



Just Transition Platform Working Groups

Action 5: Setting up and Implementing a
Territorial Socio-Economic Observatory on
the Just Transition – Concept Paper

November 2023

Action 5: Setting up and Implementing a Territorial Socio-Economic Observatory on the Just Transition (TOJT) – Concept Paper

Action leader: *University of Bari Aldo Moro*

Action contributors: *industriAll European Trade Union*

Category: *Steel, Horizontal*

The **Just Transition Platform (JTP) Working Groups (WGs)**, established in November 2021, bring together all stakeholders from across Europe with a common concern for the people and places affected by the transition to a climate-neutral economy. The WGs for **Steel, Cement and Chemicals** each have a focus on a specific carbon intensive sector that is heavily impacted by the transition, while a fourth WG focuses on **Horizontal Stakeholder Strategy**.

After finalising their [Scoping Papers](#), outlining the focus areas and objectives of their WG, the WG members developed a [common Implementation Plan](#), which sets out their 17 actions. This plan was finalised and published in April 2023. Throughout the rest of the year, the Action leaders, together other WG members contributing to the Action, have been implementing their respective Action.

This document presents the final output of Action 5.

Disclaimer:

The information and views contained in the present document are those of the members of the Just Transition Platform Working Groups on Steel, Cement, Chemicals and Horizontal Stakeholder Strategy and do not reflect the official opinion of the European Commission. The Commission does not guarantee the accuracy of the information contained therein. The Commission nor any person acting on the Commission's behalf may be held responsible for the content and the use which may be made of the information contained therein. Reuse is authorised provided the source is acknowledged and the original meaning or message of the document is not distorted. The European Commission shall not be liable for any consequence stemming from the reuse. The reuse policy of European Commission documents is implemented by Commission Decision 2011/833/EU of 12 December 2011 on the reuse of Commission documents (OJ L 330, 14.12.2011, p. 39).

Introduction

Challenges addressed by Action 5

The capacity of public and other relevant institutions to understand the socio-economic impacts and consequences of the transition, together with the competence to gather timely knowledge for planning, managing and evaluating interventions and policies, should be enhanced as well as the ability to adopt a flexible approach to policy delivery in place.

The transition of localities/areas and their communities is a complex multidimensional and non-linear process where changes in their main industries towards sustainability are accompanied with wider paths of economic diversification and development. Additionally economic and technological transformations are deeply entangled with social and cultural dimensions as such communities have a long history of social and cultural dependence on the dominant industry with concern to the relations of production and reproduction and to cultural values and identities.

In this picture, social dialogue plays an important role in coping with crises and managing structural changes in a socially-just way. In some Member States, trade unions are a part of the democratic system and a partner in the negotiations of these just transition processes. It is, however, not always the case that public authorities and employers engage in meaningful social dialogue and collective bargaining with affected workers; accordingly, strengthening the social dialogue is needed especially in countries where there is not a well-established tradition of it.

Objectives of Action 5

This Action, promoting the set-up and implementation of a TOJT, intends to draw attention to the importance of providing a framework for:

- monitoring and qualitatively/quantitatively evaluating projects and other initiatives adopted and implemented in relation to just transition in transition localities;
- enhancing the knowledge of the socio-economic impacts and the consequences of the projects and activities related to the just transition plans in transition localities, with specific focus on the labour market dynamics;
- monitoring and supporting the engagement of community/civil society organisations/trade unions in data production, information, strategy-setting, decision-making and implementation processes.

The importance of systematically observing, elaborating, informing and adjusting the social and territorial dynamics linked to the implementation of Territorial Just Transition Plans (TJTTPs) in transition localities is to be valorised as it allows for the:

- a) generation of value-based data and analyses, the provision of information;
- b) mobilisation of active participation and citizenship;
- c) support to decision-making and implementation;
- d) reinforcement of social dialogue and collective bargaining.

Stakeholders targeted by Action 5

The main stakeholders targeted by Action 5 are: public institutions (at different levels: sub-regional, regional, national, supra-national); relevant Directorates/units of the European Commission (e.g. DG REGIO, DG EMPL, Joint Research Centre) and the JTP Secretariat; universities, research centres/institutes, schools; European trade union federations and their national/regional affiliates; third sector/civil society organisations at different levels (i.e. regional, national, sectoral, European); companies; other social partners (i.e. representatives of employers' organisations at different levels); experts in socio-economic analyses and monitoring; WG members; community members.

How this Action was implemented

This Action was implemented by considering:

- (a) similar experiences in Europe and elsewhere;
- (b) peer review suggestions;
- (c) WGs consultation and exchange;
- (d) stakeholders' informal consultation;
- (e) pertinent research.

