



LEARNING  
*by* **DOING**

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# The Learning by Doing Project

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**2021** ACTIVITIES



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**2021 ACTIVITIES**



Construyendo conocimiento para mejores políticas



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## EXECUTIVE SUMMARY

This report outlines the 2021 activities of the Learning by Doing (LbD) project. These initial activities have focused on setting up teams and launching the project's methodology. The project aims at examining what a good life would look like around 2050 in specific places, within a carbon budget that is compatible with a 2 - 1.5°C temperature increase, and the associated climate impacts. The project approaches the open question about what it means to lead a good life conscious of the constraints imposed by the need for the polity, society and the economy to flourish freely, and for a tradition of open and truthful inquiry, and practical excellence to further develop. In pursuing responses to these questions, the project aims to spur interest, and increase demand and capacity for a national low-carbon resilient development agenda. This agenda is to be placed within a broader and appealing view of society. This view is advanced with the hope it may help to build up knowledge, innovation and capacity in participants, so they may act as coalition builders and agents for the changes and continuities required to implement this vision, as well as to improve conditions for policies and projects that help deliver it.

Project funding comes from the German government's International Climate Change Initiative (IKI). Two organisations, Energeia in the UK and CIES in Peru, lead and manage the project jointly. Dedicated teams in South Africa, Mexico, Dominican Republic, Lebanon are working currently on these issues. A Latin America wide component has been established in Chile and Peru. Five universities are already involved, including University of Cape Town, Instituto Tecnológico Autónomo de México, Universidad Nacional Autónoma de México, Pontificia Universidad Católica Madre y Maestra, and Arizona State University. Two additional organisations serve as hubs of university networks in Peru and the Dominican Republic. The project has concluded its first year out of three. Detailed information is available on the project's webpage: [learningbydoingproject.org](http://learningbydoingproject.org)

The essential, “need to have” outputs of the project are as follows:

- Prepare reports outlining visions of and transitions to societies compatible with a 2-1.5°C future by 2050 and their respective cultural, socio-economic, and natural aspects in each of the countries, and regionally for Latin America; as well as a national portfolio of projects, activities and knowledge to support them.
- Produce a report with multilateral opportunities for climate action and cooperation that can work in parallel and support the visions and transitions outlined above.
- Create reports and online media describing how knowledge and outreach have advanced with relevant stakeholders, including associated learning activities. These reports, of which this is the first, allow to contrast and compare progress on an annual basis, thus highlighting what was discovered and learnt every year.

While moving forward, the project applies the Agile Scrum (AS) methodology, a project management system that relies on incremental development and is often used in the Information Technology world. AS methodology is particularly well suited to the approach and goals of LbD; however, LbD is adapting the methodology to suit the needs of a climate policy context.

In its first year, the project has set up country and subject matter teams, continued fine-tuning its methodology and written baselines, while starting to prepare visions and narratives. Primarily the focus has been on civil society and private sector aspects while taking advantage of synergies especially between mitigation and adaptation on themes specific to each country. The project baselines have gathered initial socio-economic, political, and climate action intelligence for each country, and provide a point of departure or assessment for the



country teams towards possible directions for inquiry and long-term goals within local cultures and traditions. In addition, the project has prepared some initial vision documents (for Lebanon and Mexico) and some narratives (for South Africa) of how the country teams argue this change may happen. The project will be using these visions and narratives to cross-fertilise activities across countries and regions. Another innovative aspect of the project is creating a graphic novel about the findings of Learning by Doing to increase and enhance the reach of the project and stimulate wider reflection on sustainable development and the consequences of inaction, within communities and across generations. During year one, we finalized the first draft of the script, based on a number of interviews conducted with different team members. Another important step that was completed was the design of the graphic novel's lead character and its approval by the teams.

The subsequent text will outline and describe the progress made by the project during 2021, focusing particularly on the following areas:

- The description of the project and its methodological aspects.
- The thematic aspects emerging from the project, including its visions and pathways related to the natural, socio-economic and cultural vision of 2°-1.5°C futures.
- Critiques made by expert reviewers.
- Knowledge management aspects and the operation of the project.
- Outreach and dissemination.
- Emerging findings and conclusions.

The project is also expected to produce portfolios of projects and multilateral actions.

These are at an initial stage.

The project has identified the following as some of the project cross-cutting findings so far:

- The crucial role that visions, narratives and sectoral storylines play in providing a sense of purpose and a setting for policies and their modelling, with a view to guiding long-term developments.
- The importance of going beyond state and large private centred action to encompass a broader range of civic, social and cultural actors when advancing a long-term vision of change and continuity.
- The primacy of education, local traditions and capacity-building, aspects frequently left behind vis á vis technological change and advancement.
- The role of economic inclusivity to lever and articulate social support for policies and programmes.
- The need to take into account systemic changes and understandings about how prosperity is considered and attained—at a cultural and local level;
- The importance to carefully examine what roles productive sectors and policy and market incentives may play in achieving these outcomes.
- Communicating the relevance of solid and orderly institutional practises, aligned with lively surroundings and climate compatible actions in urban and rural development.
- Additional emerging challenges need to be mutually addressed both from big industries—for these to respond to bottom-up pressures—and from small businesses and the ordinary citizens—to lead and support their own visions and examples. This is paramount for broad and sustained movement to a coherent future vision of a society compatible with 2-1.5°C.



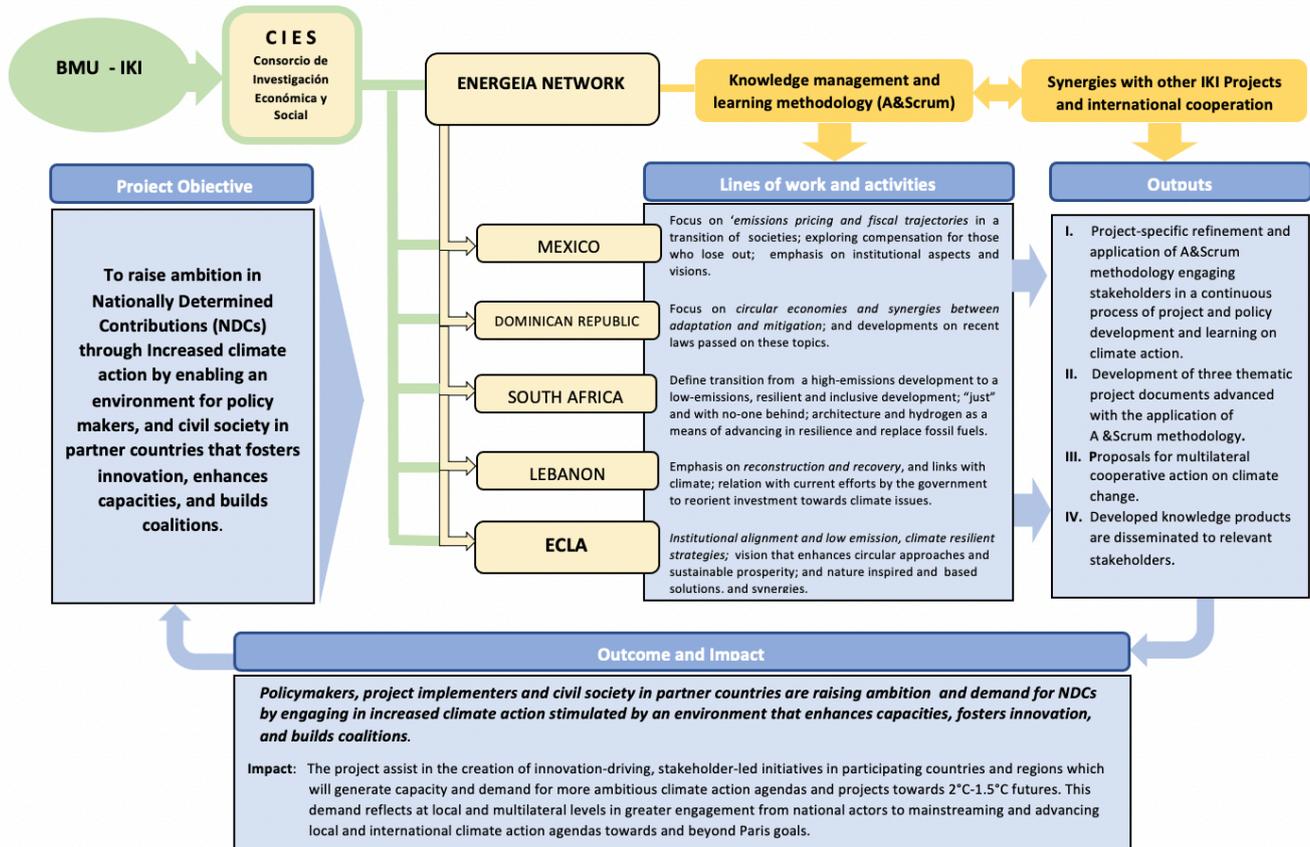
The project will continue outlining activities, developing sectoral storylines and modelling, and collecting emerging findings. LbD seeks to continue learning as annual findings and developments are contrasted throughout 2021 - 2023.

