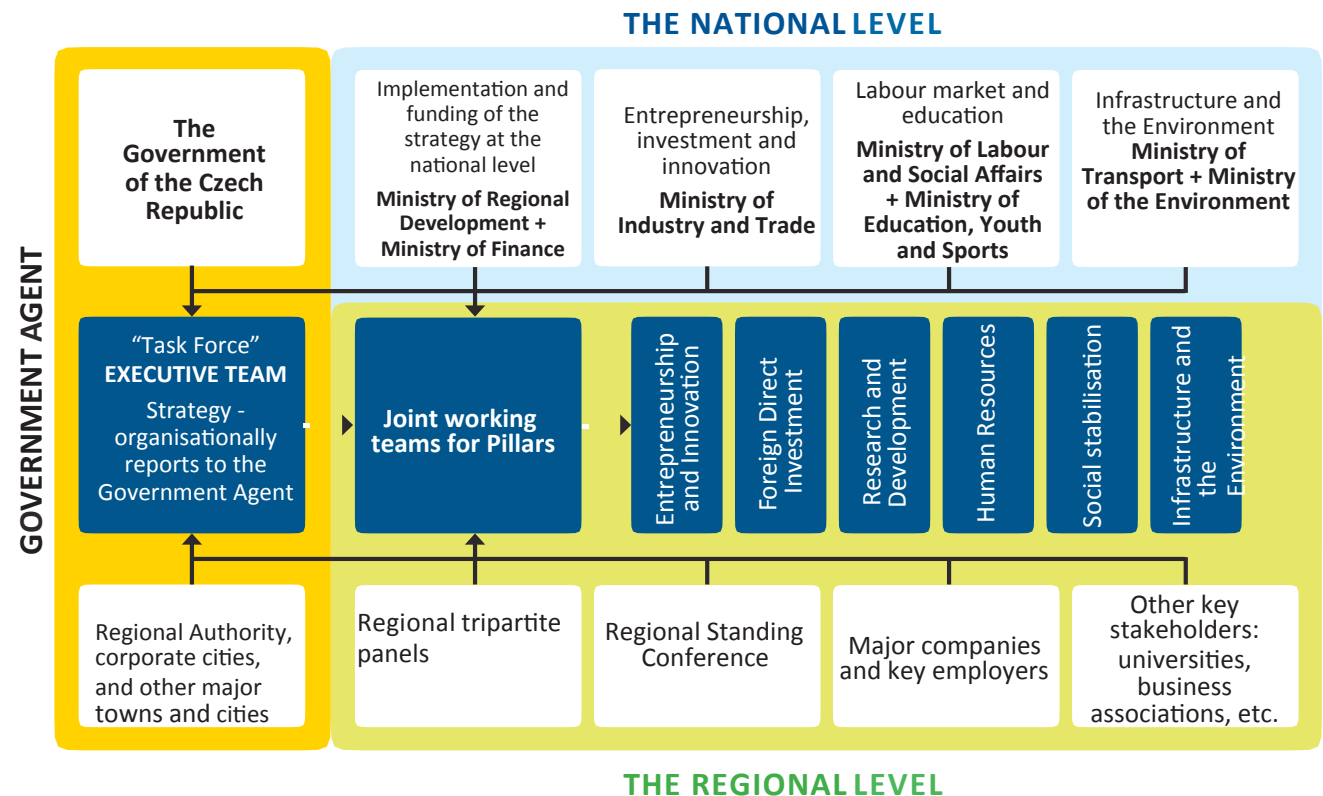
Governance model

A region's transition governance structure and stakeholder engagement approach need to be aligned with the goals and strategy of the region and vice versa.

Key elements of governance models in the context of coal regions

- Strong Leadership (institutional and non-institutional)
- Understanding power and influence
- Evolves with transition strategy

Case study: RE:START-Strategy, Czech Republic





Governance model

The governance model should be tailored to the needs of the region and evolve over time.

Step-by-step guide to building the right governance model

1. Understand the existing governance structures

Identify the key actors and their roles, accountability mechanisms and political power balances. Some governance mapping tools can be helpful.

2. Legitimise and make transparent

Governance models are more likely to be effective when actors and communities view them as legitimate, which requires having a representation of a broad range of stakeholders.

3. Assign responsibilities for key decisions and build partnerships

Leadership can benefit from assigning responsibilities to locally-engaged, intermediary agents, as illustrated by the case of the [Latrobe Valley Authority, Australia](#).

4. Identify levers of influence and windows of opportunity

Regional and local authorities have different levers available to them to influence decision-making. Similarly, there are moments when certain decisions will be more viable, as illustrated by the case of [Western Macedonia, Greece](#).