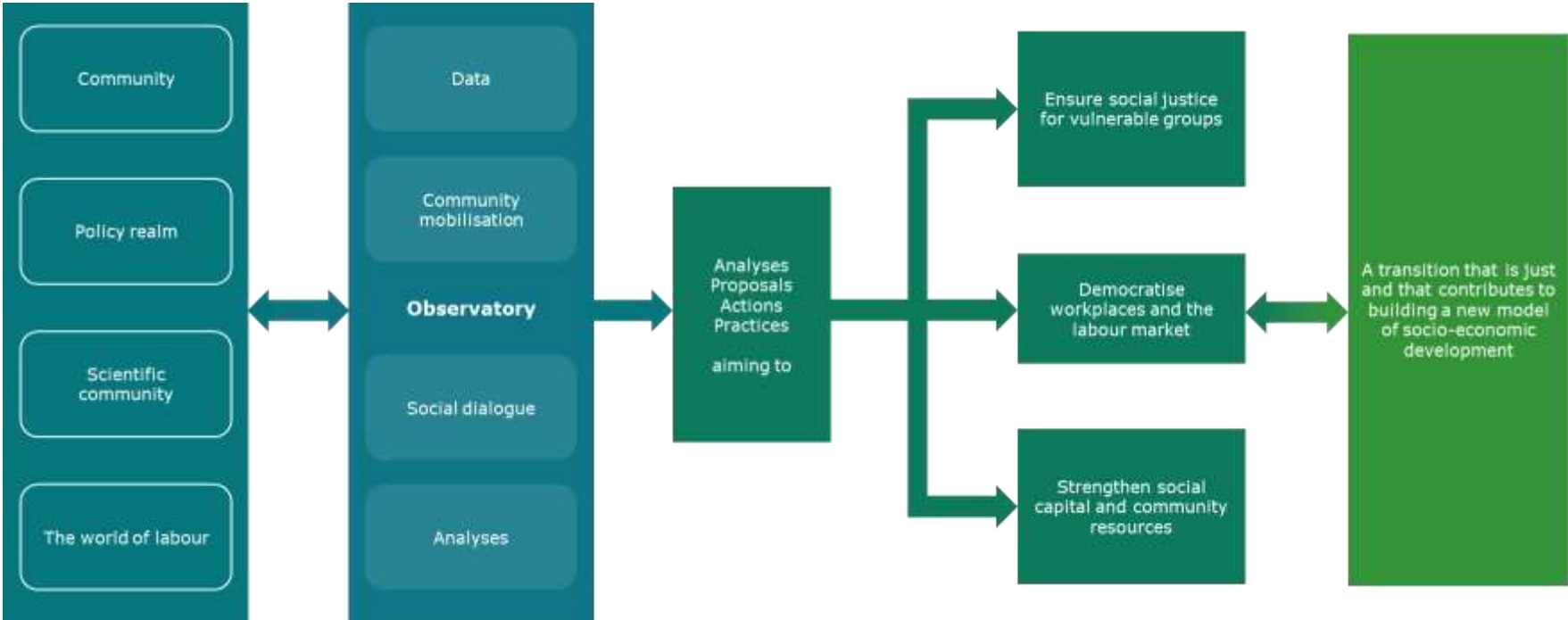
Setting up and Implementing a Territorial Socio-Economic Observatory on the Just Transition (TOJT) – Concept Paper

Introduction

The TOJT promotes activities of public relevance at a territorial level. It is committed to accompany, through co-designing and co-delivering, the transformation of the territories involved in the just transition. The work of the Observatory involves public institutions, trade unions and workers, businesses, relevant stakeholders and all the community. It will have to become the reference point to understand change, to support decision-making as well as to engage the community in the processes of just transition. Conceived as a space for collective reflection, engagement and advancement, it should embody and encourage the principles of justice and democracy. It is the ambition of the Territorial Observatory through its activities to contribute to strengthen local social capital and to ensure that the transition – started primarily with the TJTPs – is just and inclusive: the needs and aspirations of people, workers and communities involved are at the heart of the process leading to a more sustainable model of socio-economic and environmental development (Figure 1).

The Territorial Observatory would be part within a wider network of Just Transition Observatories at a national and European level to share experiences, findings and resources, to exchange and compare substantive knowledge and methodological tools and to disseminate information to various audiences. This integrated structure will be important to promote greater economic and social cohesion in the most disadvantaged territories. The Observatory will be inclusive, accessible and indiscriminatory. Its structures will be fully transparent. Based on data and analyses the Observatory will define concrete recommendations for policies and measures promoting the just transition in the territories. Governments at the various levels will be required to analyse and implement the recommendations where appropriate.

Figure 1 – A visualisation of the Observatory



SECTION 1 – What is a Territorial Socio-Economic Observatory on the Just Transition?

1.1 Definition

The TOJT is a local network of stakeholders (municipal offices, universities, research centres, foundations, third sector associations, trade unions, business associations and alike) cooperating for generating, analysing and disseminating data and knowledge on a meaningful set of dimensions that reflect collectively prioritised issues concerning the just transition in a given area and its socio-economic impact. Common citizens, such as students, activists, journalists, are also involved in the generation of civic data.

Quantitative and qualitative knowledge is used to support the cycles of policy, from the decision-making to the formulation, to their monitoring and evaluation. It also serves to foster public awareness and exchanges, to deal with change and to mediate potential conflicts.

The underlying mission of the Observatory is to contribute to ensure that the fundamental transformation of the socio-economic model towards a zero-carbon impact is widely understood and effectively governed in order to achieve desirable benefits, repair entrenched inequalities and prevent the emergence of new imbalances and inequality.

1.2 Objectives

The Observatory aims at achieving the objectives shown in the following figure.