## COUNTRY TEAM LEADS - PARTICIPANTS AND ORGANIZATIONS

<i>Team</i>	<i>Members and organisations</i>
<i>Core</i>	<i>Jose Alberto Garibaldi, Energeia Gilberto Arias, Energeia Cuauhtemoc Lopez-Bassols, Energeia</i>
<i>Administration</i>	<i>Monica Alvarez, CIES Eduardo Durand, CIES Chiara Garibaldi, Energeia</i>
<i>Knowledge Management</i>	<i>Sonja Klinsky, Arizona State University (Lead) Snigdha Nautiyal, Arizona State University Cuauhtemoc Lopez Bassols, Energeia</i>
<i>Communications</i>	<i>Francisco de la Mora, R&amp;dLM Daniela Rocha, R&amp;dLM</i>
<i>Dominican Republic</i>	<i>Omar Ramirez, Energeia (Lead) Michela Izzo, Guaki Ambiente Rafael Beriguete, Brightline Institute Sara Tejada, Brightline Institute Claudia Morillo, Energeia</i>
<i>Lebanon</i>	<i>Soumar Dakdouk, Indyact (Lead) Dana Halwani, Indyact Wael Hmaidan, Indyact</i>
<i>Mexico</i>	<i>Juan Carlos Belausteguigoitia, Instituto Tecnológico Autónomo de México, (ITAM) (Lead) Vidal Romero, ITAM Alberto Simpser, ITAM Adrian Fernández, Iniciativa Climática de México, ICM Marisol Rivera, ICM Jorge Villareal, ICM Maria Eugenia Ibarra, Universidad Ibero Americana Alejandra Elizondo, Centro de Investigación y Docencia Económica (CIDE)</i>
<i>South Africa</i>	<i>Harald Winkler, University of Cape Town (Lead) Andrew Marquard, UCT Natasha McDaid, UCT</i>
<i>Latin America</i>	<i>Luis Miguel Galindo, Universidad Nacional Autónoma de México (UNAM) Eduardo Durand, CIES José Luis Samaniego, , Comisión Económica para América Latina y el Caribe (CEPAL) Gilberto Arias, Energeia José Alberto Garibaldi, Energeia</i>
<i>Peer review</i>	<i>Joséluis Samaniego, CEPAL Luis Miguel Galindo, UNAM</i>

**THE FOLLOWING GRAPH OUTLINES THE ORGANISATION, THEORY OF CHANGE AND OPERATION OF THE PROJECT IN 2021.**

**Project Global-A-Learning by Doing - Theory of Change / Organisation scheme**

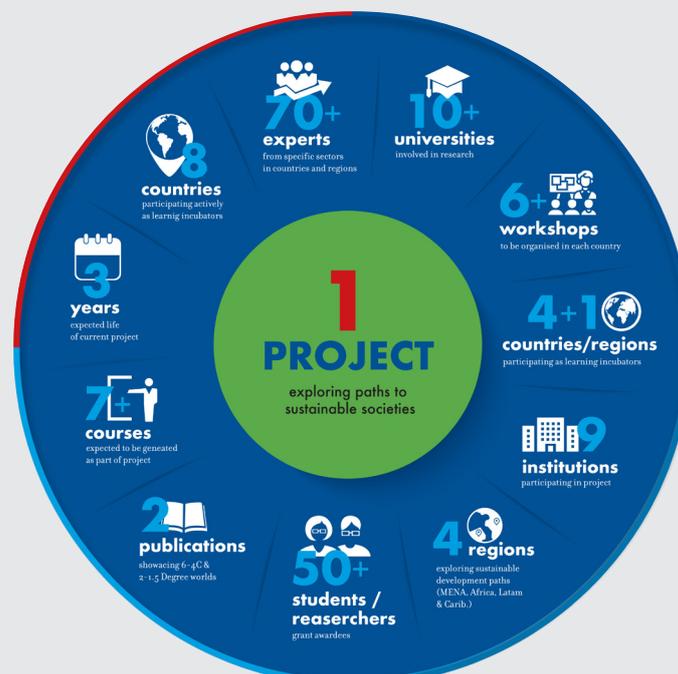


## INTRODUCTION

2021 has marked the start of activities for the LBD project. These initial activities have focused on setting up teams, and launching the methodology to examine how a good life would look like around 2050 in specific places, within a carbon budget that is compatible with a 2-1.5°C temperature increase, and the associated climate impacts. This open question has been constrained by the need for the polity, society and the economy to freely flourish and be attractive, and for a tradition of open and truthful enquiry, and the pursuit of practical excellence, to further develop.

As described below, the project is advancing this through an open and iterative methodology, one which does not presume to know the results in advance, nor has an a-priori recipe for the solutions to be implemented. The methodology remains fairly constant, varying slightly across countries or regions. Within this process, the project seeks to provide a helpful environment through which iterative enquiries by the country teams, in dialogue with each other, a core team, and expert and academic reviewers, work together to progressively develop, test and refine these visions and the trajectories, policies, programmes, and projects that may be required to achieve them. In this process, a wider and wise empiricism is preferred, one that does not preclude a priori what is allowed to emerge in the enquiry. So is a closely related internationalism, well-rooted in local concerns. The project seeks to ask emerging questions as if truth mattered, and engages partners with a similar persuasion. Questions are framed in terms of how to learn and act, in pursuing a good life and society, as climate impact and emissions-related issues are considered.

Contemporary climate health and education-related questions are often asked in the context of the natural or social sciences; these contexts are valuable in that they address questions using research and policy approaches that are frequently quantitative and univocal, and illustrate issues related to efficiency and efficacy. However, these quantitative and univocal approaches are limited because they do not provide an overall purpose or telos transcending efficacy or efficiency considerations, and are often uninformed by practical wisdom and spiritual and religious traditions, important for large swathes of the population. Policy analysis and responses flowing from this sort of analysis are often predicated from economic, engineering or behavioural viewpoints. The frequently a priori character of these viewpoints tends to be detached from the meanings of time, place, or those that spiritual or

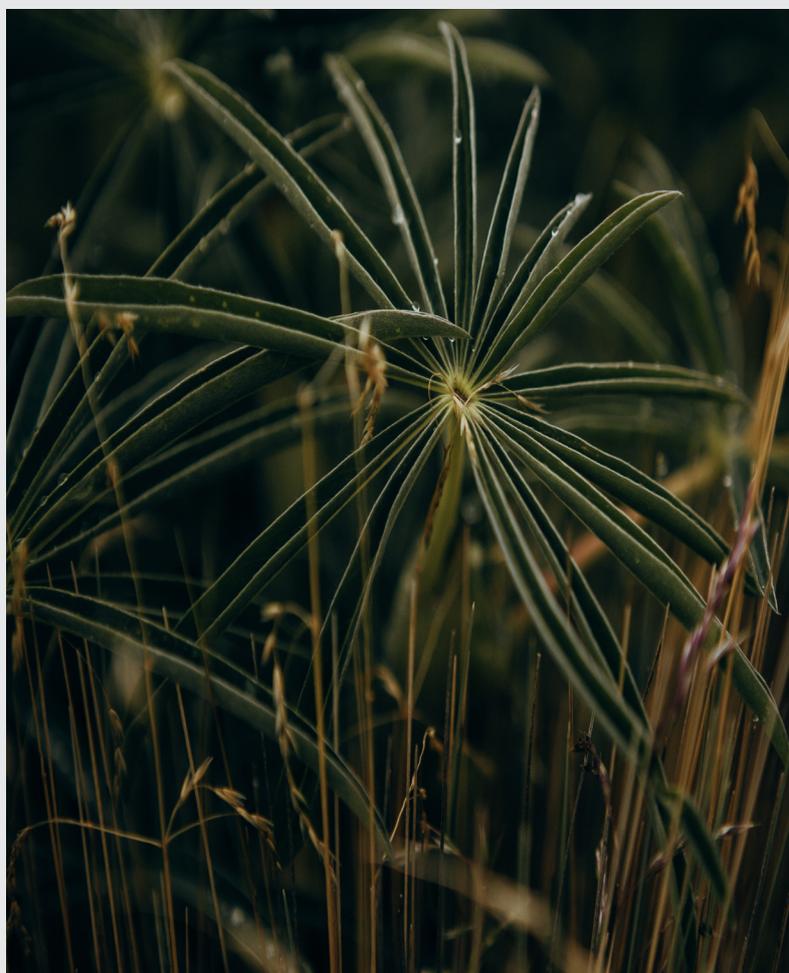




religious traditions provide, and does not benefit from how these may help inform meaningful action. As a default position, this detachment may reduce the ambit of economic, regulatory, or behavioural considerations.

Mounting climate and health impacts acutely underline lurking risks in our future. While reflecting the status quo or the pursuit of welfare and security, and illustrating opportunities for gains in efficiency and efficacy, a default position relying solely on such a univocal analysis may not be consistent with a much wider and diverse sense of social action, and the changes and continuities needed to address emerging collective challenges. Unaddressed, at best, there is a risk of an increased loss of meaningful agency by large segments of the population worldwide; at worst, the development of new forms of illegitimate control as climate and society changes.

Rather than seeking how to override a diminished scope of considerations for action for the sake of efficacy or efficiency, the project aims to examine how the imagination, in dialogue with experts based locally and others with knowledge of climate and economic policy and the humanities, can improve the understanding of how these societies might imply a good life. The project seeks to examine how to reconfigure the univocal analytical approaches and tools often used in climate policy, to allow for a renewed sense of purpose, meaning and agency to emerge and be pursued at different levels. It seeks to find out how the pursuit of the good life and a good society may spur action on its own, and how analogically inspired narrative approaches can help inform and guide more univocal and analytical research while helping inspire more permanent changes for the good in the way the social sciences and political action advance. If successful, this project's outcome could help preserve, transform and improve critical aspects of the understanding of the human relationship with its environment on the national and regional levels. Such a process of preservation, transformation and improvement would be mediated by a knowledge that comprehensively includes but also goes beyond purely economic efficiency or social policy considerations.



## DESCRIPTION OF THE PROJECT

This project is funded by the German government's International Climate Change Initiative (IKI) and led by two organisations, Energeia in the UK and CIES in Peru. There are now teams working on these issues in South Africa, Mexico, Dominican Republic, Lebanon, plus the project features a Latin America wide component based in Chile and Peru. Five universities are already involved (University of Cape Town, Instituto Tecnológico Autónomo de México, Universidad Nacional Autónoma de México, Pontificia Universidad Católica Madre y Maestra, Arizona State University). Two other organisations are hubs of university networks in Peru and the Dominican Republic. The project has concluded its first year of activities, out of a total of three. More information is available here: [learningbydoingproject.org](http://learningbydoingproject.org).

The essential, “need to have” outputs of the project are as follows:

- Reports outlining visions of, and transitions to, societies compatible with a 2-1.5°C-degree future by 2050 and its socio-economic, cultural and natural aspects in each of the countries, and regionally, as well as a national portfolio of projects, activities and knowledge to support them.
- Produce a report with multilateral opportunities for climate action and cooperation that can work in parallel with the visions and transitions outlined above.
- Develop a report and online media describing how knowledge and outreach have advanced with relevant stakeholders, including associated learning activities.