5. Reflect and adjust

The governance model can, and will likely need to evolve over time. The strategy should consider at what stage certain actors are going to be involved in decision-making and how.



LATROBE VALLEY
AUTHORITY

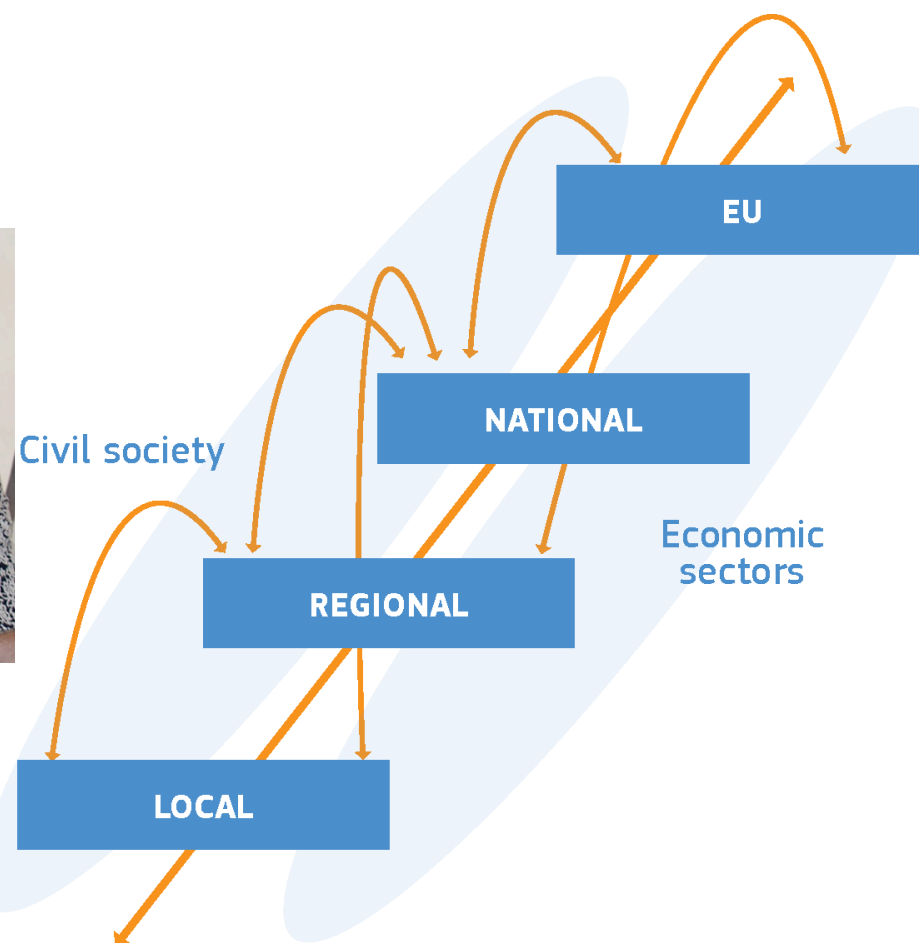


Governance model

The transition of coal regions is a multi-level and multi-actor governance process.

Multi-level and multi-actor governance

Governance models for coal regions in transition need to harness existing interactions among governance levels and actors in the region.





Stakeholder engagement and partnership building

Effective stakeholder engagement starts early, is sustained over time, and gives meaningful degrees of involvement to stakeholders.

Why should we engage stakeholders?

Benefits of engaging stakeholders

- Builds trust and legitimacy.
- Increases impact and pace of progress.
- Saves resources in the long term.
- Raises awareness and acceptance.
- Spurs needed innovations.
- Broadens knowledge base of decision-makers.

Risks of not engaging stakeholders

- Leads to a lack of trust and uncertainty regarding outcomes.
- Increases risk of inefficient use of resources.
- Establishes factions and divisions.
- Sustains silo-thinking.
- Has ethics and compliance implications.





Stakeholder engagement and partnership building

Stakeholder engagement ranges from one-way communication to active involvement in decision-making.



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.



Stakeholder engagement and partnership building

Challenges regions commonly face when implementing stakeholder engagement processes, and approaches for addressing them.

Common barriers in stakeholder engagement



Problem

Process is time-consuming and resource-intensive



Problem

It is hard to achieve meaningful inclusion of certain stakeholder groups



Problem

Lack of agreement regarding information needed to make decisions



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.



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.