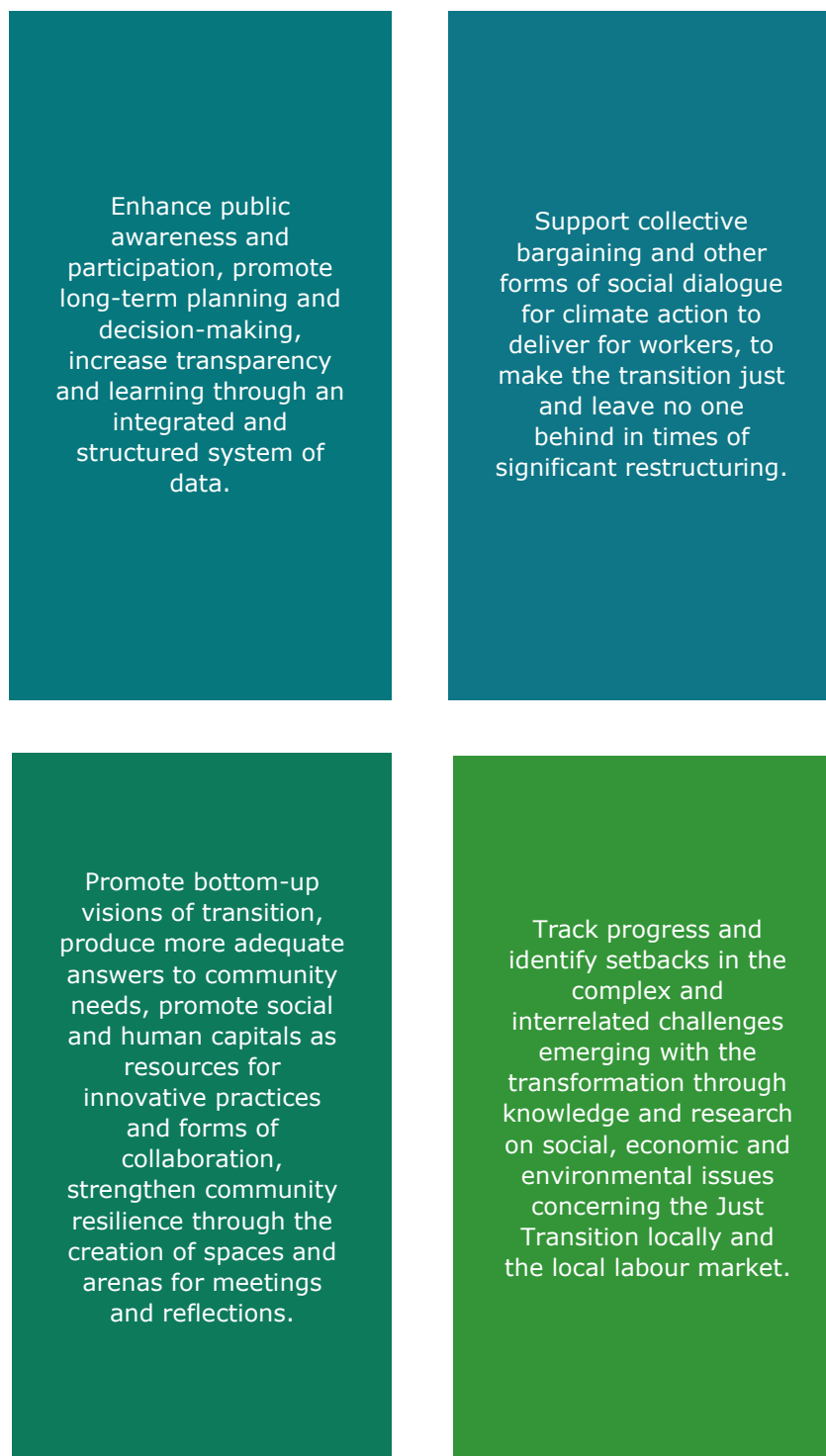
Figure 2– The objectives of the Observatory

| | |
|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | Develop, collect and analyse data to monitor quantitatively and qualitatively the projects related to the Territorial Just Transition Plans, also in collaboration with citizens. |
|  | Monitor, evaluate and promote the role of Trade Unions and the use of Social Dialogue in the implementation of Territorial Just Transition Plans locally. |
|  | Create arenas for meetings and exchanges involving citizens to highlight understandings of the transition from below as well as to ensure their active contribution |
|  | Promote timely and in-depth analyses on the impacts and consequences of the just transition processes for the local economic diversification and social transformation. |
|  | Analyse workplace and labour market long-term transformations. |
|  | Advise policy makers and inform local communities on the Just Transition processes. |

1.3 Rationale

Local institutions and stakeholders may establish a Territorial Socio-Economic Observatory to ensure a just transition for the following reasons:

Figure 3 – Reasons to establish an Observatory



SECTION 2 – How to organise a Territorial Just Transition Observatory

2.1 Activities

Based on the above indications, Figure 4 represents the main activities of the Territorial Socio-Economic Observatory.

Figure 4 – The activities of the Observatory



Generate value-based data and deliver information

The Territorial Observatory collects, elaborates and distributes reliable and timely data concerning the projects and activities related to the TJTPs. Other data refer to the structure and transformation of the local economy and society and of the local labour market. The Observatory relies on community-led monitoring and data collection (civic data). Data on the processes of just transition is an important contribution of the Observatory as it also provides an evidential basis for understanding variation in practice and for identifying tension between institutional dimensions and policy implementation, especially useful in a comparative perspective; such data will enable the development of a framework for the analysis of indicators in the form of a dashboard to assist policy orientation. The establishment of a Territorial Observatory allows the construction of an integrated and structured system of data on the territory. The Observatory works as a Repository.