Following its empirical, iterative methodology this project has progressively arrived at an emerging understanding of a nexus between humanities, policy, and environment. The novelty of uncovering this nexus is unusual to modern academic divisions. A post-liberal approach, one that goes beyond liberal aspects by also taking into account other radical and conservative aspects—perhaps closer to a classical philosophy approach—would help see this nexus, and what it means to lead a good life, in a more integrated way.

Currently, the project has a climate policy focus, strong in integrated economic and climate and/or game or systems modelling. The good life question, as the project understands it, provides an opening to advance some of less developed aspects of the climate action debate further, hopefully bridging a gap for ambition and a more lively and appealing development, providing a basis upon which further research can be done and knowledge gained.





The project initially focused on setting up country teams, preparing a methodology and baselines, and delivering visions aligned with each country's low-carbon, resilient development agenda through at least the mid-2020s, focusing particularly on civil society, private sector dimensions, and local traditions and practices, and taking advantage of synergies between them. The project aims to spur interest and demand, and develop capacity in the national low-carbon development agenda, helping to build up innovation for stakeholders to act as climate-regime savvy actors and activists, to build coalitions to improve conditions for climate-aware projects.

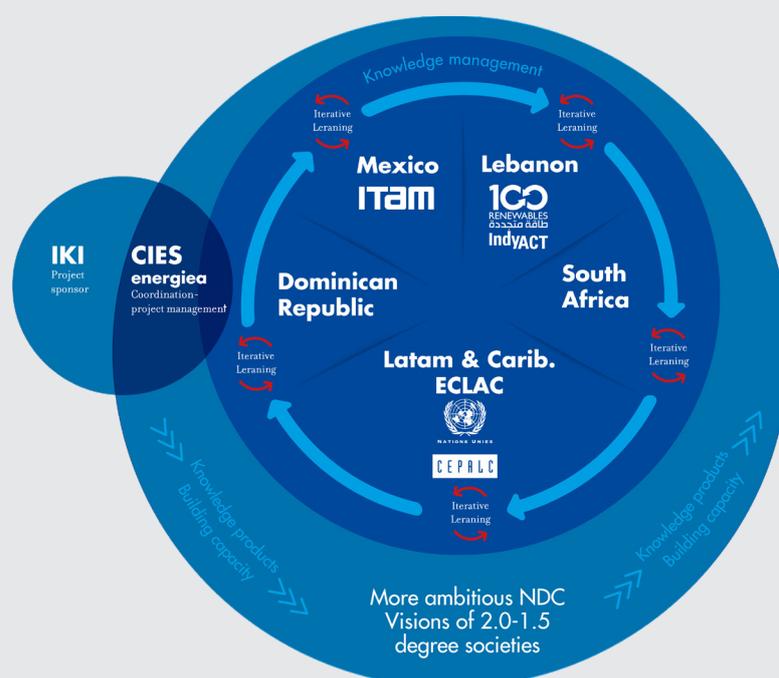
In each country, the core target involves influencing project and programme developers, the private finance sector, civil society, relevant academia, and the public sector—all may be associated with the climate action projects which the initiative will support and improve over the life of the project. Note that by definition, this group will be flexible in individual participants, as more than one sector will be selected in each country, with lessons learned in the development of projects to be applied to other situations and other projects.

These target groups are defined so as to allow the project to: (1) articulate and illustrate locally rooted visions of 2-1.5°C futures, (2) provide support for the development of climate action leadership, and (3) build capacity and help articulate societal demand for climate action. By developing projects alongside considerations of policy, programme and project proposals as relevant, and multilateral engagement around NDC targets, this project creates opportunities for demonstrable innovation and participation for both private and public sector benefit.

In this light, this document describes the formal requirements of the project as advanced during 2021. It focuses on these areas:

- The description of the project, and its methodological aspects.
- The thematic aspects emerging from the project, including its visions and pathways related to natural, socio-economic and cultural vision of 2-1.5°C futures.
- Critiques made by expert reviewers.
- Knowledge management aspects and the operation of the project.
- Outreach and dissemination.

The project is also expected to produce portfolios of projects and multilateral actions, these are at an initial stage.





## WHAT WE MEAN BY “VISIONS OF 2-1.5°C SOCIETIES”, AND THE LBD PROCESS

The project seeks first a vision of a society compatible with a 2-1.5°C increase in temperature as a tentative goal. This purposeful end serves as a good endpoint towards which to strive allowing participating teams and researchers to both examine and test the internal consistency of the vision in a specific time and place, as well as of the trajectories that might lead to it.

The project’s proposal of a vision of a 2-1.5°C society has some common minimum elements. It is one in which a society has emissions aligned with the Paris Agreement’s target that seeks to achieve a balance between anthropogenic emissions by sources and removals of greenhouse gases as soon as possible in the second half of the century. Crucially, the project is also taking this vision as one that fosters free human flourishing in society while being capable of operating within a stable economy and polity. Country teams have added additional, associated, more specific elements—such as compatibility with Sustainable Development Goals (SDGs), inclusivity in socio-economic development, husbandry of natural resources and biodiversity, adoption of innovative socio-economic aspects including nature-based services, elements of circular economies, sustainable development. A key cross-cutting consideration is that this society must not only technically deliver the targets the teams identify, but must also be a society that may be seen as appealing: a society with attributes that can be characterised as free, useful, pleasant, and honourable; by definition, attractive to a broad swathes of the population to functionally support as a destination in the transition to net-zero emissions and adaptation to climate impacts in the next thirty years.

This vision operates as a feasible and appealing destination, one that, while technically sound and internally consistent with emissions and impact trajectories, can also be said to harbour a good life. Initially, this vision is described within a scrum as something different from the present. It serves as an inspiring vision that includes issues related to emissions and impacts, but goes well beyond them to assess various aspects of cultural, socio-economic, and natural reality. The focus on the future implies that there is a continuity between present and future, as generations act together towards a future that may be seen as appealing in its own right—and not only





from a climate action viewpoint, as this implies that there are more elements being considered in this vision beyond those strictly limited to climate policy.

Beginning this exercise with the future provides many more degrees of freedom as compared to beginning with the present, which provides a much more limited set of options to play with. It also helps avoid the trap of projecting current practices and circumstances which we may be better off transitioning away from, or ignoring those aspects we believe are worth preserving.

Once this vision is on paper, the scrum then moves to a narrative of how this vision may have been achieved (i.e. writing from 2050 to the present). It includes some sectoral storylines illustrating the trajectory. The resulting scenarios produce the backcasting exercise upon which to explore the transition(s) to that vision.

The 2050 visions are developed within the scrum process. In this vein, it is vital that the “vision” is taken not as a direct projection from the present, but as a target or appealing aspiration to move towards. In this way, not only a broader political discussion can be advanced, but also the project has the means to dynamically assess costs of action or inaction, as well as the sectoral transitions and interplays between sectors, always with a view of the final position.

Once this is done, these characteristics are joined up through subsequent iterations by the scrum and the core team into a text that narrates how this happened. This is written using a narrative approach that takes a 2050 viewpoint and explains how such a society emerged from 2020 onwards. We expect that these visions and narratives will be able to produce the general lines for an analytical modelling process, to be advanced further during 2022. Besides, we project that this will include both an assessment of the envisioned society with the criteria selected above, and a process of backcasting from 2050 to the present. These narratives are assessed and criticised by experts and by a cross-country analysis team, with a view to improving the teams.

The backcasting approach, flowing from an imagined future vision of society, provides a larger degree of freedom, and thus a larger number of possible options than starting from the present and then forecasting a trajectory towards the future. It is essential to note in all cases, however, that these visions are not presented as a prediction — i.e., the project does not intend to show that those visions are the likely result in each country. Instead, these visions are intended as a learning process — an exercise that allows the project and its members to learn about possibilities and options that may achieve the project expected outcomes in a way that might be appealing to participate.

## CONCEPTS TO BEAR IN MIND

As part of the onboarding of the scrum participants, the project aims to bring the participants to an initial appreciation of the consequences of a 1.5°C, 2°C, and 3°C world, these consequences are highlighted, as noted by the UNFCCC, in changes to, inter alia, biodiversity and drought lengths. These examples clearly highlight the consequences of delayed or missed targets, which translate to clear costs to the local economies.

They aim at showing participants that climate change is not a distant problem nor one that we can talk about for a couple of more years, but one with actual, palpable, immediate consequences, that requires implementable and attractive proposals at all levels *now* to avoid enormous social problems in the medium term.

Elements that have been discussed with participants in the initial phases of the scrum exercise include:

- The real-world consequences of a 2°C+ world, in palpable and immediate repercussions which we know science has presented.
- Overlap of Human Economy, low-carbon economy, and climate impacts.
- What do families look like in 2050 in this community, what do they eat, where do they live?



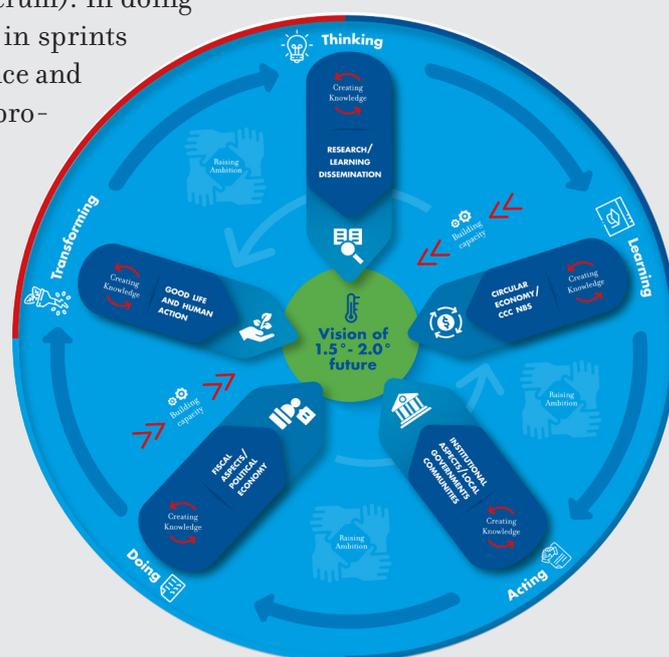
- The project presents different ways in which societies in other parts of the world live and thrive today—this seeks to highlight that there is not one single pathway or scenario for a “good life” in 2050, and it may be that there will be more than one social paradigm within a given country. Moreover, this highlights that there may be different pathways to this future society., There may be different industrial and service opportunities that need to be fleshed out in the pathway.
- What are the key parameters of a “good life”?
- Part of our effort will be to slice concepts down into smaller fragments, so that we can navigate and prioritise our “backlog”. We will discuss some fragments now, some later, and some fragments we will/may never discuss.