Approach

Joint fact finding processes

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



Stakeholder engagement and partnership building

CASE STUDY

Stakeholder engagement process in Upper Nitra (Slovakia)

Upper Nitra's Transformation Action Plan is an example of a regional strategy that was developed through strong stakeholder engagement across various levels of governance, particularly at the local level.



Photo credits: Bankwatch



The role of civil society

Involvement of CSOs increases ownership and legitimacy, can help address power imbalances, and can be the key to overcoming a specific challenge

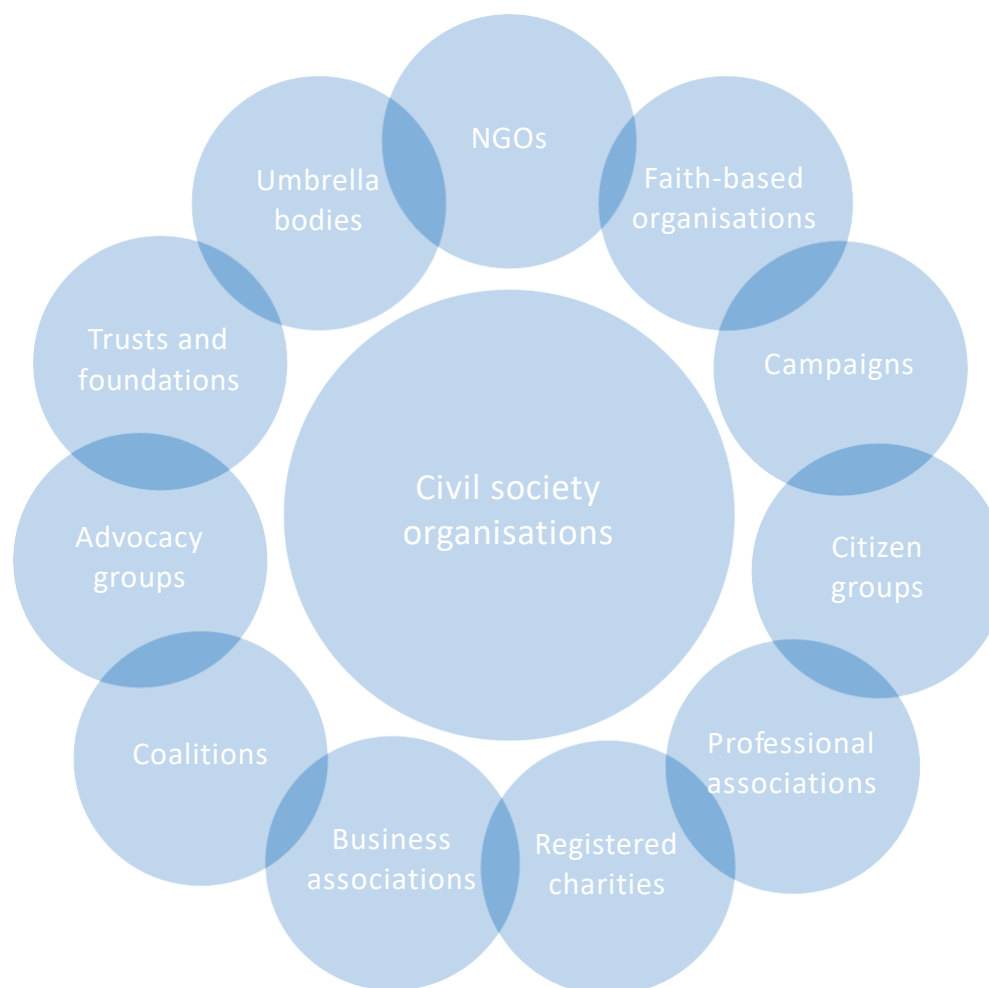


FIGURE 5

Types of civil society organisations.

KEY MESSAGES

- Governance of regional transformations is **multi-level and multi-actor**.
- Effective regional transition governance models reflect the **views of different actors** and actor representatives are recognised as legitimate.
- **Stakeholder engagement** must be understood as a process. It should start early, be sustained over time, and requires leadership and facilitation.
- The process of 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.
- Both **social dialogue** and the **involvement of civil society** are key elements of the governance processes in coal regions in transition.