Quantitative and qualitative data, gathered also from existing sources, are made easily accessible and, when possible, visualised in relation to different audiences, such as young people, elderly, less educated people, etc. The Observatory develops an adequate and diversified communication strategy through which the various stakeholders receive relevant information on the ecological transition, its impacts and consequences with reference to different dimensions. The Observatory makes interpretation and recommendations for action.

Monitor and promote social dialogue

Social dialogue makes a significant contribution to inclusiveness, sustainability and resilience in times of significant restructuring driven by the climate change. Support to collective bargaining and other forms of social dialogue (workplace information and consultation) is crucial for climate action to anticipate and manage the change together with trade unions and deliver for workers. The Territorial Observatory monitors and evaluates the functioning of social dialogue in the implementation of TJTPs locally. The Observatory monitors:

- the actors involved (e.g. tripartite, bipartite);
- the type of social dialogue (e.g. collective agreements, joint opinions, process-oriented texts, such as frameworks of action, guidelines, codes of conduct and policy orientations);
- the scope of subjects addressed (e.g. technology, education and vocational training, flexicurity, anticipation of change and restructuring, demographic change, working conditions, health and safety, gender equality and corporate social responsibility);
- the level (e.g. sectoral, territorial);
- the specific measures adopted to mitigate the impact of the transition on the workforce in the most affected sectors and businesses at the local level, including vulnerable individuals (job placements, outplacements, supporting schemes, early retirement schemes, re-skilling incentives/programmes, apprenticeships etc.);
- the coverage (by industry, workplaces).

The Observatory promotes social partner participation through a specific monitoring committee in charge of analysing the functioning of social dialogue on sectoral and

company levels and on defining concrete recommendations for more effective, meaningful social dialogue to forge resilience in the short term, facilitating the trade-offs required to ensure business continuity and job savings, earnings and quality working conditions, while transforming work practices in the long run.

Enhance the involvement of the community and stakeholders

The Observatory organises public events and other meetings to gather perceptions and feelings (i.e. threats, opportunities, fears) about the processes of transformation and their concrete impact on people's lives. Dialogue and interaction, also valuing social rooted experiences, are crucial to devise appropriate and shared solutions: engaging the community and stakeholders in collective exchanges and deliberative and communicative arrangements creates space and occasions for bridging differences over contested issues and different views on what the just transition is and how it is to be achieved. The establishment of dispersed territorial 'sentinels' – similarly to Ombudsmen – might be crucial to gather suggestions as well as complaints and to reach especially under-represented groups.

The identification of permanent social spaces for activities for and managed by the community, possibly by its less advantaged social groups, contributes to mitigate but also anticipate socio-economic changes connected to transition; it is crucial to encourage professional training opportunities and to start community-oriented activities in a framework of polycentric and diversified development, and to reinforce the local social capital. The Observatory acts as a social bridge between academic institutions in charge to transfer knowledge and other institutions, especially schools with the aim to raise awareness among students about the relevance of ecological transition for their future; the Observatory becomes a real place where educators and schoolteachers conceive ideas and projects to provide new horizons to young generations and, through that, promote community resilience. Such approaches are key to revitalise local social interactions, relationships and networks – namely social capital – that, combined with policies and interventions, is able to create strong and resilient development and communities.

Advance knowledge and research

A robust and trusted understanding of the just transition, of the local diversification paths at the local level and of the intertwined social transformations, supported by appropriate analyses, is important. It enables the local community in its different articulation of collective interests (such as trade unions, civil society organisations, enterprises, public institutions) to track progress and identify setbacks in the complex and interrelated challenges emerging with the transformation, involving social, economic and environmental issues.

The Observatory promotes studies, highlights reports, briefs, etc. on the longer-term impacts and consequences of the just transition processes on the local economy (e.g. raising sectors, enterprise dynamics), society (e.g. changes in the structure of families, youth migration), health and environment (e.g. toxic emissions, air/water pollution, well-being, local ecosystems) and on the local labour market (e.g. job profiles, skill requirements, training and education, mismatches). In this regard, the Observatory provides a wide range of information on selected indicators and trends. These should be classified by:

- sectors/industries of the local economy (e.g. culture and creative industries, manufacturing);

- social groups (e.g. young people, elderly, women);
- occupation (e.g. increasing/decreasing opportunities), and by;
- highlighting possible inequalities and critical issues.

The Observatory promotes highlights on specific themes according to public interests, such as the quality of jobs, women's participation in the labour market, skilled migration, new job profiles, wages, training and vocational education, environmental remediation.