We have to consider that we are not looking for a “minimal” consensual solution, as not only does the proposed solution need to realistically present a pathway to a net-zero society, but this pathway needs to be appealing on its own within the local context if it is to be implemented at the speed that climate science suggests.

## INITIAL ACTIVITIES — METHODOLOGICAL AND BASELINE ASPECTS

The project advances through an iteratively flexible methodology, the so-called Agile Scrum (AS) methodology.. It is particularly useful when an outcome or part of it are known, but the means to achieve it are not. As this is the situation that applies to our project (i.e., the project knows some of the elements of the outcome, but does not know the means and pathways).

Traditionally, the AS methodology is not designed to operate in climate policy space. A substantial part of the project’s initiation phase was therefore dedicated to completing an adaptation of this methodology for its usage in a climate policy context. In its adapted form, the project’s AS methodology operates through small teams within countries and the Latin American region. As in all AS cases, the methodology seeks to produce versions of all of its outputs in each annual iteration. Likewise, this methodology does not presume to know the specific character and content of all these project results in advance. Instead, it allows for progressive collection and refinement of emerging findings and results across project outputs, and based on those findings, subsequent adaptation and updating of the direction of the research to respond in a flexible (agile) manner to the opportunities and findings of each cycle of effort (scrum). In doing so, the project will advance this agile/scrum methodology in sprints of efforts, each cycle advances with its own terms of reference and objectives. The project envisions repeating these annual processes, building each time upon previous findings.







## DEVELOPMENT OF STAGE 1 — ONBOARDING AND PRELIMINARIES

The project begins with each National Team (“NT”) developing a baseline study of long-term sustainable development thinking in their respective countries. The project embraces different approaches to the topic, but looks to apply the project’s methodology to all approaches.

This baseline approach is followed by a forward-leaning assessment of initial avenues for inquiry, as well as an organic assembly of the high-level approach to be developed by the project in each participating country.

## BASELINES, INITIAL WORK AND PROGRESS

All countries in the project, and the region of Latin America, suffer from accentuated exposure to climate risks—be they in the form of water stress or wastewater management, or drought and flood exposures, including regular and increasing exposure to hurricanes, which affect food security, employment and social development.



*South Africa*

The Learning by Doing project in South Africa explores a good life and just transition. In South Africa. The country team sees “Just Transition” as the continuation of a social transition towards a greater and more equitable popular participation of wealth. The focus of the South African team is to informing contributions towards a vision of a ‘good life’ by using a capabilities approach to development. Work is to advance to develop narratives, which are considered impactful in their own right — and much other work does not spend time developing the narrative storylines. Country scrums are being facilitated by the national lead, Prof Winkler, supported by Dr Andrew Marquard and the international team. [Learn more here.](#)

To launch these activities, the South Africa Team produced a [Baseline study](#) that examined the conditions at the start of the project.



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*Lebanon*

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A society at a socio-political crossroads at the start of the LbD project, Lebanon is not only racked by the constraints of the COVID-19 pandemic but also finds itself in a period of unprecedented economic distress and political uncertainty and disjointedness. Moreover, there is a reconstruction requirement for the country, stemming from these crises and more pointedly from the enormous explosion at Beirut harbour, which brought to light difficulties in government institutions.

Lebanon is currently suffering from the worst economic crisis in its history. More than 80% of the population went from being upper middle class to below the poverty line. The project finds a country looking to re-create itself, perhaps leapfrogging traditional development approaches, with a mind to include sustainable development in its poverty-alleviation approach rather than dealing with climate change after its society deals with poverty and opportunity-creation.

The team in Lebanon is working to promote the Green Recovery approach as the most secure way for Lebanon to surpass its economic crisis. A draft green recovery vision document has been produced in collaboration with the Lebanon Climate Act (LCA). LCA is a platform for Lebanese non-state actors working on climate change. The LCA is an initiative by Green Mind Association in partnership with UNDP. This vision, which is called “100% Lebanon”, is currently being discussed privately/in an unofficial setting with various key stakeholders and decision makers to develop the concept further and test possible reactions: [Learn more here](#).

To launch these activities, the Lebanon Team produced a [Baseline study](#) that examined the conditions at the start of the project.



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### *The Dominican Republic*

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Following an analysis of the Dominican Republic's national context (in terms of socioeconomic development, quality of life standards and climate change vulnerability and risks), a potential 2050 country vision of the country could be described as: "a 2050 carbon neutral society, which implements models of sustainable development based on a competitive, circular and equitable economic management of natural resources, the use of clean energy, with solutions that promote climate change adaptation and resilience, while guaranteeing wellbeing with dignity for its people, respecting its identity, sovereignty and culture". [Learn more](#).

To launch these activities, the Dominican team produced a [Baseline study](#) that examined the conditions at the start of the project.



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### *Mexico*

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The Mexico team seeks to assess both the characteristics and welfare of a society compatible with a 2-1.5°C future by 2050 and the trajectories leading to it. The team focuses on understanding why leaders and societies do not enact and/or implement the technically optimal policies and actions for 2-1.5°C futures that can materialise by 2050. The team is assessing this by combining political economy work around a society compatible with 2-1.5°C futures and its trajectories, developing scenarios for the transformation, and applying general equilibrium modelling to assess options and gains and losses in the envisioned society and transition. [Learn more](#).

To kick off these activities, the Mexican team produced a [Baseline study](#) that examined the conditions at the start of the project.



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### *Latin America*

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A Latin America team has been formed with members drawn from Energeia, ECLAC, and country teams. It is working on both country analysis and aggregate Latin American data. It follows a low carbon society approach modelling, coupled with a back-casting approach. [Learn more.](#)

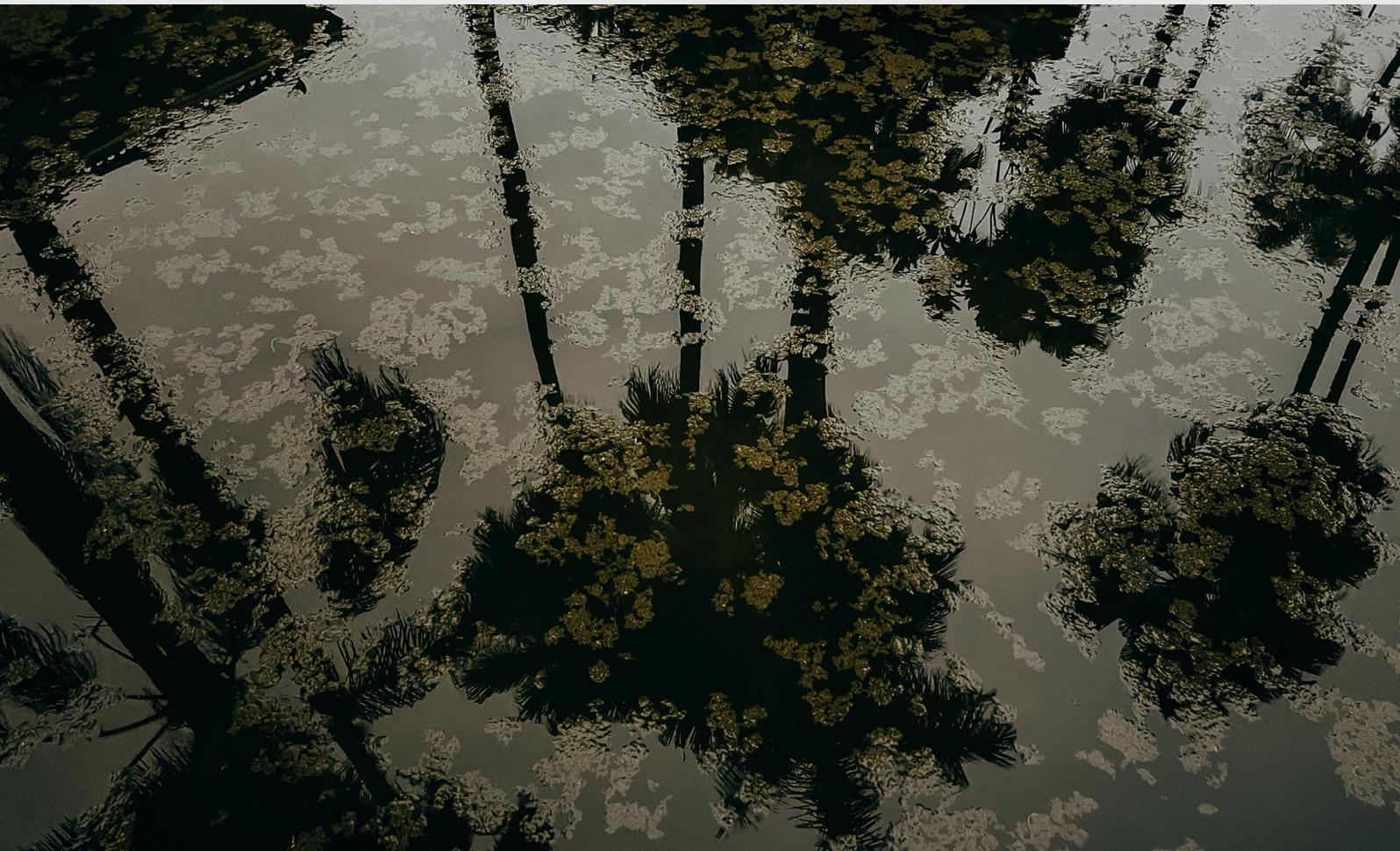
The team has chosen a cultural, political, and economic approach to examine these societies and transitions. In doing this, the team is exploring the interrelation between ideas of a good life and low carbon and climate-resilient transitions.

Below, we describe the initial aspects of the project's development of a methodology that allows it to operate in line with the testing of the long-term vision and trajectories leading to it, as outlined above.