Case studies

1. **InnovationCity Ruhr: Model City Bottrop, Germany**
2. **Genk's ongoing transition, Belgium**
3. **Oil & Gas Transition Training Fund, Scotland**
4. **Latrobe Valley Authority, Australia**
5. **Transforming the lignite-fired Matra power plant into part of a renewable energy cluster, Hungary**
6. **Information platform for post-industrial and degraded areas in Silesia (OPI-TPP), Poland**
7. **Task force on Just Transition for Canadian coal power workers and communities**
8. **The Lewarde mining history centre, France**
9. **Wałbrzych special economic zone „INVEST-PARK“, Poland**
10. **RE-START Strategy for economic restructuring of Czech coal regions**
11. **Regional Development Agency Rhenisch Lignite Mining Area, Germany**
12. **Rebuilding the Appalachian economy: Coalfield Development, USA**

All available on: ec.europa.eu/coal-regions-in-transition



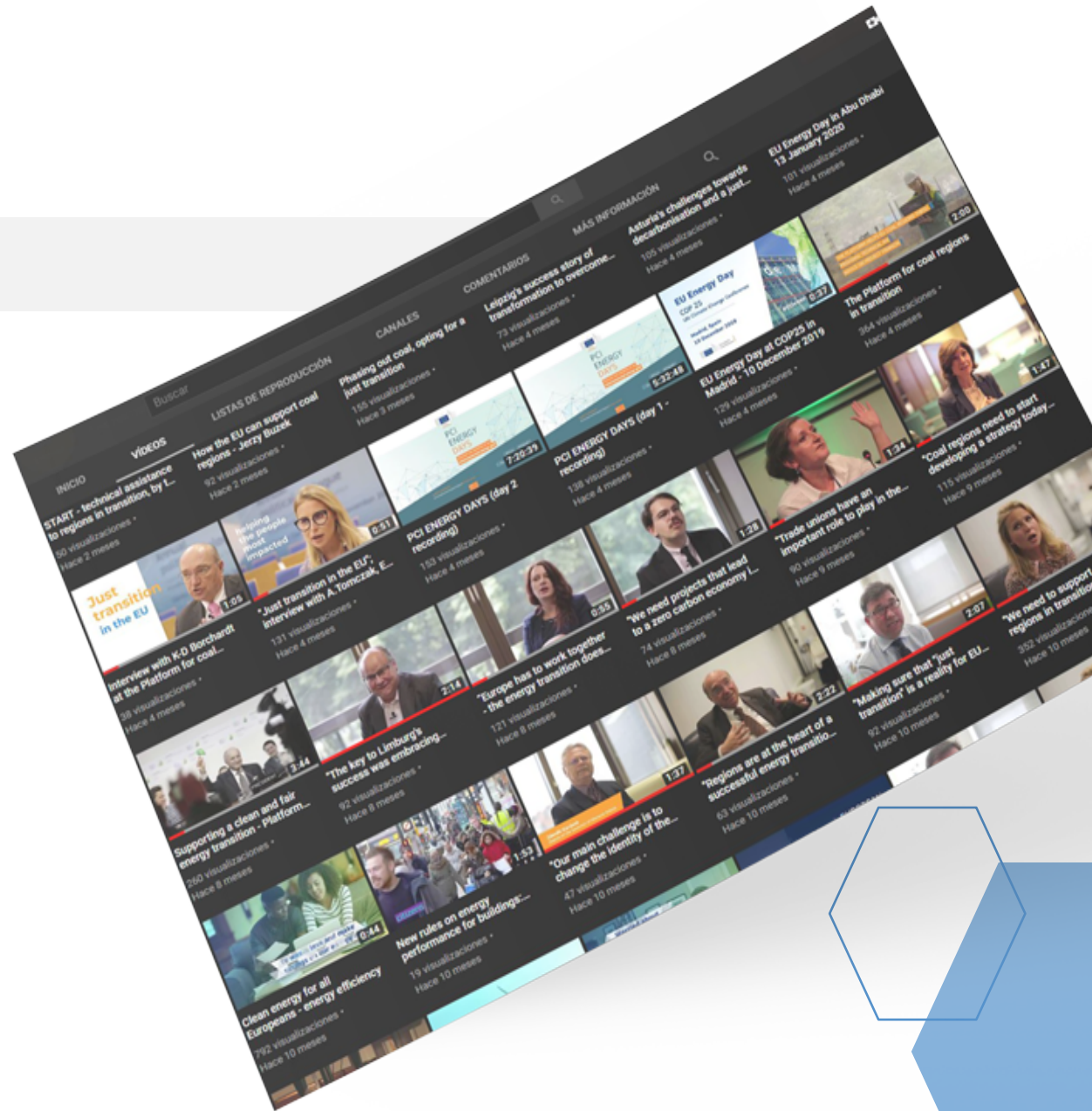
Webinars 2020

Available for viewing

Transition strategies and governance of transitions - 26 May

Environmental rehabilitation and repurposing - 3 June

Sustainable employment and welfare support - 18 June



Toolkits



Thank you!

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