2.2 Examples of operationalisation of activities

Figure 5 – How to generate value-based data and deliver information

| OBJECTIVE | ACTIVITIES/TASKS | ACTORS INVOLVED | TARGET GROUP | MAIN OUTPUT |
|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Develop, collect, analyse data to monitor the projects related to the TJTPs. | STEP 1 - Identify Issues <ul style="list-style-type: none"> diversification/revitalisation of the local economy; social fabric and well-being; labour market dynamics; welfare; environment restoration and sustainability; energy poverty; infrastructures... | Local authorities (local, regional); university /research centres/institutes; development agencies; citizens; civil society organisations; trade unions; business associations. | Public authorities (local, regional) in charge of the implementation of TJTPs; private companies; public and third sector institutions/ organisations. | <ul style="list-style-type: none"> Monitoring Report on the implementation of TJTP projects; dashboard of a just transition; just transition evaluation toolkit; compendium of qualitative achievements. |
| | STEP 2 - Choose quantitative and qualitative indicators <ul style="list-style-type: none"> type of projects, sectors; project impacts, outputs, outcomes, equity, relevance, sustainability; features of the projects; good practices in terms of social/community involvement; quality of employment creation; social justice, social innovation; added value... | University/research centres/institutes; development agencies; local authorities (local, regional); citizens, civil society organisations; trade unions; business associations. | | |
| | STEP 3 - Collect data <ul style="list-style-type: none"> quantitative data (administrative data, surveys); qualitative data (key informants' interviews, direct observation, focus group, civic data). | Local authorities (local, regional); university/research centres/institute; development agencies; citizens; civil society organisations; trade unions; business associations. | | |
| | STEP 4 - Analyse and evaluate data; Create a Dashboard of a Just Transition <ul style="list-style-type: none"> (Computer based quantitative and qualitative analysis...) | University/research centres/institutes; development agencies; local authorities (local, regional); citizens; civil society organisations; trade unions; business associations. | | |
| | STEP 5 - Report on results and make recommendations <ul style="list-style-type: none"> (Written reports, oral presentations, summary statistics...) | University/research centres/institutes; development agencies; local authorities (local, regional). | | |
| | STEP 6 - Compare results and Build connections <ul style="list-style-type: none"> (With other similar initiatives at national, European and international levels...) | University/research centres/institutes; development agencies; local authorities (local, regional). | | |

Figure 6 – How to monitor and promote social dialogue

| OBJECTIVE | ACTIVITIES/TASKS | ACTORS INVOLVED | TARGET GROUP | MAIN OUTPUT |
|------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Monitor, evaluate and promote the role of Trade Unions and the use of Social Dialogue in the implementation of TJTPs. | STEP 1 - Identify Issues <ul style="list-style-type: none"> • collective bargaining; • social partner involvement; • employees' involvement; • pays and rewards system; • skill investments, formation... | Trade unions; managers; business associations; university/research institutes. | Private companies; public institutions; third sector organisations; trade unions; business associations. | <ul style="list-style-type: none"> • Social dialogue mapping; • good practices compendium; • recommendation paper on the local institutional and organisational dimensions promoting social partnership and industrial democracy. |
| | STEP 2 - Choose quantitative and qualitative indicators <ul style="list-style-type: none"> • type of agreements; • level of bargaining; • coverage; • partners involvement; • topics covered; • measures adopted... | Trade unions; managers; business associations; university/research institutes. | | |
| | STEP 3 - Collect data <ul style="list-style-type: none"> • quantitative data (administrative and management records, surveys); • qualitative data (key informants' interviews, direct observation, focus group). | Trade unions; managers; business associations. | | |
| | STEP 4 - Analyse and evaluate data <ul style="list-style-type: none"> • (Computer based quantitative and qualitative analysis...) | Trade unions; managers; business associations; university/research institutes. | | |
| | STEP 5 - Report on results and make recommendations <ul style="list-style-type: none"> • (written reports, oral presentations, workshops (also at workplaces), summary statistics...) | Trade unions; managers; business associations; university/research institutes. | | |
| | STEP 6 - Compare results and Build connections <ul style="list-style-type: none"> • (With other similar initiatives at national, European and international levels...) | Trade unions; managers; business associations; university/research institutes. | | |

Figure 7 – How to enhance the involvement of communities and stakeholders

| OBJECTIVE | ACTIVITIES/TASKS | ACTORS INVOLVED | TARGET GROUP | MAIN OUTPUT |
|------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Create arenas for meetings and exchanges involving and activating local citizens and organisations. | STEP 1 - Organise public events, arenas/forums <ul style="list-style-type: none"> • diversification/revitalisation of the local economy; • social fabric and well-being; • labour market dynamics; • welfare; • environment restoration and sustainability; • energy poverty; • infrastructures... | Citizens; schools; university/research centres/institutes; local authorities (local, regional); trade unions; business associations; civil society organisations/grassroots groups. | Local authorities (local, regional); civil society; organisations/grassroots groups; citizens; schools University/research centres/institutes. | <ul style="list-style-type: none"> • Catalogue of community spaces; • programme of community activities; • public communication strategy; • festival of learning. |
| | STEP 2 - Identify permanent social spaces For a number of activities and projects for the community and managed by community groups aimed to mitigate the transition and promote new horizons of life, such as: <ul style="list-style-type: none"> • learning labs, inter-generational mentoring; • training activities for women/youth, schools' activities; • socialisation centres, community libraries, community welfare; • recreational, arts and creative spaces; • community hubs and labs; • fab-labs, coworking spaces; • support spaces. | Local authorities (local, regional); civil society organisations/grassroots groups; schools; university/research centres/institutes; trade unions; business associations. | | |
| | STEP 3 - Communicate with the community <ul style="list-style-type: none"> • Define an Information plan; • set up and enhance communication channels for the community and by the community, i.e. community radio, social media, podcasts, leaflets. | Local authorities (local, regional); citizens; civil society organisations/grassroots groups; schools; university/research centres/institutes; trade unions; business associations. | | |
| | STEP 4 - Establish JT Ombudsman Units <ul style="list-style-type: none"> • (In different locations of the territory as concrete symbols of public presence, with the aim of gathering citizens' suggestions, problematic issues, claims, especially for those with fewer 'resources' and voice...) | Local authorities (local, regional); university/research centres/institutes | | |
| | STEP 5 - Report on results and make recommendations <ul style="list-style-type: none"> • (Written reports, oral presentations, multi-stakeholder roundtables, summary statistics...) | Local authorities (local, regional); university/research centres/institutes. | | |