## AN LBD METHODOLOGY — PRELIMINARY DESCRIPTION

As described previously, the project develops a process that improves and refines its vision of society compatible with a 2-1.5°C future, considering action in specific places, helping develop capacity-building implementation dialogues among its actors. This process includes a parallel knowledge-sharing and reflection component, which captures experiences and innovations and harvests knowledge within overlapping target groups in a regional context. Both of these elements are captured in the ongoing project documentation, of which this document seeks to be the first example. These documents are used by the core target group and ad-hoc target groups. Moreover, there are also outreach and orientation products targeted for distribution beyond the core materials and participants, which allows for further opportunities for innovation and support for ambitious climate action proposals in a wider scope, enhancing demand for climate action initiatives.

This section provides a general methodological description of the process and main aspects of the methodology as regards the definition of the target group; the scope sector and themes; actor and their management; the scrum process, including its preparation, follow up, and revision; the production of projects and proposals that may emerge from the scrum process itself; and the knowledge management aspects associated with the project methodology.





## TARGET GROUP

In each country, the core target will involve influencing project and programme developers, the private finance sector, civil society, relevant academia, and the public sector - all as well may be associated with the climate action projects which the initiative will support and improve over the life of the project.

Engagement with these will require scrum groups which may or may not be the same across sectors for a given country.

Each scrum should strive to comprise a:

- National lead and support (2-3 persons);
- Representative of programme developers;
- Representative of private sector finance;
- Representative of civil society;
- Representatives of relevant academia.

The list of actors is for guidance, and the National Team Lead (NTL) will identify appropriate actors; however, it is vital that they bring different perspectives and experiences to the exercise, discussing thoughtfully rather than proposing single, given solutions. Engagement with multilateral actors from government or government advisors, will add meaning to projects that engage with multilateral and regional initiatives.

## SCOPE, SECTORS, AND THEMES

Each country can define the sectors that it will examine. Still, the project requests that a proportion of the sectors remain in discussion throughout the project even if some initial ideas of projects change over this time.

### *Common Considerations for all participants*

Scrum discussions should consider visions of, and transitions to, societies compatible with a 2-1.5°C degree future by 2050 and its socio-economic, cultural and natural aspects, and regionally;

Scrum should build on this as constraints to developing of a national portfolio of projects and policy proposals towards these aims, with activities and knowledge to support them.

Likewise, scrum discussions should consider multilateral opportunities for climate action, at sub-national, regional or multilateral levels, with as many partner countries as possible, finding collaborations that can work in parallel with the visions and transitions outlined above.

### *Particular national considerations*

Each National Team will have particular national considerations and interests, which will colour the projects and priorities being discussed and the approaches to those issues. What these considerations and interests will look like depends, inter alia, on socio-political circumstances in the country and level of engagement across different stakeholders.

For example, approaches in one country may be more top-down or bottom-up oriented, or may have a higher level of engagement with municipal or civil society interests. Approaches in another country may exhibit a more diverse mix of involved stakeholders. What is important is the procedure for refinement and the iterative approach to continuous engagement, which not only refines proposals and projects but also delivers capacity and insights to the participants about different viewpoints to consider, and solution-building in a cooperative mechanic—as opposed to building a proposal from one viewpoint only.



### *Policy and Project Proposals*

As a metric confirmation of project proposals, within six (6) months after the preparation of the baseline document, the NTL will present a shortlist of four (4) potential projects that will be explored and discussed with stakeholders towards the development of project proposals.

The project will describe criteria to be considered in the definition of potential projects, and will recommend areas of engagement.

The ultimate aim of the programme is to deliver at least two (2) project proposals to a relevant funding body.

### *Evolution*

The first months of the project would be focused on defining a group of projects and policies for discussion, particularly on a vision of a future society in a 2-1.5°C world, which would be refined, developed, and nourished by enriched inputs over the next 12-18 months. The final year of the project would be mainly directed to transforming proposals into presentable texts or reviewing of already-presented proposals.

## **ACTORS**

A scrum team consists optimally of 15 – 20 people, to have richness, but still to allow mixtures of opinions. Fewer people would mean that some sources of knowledge are absent, and too large a team would mean that a few parties may dominate discussions. Also, component groups should be equally represented.

Different scrum teams or scrum sessions may focus on other areas of a larger project—i.e., one scrum may focus on social issues and another on financial issues when considering circular or nature-based approaches, or say the sustainable tourism industry, in sustainable development. Setting up several separate scrum sessions may be a solution when the NTL may want to include more actors for richer outputs than would fit around a single scrum table.

### *Management of Actors*

The scrum cycle consists of work planning, scrum meeting for project development and improvement, work review/presentation, and work feedback for future scrums. The work planning is part of the project aim review (sometimes called the “backlog”, which is the session’s “To Do”). As can be understood, there is an iterative cycle of activities that deliver improved concepts and projects.

The team must make the project requirements into functional and technical elements that can be proposed for discussion in scrums. It means that more complex project requirements have to be translated into components that can be tracked and improved sequentially.

To be able do this the management of the scrum process requires following the components of the project’s “To Do” and backlog with background and member intelligence, all driven towards project outcomes—being the project’s deliverables and the particular country priorities identified by the NTL. It is important that the leadership of the project ensures that every Scrum improves the outcomes for the project. This may include, in later stages, a review of project or deliverable concepts alongside the fulfilment elements, which are the natural priorities in the more mature stages of the process.



## SCRUM PROCESS

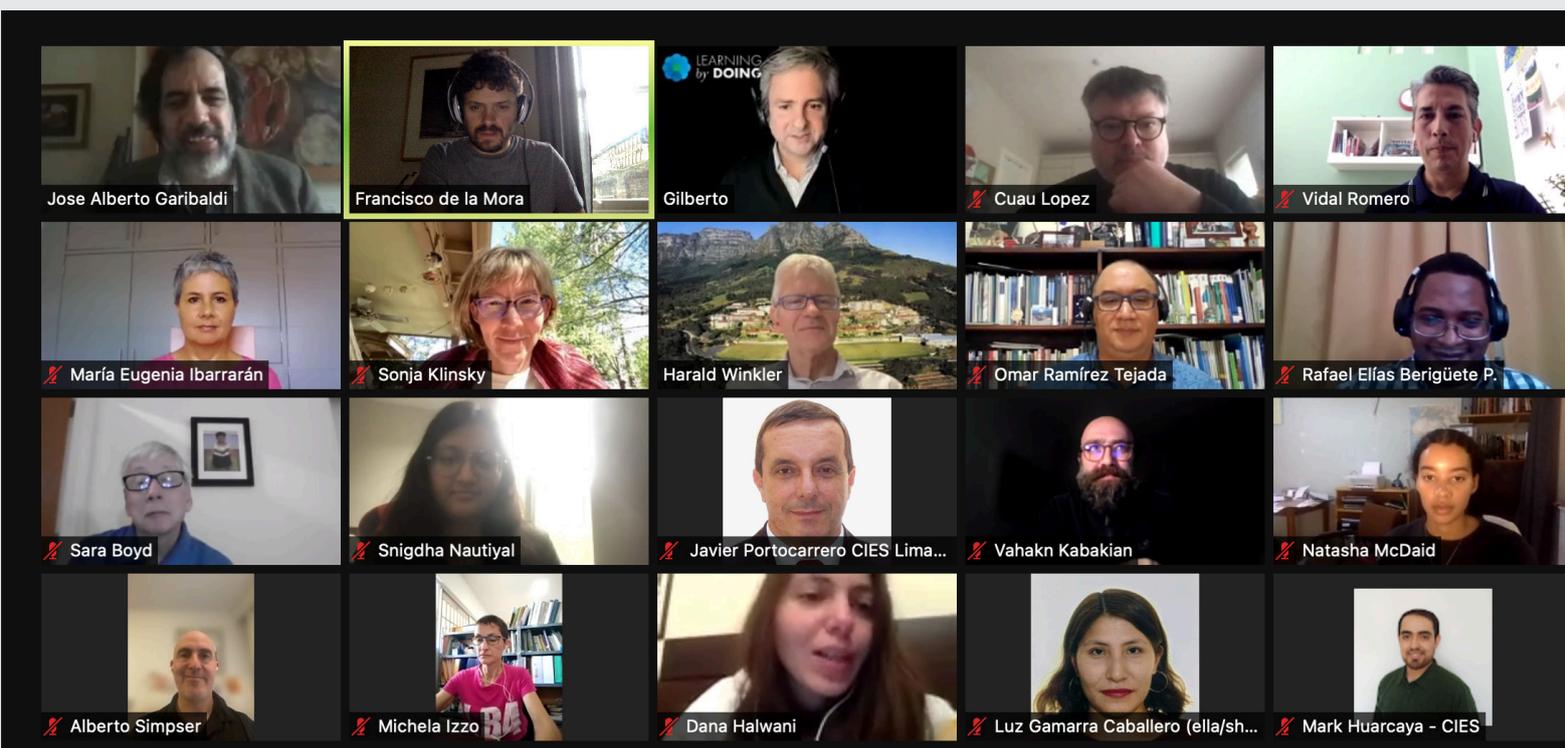
We plan to hold 3-4 Scrum Sessions in what we call a “Scrum Round”, meaning that the entire cycle of a Scrum Round, including planning sessions, scrum sessions (3-4 engagements), and conclusion/recap would not cover more than about 2.5 to 3 days—which need not be contiguous; however, if non-contiguous, it is important to generate common notes and a reminder segment so that some thought and idea continuity can be captured. NTLs will have additional post-scrum work putting together the advances of the scrum exercise into a refinement of the project proposals. Noting the circularity of the process, as will be described below, we could start the description with the “Refinement” step, but for ease of approach, we will begin with the session planning step.

### *Scrum Planning — NTL, Energeia*

This involves NTL and Energeia; it is important for NTL to demonstrate appreciation of the effort required for targets to be able to communicate weights to prioritise targets in the scrum and after it. The idea is to come to an understanding of the discussions that will add the most value to the project’s development and understand the “acceptance criteria” for proposals to the scrum.

### *Pre-Scrum — Scrum Team, Energeia support*

What did we do last time? What did we do in the meantime? What do we need to do now? Scrum targets are identified from inputs and intelligence and insights from participants. These questions dictate the goals and focus of scrum segments in the upcoming scrum that will have to include an analysis of options and priorities in the scrum setting, with proposals for advancement and work, and consider input in changes in circumstances and new intelligence coming from the scrum members in an initial session. Priorities coming from Scrum Planning are presented and reviewed based on new intelligence.





### *Scrum (Scrum Team)*

Scrum sessions generate outlines or full elements of proposal components, which aggregate towards the entire proposal. Proposals and options are discussed using the perspectives of all scrum members, moving down the priority list and being mindful of cross-dependencies. These sessions should begin with a preliminary period describing previous outcomes, defining improvements and priorities for the session; this should not be more than 15 minutes. The organising team runs a “post-session” briefing to compare notes across the observers and to underline preparation for next steps.

Scrums can work as cross-cutting workshops to look at various proposals from a cross-cutting perspective, or focus on one proposal, then another; or work on the same issues incrementally, with one session being the basis for the next session.

### *Review (External) — Energeia, External Experts*

Conclusions of the Scrum exercise are first reviewed by external perspectives/experts for targeted elements from the work-planning bucket/backlog, and checked against project and outcome envelope constraints and changes originating from the scrum that may affect already-decided project components. This activity gives a perspective on the outcome of the Scrum.

### *Retrospective (Internal) — Scrum Team*

The review by the Scrum team of the output of previous sessions and comments from the review process will set the stage for refinement of work and drafting of updates of project documents in preparation for the next round of Scrum. The scrum team discusses many issues, such as:

- What went well?
- What did not go well, with respect to resources, tools, necessary research or questions, and relationships with other actors, etc?
- What are the learnings?
- Is there any improvement, or further inputs, required for the next scrum?

### *Refinement of Backlog (the last step, which is also the first step, in the cyclical process) — NTL*

In preparation for the next scrum, the NTL will list elements that require more or less discussion in the project proposal drafting process. These discussions will help update the backlog of considerations for the project or concept proposal, to have topics documented and ready for reporting and input order for the planning phase of the next scrum. Towards the end of the review process, the NTL must prioritise member experiences and project intelligence inputs, building towards target deliverables, and put in the work-planning bucket for the upcoming session. The refinements to and updates of the project and scrum process should be circulated to the participants about two to three weeks ahead of the proposed scrum meeting, so that topics are fresh in the mind of the participants.



## **KNOWLEDGE MANAGEMENT (KM)**

Alongside the national and overarching priorities for the project, the scrum methodology in Learning by Doing also carries a study on the evolution of knowledge as a result of the methodology.

For this, the project is generating a KM baseline on knowledge among the participants, identifying, among other things, lagunae of knowledge, what actors are most important at the outset, which experts are thought to be necessary—and then reviewing these elements as the project progresses, and thereby measuring how the project has developed knowledge in general, independently of the specific deliverables of the Learning by Doing project.

Over the course of the project, the KM component will seek to evaluate the acquisition of knowledge from the project methodology by people outside its immediate interaction—for example, through the project's outreach activities.

### *KM Methodology*

The LbD has generated a knowledge baseline at the outset of the project (reported below), and will then carry out a review at the end of each yearly cycle of scrum rounds for the first two years. These reviews will receive input from surveys and mid-year refining reviews, among other sources. There will be some surveys and refining reviews on the third year to deliver a Learning Summary at the end of the project.



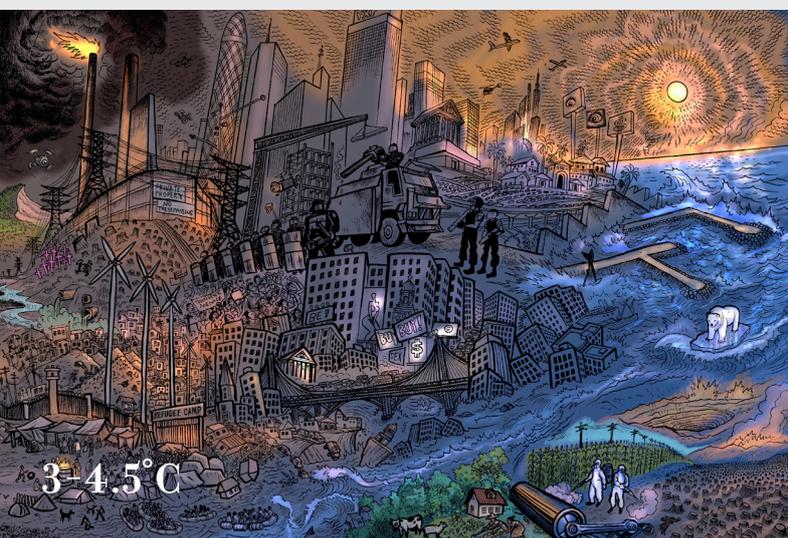
## 2-1.5°C VISIONS

### HOW DO WE DESCRIBE A GOOD LIFE IN A 2050 FUTURE?

LbD's concept for 2050 futures is envisioning human flourishing in a society that is socioeconomically adapted to a balance of emissions and sinks compatible with the 2-1.5°C warming targets set by the Paris Agreement. We think of a society that is carbon neutral and adapted to the climatic realities of a world at 2-1.5°C warmer than pre-industrial levels and where a good life can be led, alongside the implementation of nature-based-solutions and socially inclusive economic development, alongside the uptake of relevant SDGs. Crucially, it implies a society where a good life may be led.

The need to address what is a good life in the context of these visions, policies and projects is frequently viewed with scepticism and perceived as elusive. However, in its absence, something else begins to drive whole process considerations. For example, when considering replacing coal-fired power plants, it is easy to imagine a situation where capacity credits are paid to the displaced power plants that can no longer despatch. Plant owners get out relatively unharmed in these transitions, but labour risks being decimated or left with stranded skills. In this vein, we emphasize the need to focus not only on behaviour, which can be understood as a response to incentives, but also on the outcomes of purposeful action in creating these societies and on advancing the skills, values, and practices associated with a transition. The project's 3-year time frame allows us to think outside the constraints of immediate legislative and regulatory concerns. Crucially, the combination of focussing on outcome and having sufficient time to explore will enable participants to consider what to include in the broader perspective of the vision generated: it allows to dive deep into the question of what it means to live a life well.

As the teams and the project assembled, the following issues emerged in 2021 for consideration: i) advancing a better understanding of what a good life means in different circumstances, stages of life and natural endowments means, and developing associated visions of sustainable prosperity; ii) examining the role that circular approaches can play in developing low-emission and resilient societies, and how these circular approaches apply to mitigation adaptation synergies, and nature-based and nature-inspired solutions, including through their interaction with carbon and natural cycles, as embedded in different regional contexts and cultures; and iii) developing further linkages with emerging work on innovation, learning and capacity building. The project will explore how to integrate these themes across its own activities.





As described elsewhere in this document, the process of developing these visions is associated and embedded within the Scrum process. The group of scrum participants outlined some initial elements of these visions., They need to be developed further and complemented by a narrative and associated storylines that try to imagine how these visions come into being by 2050. The narratives allow for formulating a strategic vision and identifying strategies for the required changes and continuities. These narratives are contested or confirmed by experts and by associated modelling and analytical tools developed by the country and core teams.

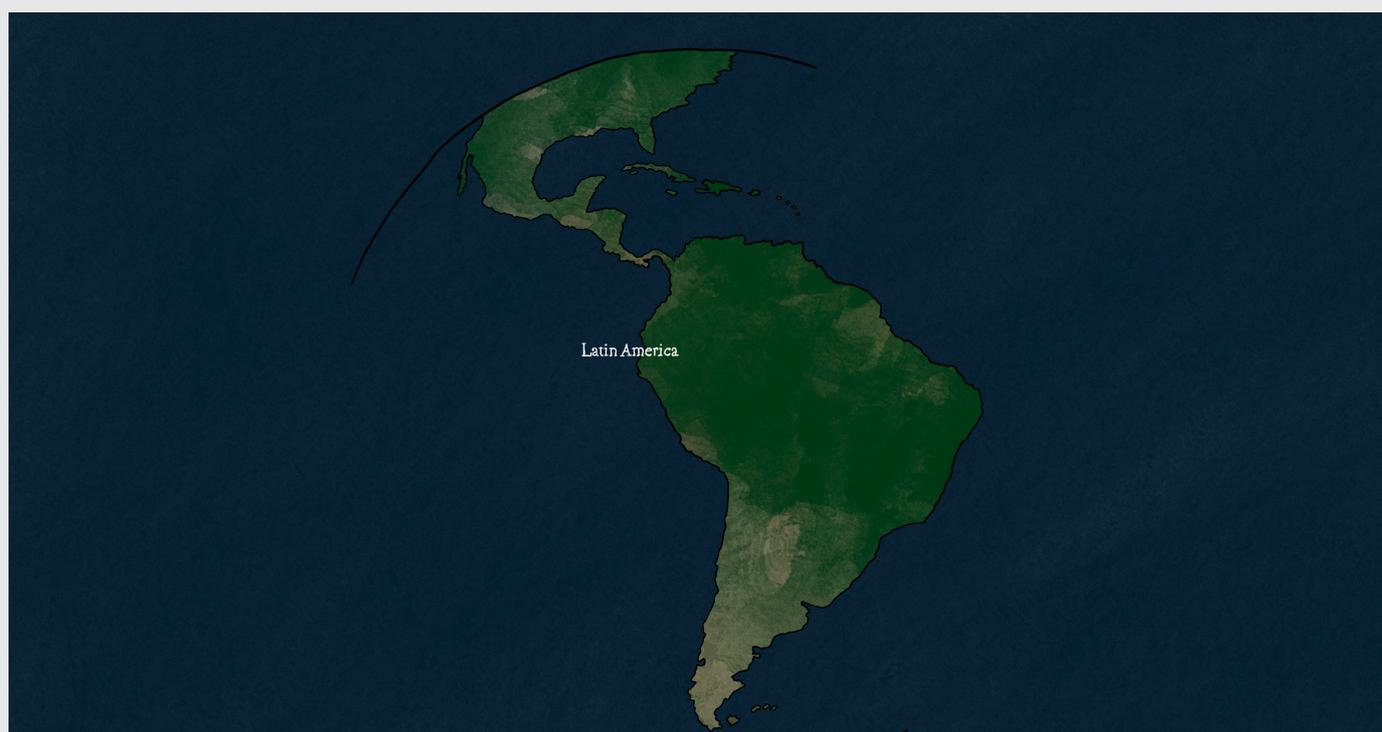
The following section illustrate, as a starting point in this process, some of the initial findings from the various country aspects of the project as they were developed in the first year of the project.