Figure 8 – How to Advance knowledge and research

| OBJECTIVE | ACTIVITIES/TASKS | ACTORS INVOLVED | TARGET GROUP | MAIN OUTPUT |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Promote timely and in-depth analyses on the impacts and consequences of the just transition processes for the local economic diversification and social transformation.</p> | <p>STEP 1 - Select relevant issues</p> <ul style="list-style-type: none"> • Local societal structure and evolution; • social capital and resilience; • local economic structure and evolution; • health and environment; • labour market... | <p>Local authorities (local, regional); university/research centres/institutes; development agencies; citizens; third sector organisations; grassroots groups; trade union; business associations.</p> | <p>Universities, research centres and research institutes.</p> | <ul style="list-style-type: none"> • Studies and highlights on the local society and economy; • academic/scientific studies; • comparative analyses on thematic issues. |
| | <p>STEP 2 - Choose quantitative and qualitative indicators</p> <p>Such as:</p> <ul style="list-style-type: none"> • welfare and household services; • occupational patterns; • training and skill development; • quality of jobs; • family structures; • youth migration; • NEET; • women’s participation in the labour market; • public participation; • organisations’ membership; • sectoral trends; • investments decisions; • job profiles; • educational levels... | <p>University/research centres/institutes; local authorities (local, regional); development agencies; citizens; third sector organisations; grassroots groups; trade unions, business associations for organisations; grassroots groups.</p> | | |
| | <p>STEP 3 - Collect data</p> <ul style="list-style-type: none"> • -quantitative data (statistical data, administrative and management records, surveys) • - qualitative data (key informants interviews, direct observation, focus group, street engagement) | <p>University/research centres/institutes; local authorities (local, regional); citizens; third sector organisations, grassroots groups; trade unions; business associations.</p> | | |
| | <p>STEP 4 - Analyse and evaluate data</p> <ul style="list-style-type: none"> • (Computer based quantitative and qualitative analysis...) | <p>University/research centres/institutes; local authorities (local, regional).</p> | | |
| | <p>STEP 5 - Report on results and make recommendations</p> <ul style="list-style-type: none"> • (written reports, oral presentations, workshops, highlights, studies...) | <p>University/research centres/institutes, development agencies; local authorities (local, regional).</p> | | |
| | <p>STEP 6 - Compare results and Build connections</p> <ul style="list-style-type: none"> • (With other similar initiatives at national, European and international level...) | <p>University/research centres/institutes; local authorities (local, regional).</p> | | |

2.3 Methodology

In terms of methodology the activities carried out should ensure: a) comparability over time; b) comparability between countries, and; c) accuracy. More specifically the process of acquiring quantitative and qualitative data consists of some steps:

Figure 9 – Steps for data gathering



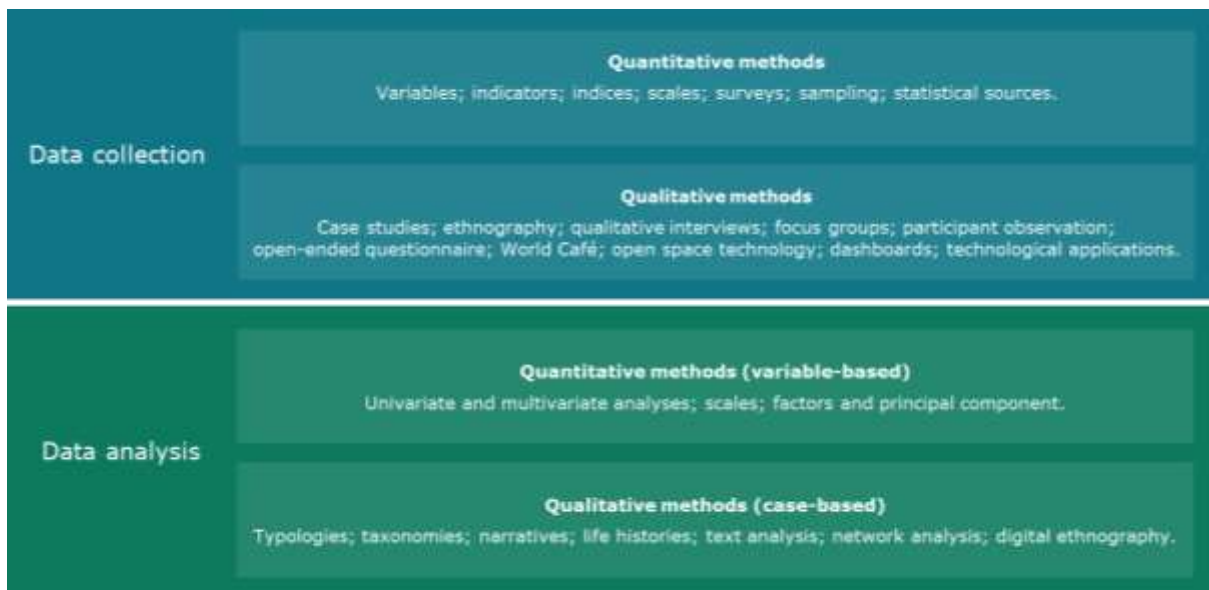
- *Data design*

The Observatory uses preferably a mixed methods approach to investigate the processes of just transition and the related territorial socio-economic transformations. Qualitative and quantitative techniques are used in a complementary way. The Observatory actively promotes community involvement in data collection, analysis and use; the relevant stakeholder groups are involved in establishing key performance indicators (KPI) that support the analysis.