## **WHAT DO THE REGION AND COUNTRIES' TEAMS SAY? SCRUM AND LBD ACTIVITIES IN 2021**

### *Latin America Region*

The Latin America team is a regional, multi-country aspect of the project. It seeks to find options and examples that might work regionally. Its members come from Energeia, the Economic Commission for Latin America and the Caribbean (ECLAC), and various Latin American Universities (National University of Mexico - UNAM; Instituto Tecnológico Autónomo de México - ITAM).

Aspects being considered seek to provide ideas and inspiration to the other country teams, particularly the Latin American ones. The regional component participants have met regularly, following a process similar to the SCRUM process described above. In the project's first year, they have been thinking about elements that could be used to develop narratives, visions and sectoral storylines that could be used to illustrate what would a low carbon society approach look like in Latin America, and how backcasting would look like as it is brought back from that future vision towards the present. It is expected this process can provide elements that the other scrum groups can develop further and that can be tracked through the knowledge management process.





The LAC team has initially outlined how the project benefits from specific political and cultural narratives, blended with economic analysis using emissions calculators and wedge analysis. Initial processes have framed the analysis as one that takes both an overall emissions trajectory, which is then associated with a wedge reduction proposal. The first stage produced a calculator, which was initially created for Mexico, that could be expanded to be considered a Latin American one. An initial analysis has focused on aggregate LAC data with some specific country examples (Chile, Dom. Rep., Mexico, Peru, Uruguay)

In addition, this group has advanced in outlining the cultural, political and economic aspects of what it calls a post-liberal approach. The approach includes aspects of the conservative, radical and liberal political traditions, in dialogue with the Latin America political past, articulated in a manner compatible with the 2-1.5°C transition. It is called post liberal because it includes liberal aspects, but goes beyond them: rather than take the key characteristic of society as the result of a social pact amongst current agents, this post liberal approach develops a characterization of society as a covenant that seeks to continue traditions of the past and examine links with traditions from a future perspective, as a covenant that extends across generations, as in the conservative tradition. Moreover, it is also willing to examine options for improved public services and distributed property, as in the radical and socialist traditions. Last but not least, post liberal approach presumes the operation of society within basic individual rights and liberties, as within the liberal tradition.

Initial aspects that the LAC regional team has been considering include public and civil options to improve the provision of public services through low carbon and climate resilience means. An additional objective is for these options to serve as a pathway to liberate segments of household incomes, as improved provision of services can reduce private expenditures in key sectors, particularly in low -and middle-income households. The proposal is to choose the wedge sectors and see them in their entirety, not only for their environmental footprint but also for their ability to contribute to GDP, employment and lower costs. The scrum fits perfectly with the notion of adjusting over time. This improved provision of public services would be accompanied by enhanced competition and anti-corruption policies to prevent those providing these services to extract rents from users, thus negating the benefits. and to advance cultural and educational policy to expand leisure, services and other low carbon means to dispose of the available income. It is expected that this helps create new ways to relate associated infrastructure as means for a transition linked to a good life while enhancing policy links between nature and culture.

In addition, the LAC regional team has been evaluating some general characteristics of the electric sector. The evaluation involved options for electricity based on renewables, electrification of the economy, a comprehensive portfolio of mobility (e.g., the use of batteries, electric catenaries for use in electric vehicle roads, the use of hydrogen as a means for decarbonised heavy transport), industry and heating and cooling. Likewise, the team discussed their use in specific sectors. Those have included measures in:

- Agricultural sector: stabilised agricultural frontier, increased regeneration-reduced emissions, avoided impacts.
- Ecosystem preservation: virtuous relationships with settlements, impacts, agriculture and fisheries.
- Mining: increases, changes in cargo and equipment.

The group is considering that there will be a level of stranded high carbon assets — using their rents to help finance transition, and has been developing an aggregate emissions model and a wedge portfolio analysis.



### *Next steps*

The team finished the year considering the following aspects:

- Discussing how to improve and consolidate a Latin American team and process, including through interaction with other project members from the Latin American region.
- Examining options for culture, nature, and infrastructure integration.
- Further develop an aggregate emissions model and a wedge portfolio analysis.
- Deciding what countries use as an example.
- Increasing exchanges with other LbD teams from Latin America and beyond, and organizing a LAC scrum.

### *The Dominican Republic*

A vital aspect of the LbD project is to produce, through a participative process with multiple stakeholders, visions towards a sustainable Dominican Republic society in a 2-1.5°C global warming world. Although the country shows a well-developed political and regulatory framework, primarily oriented towards adaptation and resilience, it is still necessary to strengthen relevant instruments to fulfil the already established goals (projected up to 2030) and develop others up to 2050 and towards 2100. These new instruments shall respond to long-term visions, at national and local levels and at sectoral and territorial scales, aiming to secure sustainable development, state of rights and wellbeing of people.

Under LbD, several visions are being analysed to progress towards a more comprehensive approach for the future of the Dominican Republic, defining how specific sectors may contribute to meet this future state.

So far, these visions are:





### *National Development Strategy 2030*

A prosperous country, where people live in dignity, attached to ethical values, in the framework of a participative democracy that guarantees a social and democratic state that applies its laws, promotes equity, equal opportunities and social justice, manages its resources to develop in an innovative, sustainable, land balanced and integral way, competitively inserted into the global economy.

### *National Coordinating Team (proposed in the LbD Baseline Report)*

The Dominican Republic is a 2050 carbon-neutral society, which implements models of sustainable development based on a competitive, circular and equitable economic management of its natural resources, the use of clean energy, solutions that promote climate change adaptation and resilience, while guaranteeing good life for its people, respecting its identity, sovereignty and culture.

Revisiting the proposed vision included in the Baseline Report, it is evident that it offers higher levels of opportunity to analyse social, economic and political shifts, incorporate new critical elements that have emerged, and review these patterns of development to understand how we need to shape system transformations, establishing the central role of sustainability. Through this process, the country would have a renewed collective, positive action plan and leadership agenda for this decade towards 2050.

### *Proposed by a participant during SCRUM 1*

An empowered society, with a resilient and competitive economy, that manages the Dominican territory in a sustainable way, with responsible consumption, inclusion, equity and collective human well-being.

### *Proposal of working groups during SCRUM*

The 2050 Dominican society, based on its cultural identity, is oriented towards sustainable development, as described by the SDGs, thus guaranteeing we are a sustainable, fair, tolerant, diverse and socially and environmentally responsible society, where each citizen lives well, in a context where rurality and urbanity develop in harmony, complementing their respective functions, and adapting to a 2-1.5°C global warming.

The above-proposed vision is promissory. It is ambitious and leading-edge, suggesting paradigm shifts and transformative changes necessary to allow over 10 million people to be living well within the country's boundaries. The path towards this vision includes exploring opportunities to define common policies with Haiti, meaning that over 20 million people may live better within the boundaries of Hispaniola Island.

Of course, this vision declares a de facto premise: current development, under business as usual, is not sustainable and cannot be an option. The proposed vision explores what a 2-1.5°C compatible Dominican society would look like in the mid-20th century, how such a country could be developed, and which role the different social sectors should play to make this vision a reality.

The proposed vision features the core attributes of successful planning, it: (i) seeks to understand the current situation, (ii) identifies the obstacles to succeed, and (iii) creates a pathway to overcoming these obstacles. The conclusion shows firstly the need for a fundamental shift in the country's pattern of production and consumption and secondly, how the economic growth and opportunities are equally accessible to all citizens and transformed into Dominican good living standards. Finally, it deals with how the institutions should work to grant it. In this shift, the



vision identified unprecedented opportunities for stakeholders who can understand that a business-as-usual model is no longer an option.

Reviewing the National Development Strategy 2030 vision, the key concepts it explored have largely stood the test of time or, at least, its first ten years. The pathway that it put forward accurately identified the importance of system transformation and predicted major action areas for an initial progress towards 2030.

On the other hand, the National Coordinating Team's (2050) suggested vision includes new concepts, such as circular economy, carbon neutrality and economic, social and environmental resilience, which have become firmly established as part of the broader sustainability scenario. It also coins the term "good life", meaning a life that people can live and enjoy.

Inevitably, however, a number of topics had either grown in importance or emerged as critical new areas within the proposed sustainable development scenario and even beyond, such as profound changes driven by technology. Furthermore, the world in which the Dominican Republic is inserted is permanently evolving, being characterised by growing economic interests, social tensions and environmental impacts.

In such a context, fundamental questions arise about the role of different stakeholders (government, private sector, civil society, local organisations, international cooperation), needs for technology development and sustainability as a whole. As most of the entities have material interests in shaping a viable long-term operating environment, there is no doubt that addressing these interests and responsibilities will require vast systemic transformations in fields such as food, energy, mobility, cities and communities, materials, work and education, as well as in the overall economy itself.

### *Conclusions and Future Challenges*

The first Scrum reveals a widespread need of the Dominicans for a more sustainable and fair society as an unnegotiable condition for living well.

Although preliminary, the expressed vision shows a clear awareness of the importance of carbon neutrality and developing policies and adopting measures to adapt to different climate conditions.

People are aware of the main limitations that the Dominican society faces at present and recognise that the path towards the defined 2-1.5°C future society passes through their overcoming. In the meantime, in the backward process from this future society to the present, the participants in the Scrum identified current strengths and opportunities as essential elements to promote specific actions and preserve those that are conducive to these changes .

Innovation goes hand in hand with the conservation of cultural identity, to which people show significant attachment, as a critical factor for a good life.

An associated ethical vision towards the excellences required for this future should orient decision making, and be part of education at all levels.

In synthesis, the transition requires both a continuation of good aspects of Dominican society, as well as a systemic transformation. So, the open question is: do we really understand what it means and what it is needed to reach the goal?