- *Data collection*

Data are gathered through a variety of methods, from desk analysis to surveys, to case studies; these are selected on the basis of the expectations about their insights into processes, agency, strategies (information content) in contextual conditions that are part of the investigation.

Figure 10 – Methods for data collection and analysis



- *Data analysis*

Data analysis is carried out using several techniques, including software assistance through statistical packages, such as GIS, SPSS or NVivo. Qualitative data are also measured against the established KPIs. In addition, geographical and geo-spatial analysis is crucial to understand the patterns of distribution of phenomena in ways that may help place-based interventions while enhancing social cohesion, revitalisation and empowerment at the community level.

- *Discussion of results*

The results of analyses and activities are presented through a wide range of tools as indicated in Figure 11.

As the acquisition of data and experience improves, methodological adjustments are made. Studies and analysis might refer to sub-regional areas and take into account various contrasting variables (rural/urban; high/low level of socio-economic development); cross-sectional analysis, focusing on the events experienced by different cohorts of the local population in the same time interval are sided by longitudinal analysis, whereby the study concerns the events affecting the same generation over a longer time span.

2.4 Outputs

The Territorial Socio-Economic Observatory produces various knowledge products on a regular and consistent basis, including general and thematic reports, empirical studies, policy briefs, factsheets, highlights, indicators databases, data visualisation and newsletters. It develops and uses appropriate quantitative (e.g. indicators, surveys, foresights) and qualitative tools and methodologies (e.g. evaluations, case studies, text analyses) as well as tools for inclusive and transparent community engagement (e.g. deliberative arenas, ombudspersons, local facilitators, forums, panels). The tools and methodologies are used to monitor and appraise:

- the processes of transformation locally;

- their longer-term impacts and consequences;
- community perceptions and lived experiences;
- and ensure their adherence to the principles of justice, inclusiveness and sustainability.

The Observatory develops policy recommendations to the local and national authorities (as appropriate) to be discussed and implemented if suitable.

Figure 11 – Tools of the Observatory

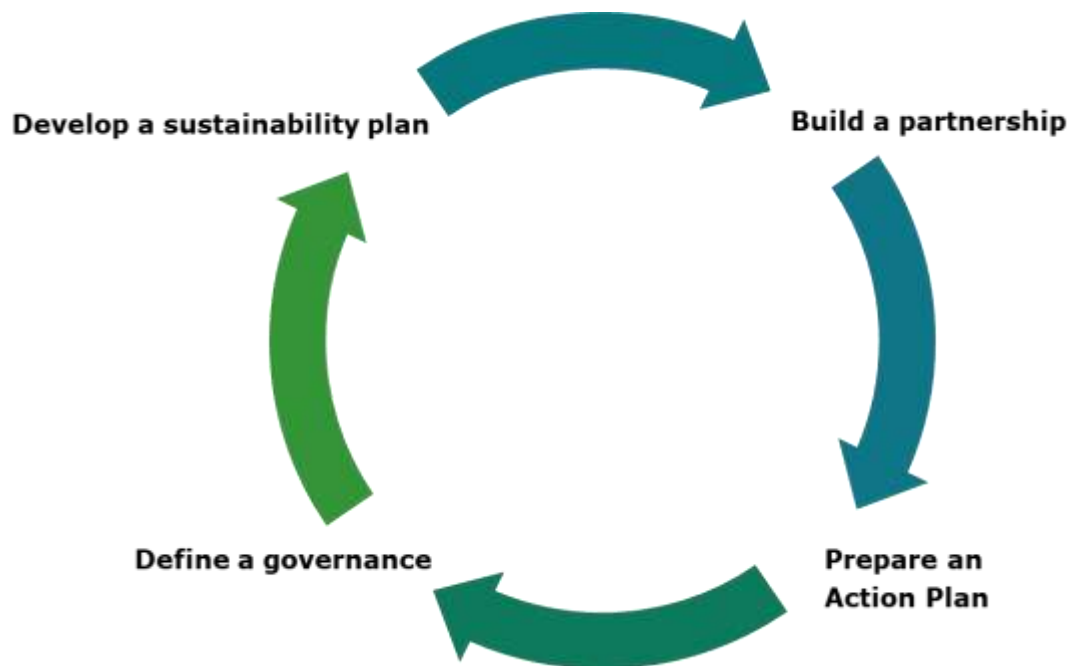


The Observatory relies on academic and scientific knowledge in combination with local (often tacit) knowledge, valorising contextual experiences and understanding. Through the activation of different communication tools/channels, among others press campaigns, testimonials, web and social media, scientific reports, such knowledge is disseminated to the different stakeholders to stimulate dialogue and debates around priority issues. The Observatory plays an active role in the dialogue between social, academic stakeholders and municipal authorities to promote actions aimed at the progress of transition. Ultimately the Observatory aims to promote accountability of local, regional and national governments and contribute to a long-term transformation that is beneficial for people, workers and communities.

SECTION 3 – How to set up a Territorial Observatory

The establishment of the Territorial Observatory should envisage at the least the following steps: build a partnership; prepare an action plan; develop a sustainability plan; define a governance.

Figure 12 – Step for the establishment of the Observatory



3.1 Build a partnership

The Observatory relies on stakeholders' engagement and on a mixed partnership made of public-private-third sector institutions and organisations. The Observatory partnership is based on three principles:

- (a) **Complementarity:** partners contribute with non-overlapping resources (knowledge, competencies, relations) to the alliance.
- (b) **Commitment:** political and scientific commitment are especially relevant to ensure the long-term sustainability of the Observatory.
- (c) **Compatibility:** partners share similar objectives and values and display a long-term cultural alignment. The role of civil society is valued by adopting principles of equity and trust.

The local scale of the action of the Observatory confers a bottom-up nature to the initiative; this is a guarantee for its sustainability while reinforcing the learning dimension as its aim is to observe processes, actors, policies locally to better grasp and target the area's issues. By relying on and empowering local actors, the Observatory gives these

actors the opportunity to problematise issues of interest; its legitimisation from the community is also reinforced.

3.2 Prepare an Action Plan

The establishment of a TOJT implies the preparation of a detailed Action Plan (AP). The AP states the main objectives of the Observatory, the activities to be undertaken and the relative methodologies (approach), the expected results with reference to the effective implementation of the just transition principles. An example is provided by Figure 13.

Figure 13 – Dimensions of the Observatory’s AP

| | |
|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Definition of the Objectives</p> | <p>This responds to the following question:</p> <ul style="list-style-type: none"> • What are the concrete and territorially specific goals that the Territorial Observatory aims to achieve? |
| <p>Statement of the Rationale and of the Methodology</p> | <p>This responds to the following questions:</p> <ul style="list-style-type: none"> • What is contribution of the Territorial Observatory to the achievement of Just Transition locally? • What specific added value does it make? • What is the methodological approach followed by Observatory to achieve its objectives? • How does the Observatory work? |
| <p>Indication of the scale and scope of intervention and of the expected results</p> | <p>This responds to the following questions:</p> <ul style="list-style-type: none"> • What is the geographical scale of the Observatory and its thematic approach? • In what ways does the Territorial Observatory promote social dialogue and ensure that the transition is just? • What knowledge does the Observatory produce, disseminate to the various stakeholders and how is it used? |

3.3 Develop a sustainability plan

Shared interests and widespread commitment of stakeholders are the fundamental elements to ensure the sustainability of the Territorial Observatory. Institutional and community support will ensure the start and continuation of the Observatory activity. The latter is contained in a detailed Sustainability Document that describes the implementation schedule, including the starting and ending date of all activities, as well as major milestones. Such a document is evaluated by stakeholders.

Financial sustainability is ensured by stakeholders through an annual financial allocation; the Observatory also applies for public and private funds by participating in grants application and tender proposals for research, targeted policy advice and for setting up infrastructures and supporting capacity building. Sustainability risks are properly assessed. These initiatives may be individual applications and proposals, but they may also be part a wider collaborative effort.

3.4 Define the governance

The Territorial Observatory is embedded in an existing public institution and is made of a consortium of local stakeholders coordinated by a University/research institute in partnership with municipal government office, foundations, third sector associations, trade unions, business associations and alike. The structure and functioning of the Observatory is inclusive, transparent and easily accessible to all relevant stakeholders without discrimination. Common citizens, such as activists, journalists, students, are also involved. Academic institutions are crucial to ensure high-level standards to the activities carried out by Observatory. They provide high-level scientific, human and technical resources to assist public institutions as well as invaluable help for building capacity among community members to achieve the Observatory' objectives. The academy favours also the dissemination of the Observatory activities through the publication of data in peer-reviewed journals and at conferences. The Observatory's activity is concretely steered by a Steering Committee whose Annual Plan of Activities is approved by all the members of the Observatory Consortium.

SECTION 4 – Conclusions

This Concept Paper provides concrete indications for the set-up and implementation of a TOJT. It also presents specific examples of operationalisation of the activities it pursues.

It starts from the contention that public institutions and other relevant institutions should enhance their capacity to understand the socio-economic impacts and consequences of the transition in order to plan, manage and evaluate interventions and policies that address the challenges involved by adopting a flexible approach to policy delivery in place. The transition of localities and their communities towards a net zero and climate resilient economy is a complex multidimensional and non-linear process where changes in the economy are deeply entangled with social and cultural dimensions as such communities have often a long history of social and cultural dependence on the dominant industry; the existing social capital needs to be strengthened and re-activated.

The TOJT designed in this Concept Paper essentially enables the pursuit of four objectives through relative activities: generate value-based data and deliver information; enhance the involvement of communities and stakeholders; monitor and promote social dialogue; advance knowledge and research. The Observatory will be inclusive, accessible and indiscriminatory. Based on data and analyses the Observatory will define concrete recommendations for policies and measures promoting the just transition in the territories.

The Territorial Observatory would be part within a wider network of Just Transition Observatories at a national and European level to share experiences, findings and resources, to exchange and compare substantive knowledge and methodological tools and to disseminate information to various audiences. Governments at the various levels will be required to analyse and implement the recommendations where appropriate.

Besides fostering data, analyses and research on the local processes of change, the Observatory could also fruitfully integrate and complement the activities of Managing Authorities, while dynamically engaging stakeholders in the implementation and monitoring phase of the TJTPs.