In 2022 Scrums, the National Coordinating Team need to promote the refinement and unification of the existing visions, also exploring new ones, answering all the pending questions.

In short, during the first Scrum, participants and national teams understood that it could meet a vision and goals for 2050 at the outset — but of course, it will take a lot of work from us and all parties involved. For 2022 the LbD project shall increase the efforts to include more institutions, companies, organisations, academia and the partners we work with. The national vision (2030) remains a ground-breaking piece of work that has shaped the national LbD teams' work for a decade. There is much that can still be learned from it.



### *Lebanon*

In 2021, the country suffered from a severe fuel shortage, putting almost a complete halt to transportation and electricity supply. The severe local situation created enormous challenges to the Lebanon project team's ability to operate and caused a delay in implementation.

Despite these challenges, the LbD project in Lebanon has initiated a debate around how climate action can help the Lebanese overcome the current situation. The LbD project in Lebanon views the current economic crisis as an opportunity for the country to rebuild its economy in line with the needs of an economy in a possible 2-1.5°C future. Lebanon is currently in the process of completely redesigning its economy. Therefore, the LbD team is promoting the green recovery approach as the most secure way for Lebanon to surpass its economic crisis.

#### *Green recovery vision - an opportunity for the Lebanese economy*

The national team in Lebanon, jointly with the Lebanon Climate Act (LCA), a Green Mind Association UN-DP-supported platform of non-state actors, has produced a draft vision document, called "100% Lebanon: A green recovery approach to Lebanon's economic crisis". It aims at providing a pathway in line with the 1.50 temperature limit, thereby focusing on the economic benefits of a green economy, and presenting evidence that this approach is the best option for Lebanon from a purely economic point of view, a step indispensable a. sustainability is a hard argument to sell to Lebanese stakeholders.

This draft vision lays out the basis of all the work in Lebanon, including guiding the discussions within scrum sessions with stakeholders and experts.



### *Project activities and partners – setting the stage*

The project in Lebanon will go beyond the scrums and expert engagements by, initiating a national debate around the green economy. LCA members, among them the biggest companies in the country, municipalities and NGOs, have been engaged in the discussions around the vision to help promote it as a solution to the economic crisis.

Also, having LCA as a key partner provides credibility to the work by having UNDP and the Ministry of Environment endorse the outputs of the project. An agreement has been reached with the Ministry of Environment that the outcomes of the scrums will be incorporated into Lebanon's Long-term Development Strategy, which the Ministry is currently working on.

Since September 2021, the gasoline crisis has been resolved, and the project has continued its regular operation. The LbD team in Lebanon was able to set up four speaking engagements to present the draft vision to several stakeholders, including three webinars and a presentation during a conference on economic recovery. The audience of these events included private sector, political parties and civil society representatives. The vision has also been distributed to a number of experts and thought leaders to provide their initial input on the process. Communication material on the Lebanon vision is being produced to be ready when this vision becomes mature enough for public dissemination.

The project will conduct a public consultation to assess Lebanese public views and feedback on such a vision. An online platform is being developed that would allow the general public to learn about the green recovery vision. Given the success in Lebanon, this experience could serve as an example for replication elsewhere. The Lebanese team has brought on board an ad agency and started working on the platform. It has also built a database of relevant experts in the country who can be helpful for future collaboration.

The project is currently recruiting six experts from various fields to lead on sectoral discussions within the scrum sessions. Each of the experts will work on producing a sectoral paper relevant to their field. Their responsibility is to further develop the sections in the overall vision, diving into the economic sectors. The six sectors are: sustainable energy and 100% renewables, sustainable transport and electric mobility, food security and sustainable agriculture, sustainable tourism, sustainable finance, and, finally, circular economy.

In the first half of 2022, Lebanon will hold parliamentary elections, and providing a solution to the economic crisis will play a decisive role in the political discussion, an opportunity the LbD project in Lebanon aims to benefit from. The draft vision document has been circulated to various political parties, and the Green Party of Lebanon has decided to adopt it as its rallying cry for the elections.

In the first quarter of 2022, the LbD team organized a national conference together with UNDP, LCA, and the Ministry of Environment on the Green Economy. The conference featured panel discussion that reflect on the existing draft vision and the various sectoral papers that will be created.



### *Mexico*

The national team in Mexico managed to construct their entire vision of a 2-1.5°C society by the end of 2021. A detailed description is presented below.

By 2050, the team envision a Mexican society where social, environmental and economic development has significantly benefited most societal groups. Progress has taken place alongside significant CO<sub>2</sub> mitigation and adaptation policies that have allowed the country to fulfil its emissions goals for a 2-1.5°C maximum global warming, and to go beyond these by adopting a 2050 net-zero greenhouse gases emissions target. Mexico's green revolution will have focused on the most emission-intensive sectors: energy, transportation, and agriculture.

Mexico in 2050 is a better country than it was three decades ago. Citizens enjoy a better life and are happier. They are physically and mentally healthier. The air and water are cleaner; transportation is not a polluting hassle; and there are more time, information, and opportunities for high-quality living.

Mexico is also a more democratic country in which existing institutions promote governments that are more responsive to citizens, and enterprises have sufficient incentives to behave well. Economic, social, and political conflict is not absent, yet there are effective ways to solve conflict with low transaction costs.

In 2050 Mexico, communities and local governments are stronger. They have sufficient resources and incentives to minimise risks stemming from climate change—they no longer need to demand the attention of national government and of multiple intermediaries.

In this context, ambitious thinking and policies are feasible.

### *A Virtuous Circle*

In this society that the team envision, all relevant actors have incentives to control their CO<sub>2</sub> emissions at the globally-optimal level. A virtuous circle has developed between the incentives and the behaviours of govern-



ments, citizens, and industries. This development has been possible not only because of a change in conscience but because, given the existing constraints, the “correct” policies were implemented.

Citizens know that they are entitled to a good life -- a better one than 30 years ago. They know that they do not have to live in polluted environments and that local sustainable consumption has significant benefits. A sea change in the national culture has taken place, encouraged by considerable support to local organisations that significantly reduce citizens’ collective action problems for demanding better living conditions.

Policy-makers at all levels of government are significantly constrained by citizens’ demands for lower greenhouse gas emissions and by subnational authorities that have incentives to have “clean” administrations. Politicians have raised their climactic ambitions and have a shared vision of a better Mexico, which voters reward.

Thanks to the policies and incentives put in place 30 years ago, carbon pricing has progressively increased from US\$3 up to US\$75 in 2050. Revenues from carbon taxes and other fiscal instruments have allowed governments to invest in just transitions that consider the prevention of climate risks, the reduction of regional inequalities, and compensations of various sorts (including retraining, unemployment benefits, and investment in community development) to individuals and communities affected by the demise high-emission industrial activities, as well as by the consequences of climate change.

Power generation is now much cleaner, transportation has significantly changed by embracing low emissions technologies, food production has implemented low-emissions best practices, and food consumption has moved towards zero emissions products.

Industries have gradually adapted to the new regulations and realities, not because of philanthropy, but because consumer preferences are now pro-environment, technological advancements have made change financially feasible, and governments have provided adequate incentives, compensations, vigilance, and sanctioning. Over time, large parts of the population and businesses have acquired a stake in the new low-emissions status quo, rendering it a stable state of affairs from the social, economic, political, and geopolitical points of view.

### *Our Vision by Core Areas*

This future that the Mexican team envision is built on ambitious changes in institutions, technology, and culture in three core areas that account for the majority of emissions in the previous decades: energy, transportation, and agriculture and forestry.

#### *Energy*

In 2050, the electricity sector significantly decarbonised. Mexico’s net zero-power generation policy is constructed around carbon pricing and renewables.

Carbon pricing has been successful at inducing consumers and producers to change their behaviours, leading to less carbon dioxide emissions. In addition, revenues from the carbon tax have been progressively allocated to emissions mitigation policies and compensatory policies to those negatively affected by the transition to a low emissions environment.

Politically powerful stakeholders that were initially opposed to a widespread carbon tax across energy sources—including oil, cement, steel, and coal production—were successfully compensated and incentivised to adopt cutting-edge technologies, and faced an ample coalition of NGOs, local governments, international organisations, and international trading partners that were able to counter its initial resistance to change.

Government intervention was successful in compensating not only enterprises but also workers and communities, adding a progressive component to its policy of carbon pricing.



Mexico's change in power generation policies has benefited many communities. Power generation is no longer an obstacle to a good life. Citizens understand that air and water pollution are not a "necessary" ill associated with power generation. Former "oil towns" have found new economic activities with help from governments and international NGOs that provided resources and incentives for change and innovation.

### *Transportation*

Transportation in 2050 Mexico is no longer a huge source of emissions. This has had a significant positive impact on Mexicans' health, leisure time, and social capital.

Thanks to technological change and government fiscal incentives, as compared to fuel vehicles, electric vehicles (EVs) are no more expensive to purchase, and there is a wide selection of models. EVs are less costly to operate than fuel vehicles, and public and home charging are widespread. Hydrocarbon fuel subsidies have been entirely eliminated.

Modal shift is a reality in 2050 Mexico. The country has been successful in managing transport demand, disincentivizing the use of motorised transport. Walking and cycling are feasible options for many. Traffic reduction has meant more free time and less stress by decreasing commuting time. Now, streets are less noisy and have become proper public spaces for citizens' interactions.

Congestion charge zones are ubiquitous across Mexico's metropolitan areas. In addition to reducing traffic and improving air quality, revenue from these programmes has been invested in community development and compensation to those initially affected negatively by the congestion charge policies.

Transportation culture has changed in Mexico. One significant transformation has been to remove the stigma among middle and upper economic classes about public transportation as an option only for the poor. Better public transportation has, therefore, contributed to a less stratified society by improving transport equity.

### *Agriculture and Forestry*

Today, the agriculture and forestry sectors have been quite successful at mitigating emissions. Significant changes in supply and demand for products in these sectors have been driven by a combination of change in habits and preferences, technological change, and effective regulation.

Increasingly, citizens have changed their consumption habits, partly because of limited natural beef supply and its corresponding price increase, and somewhat because "eating the right thing" is now taken more seriously by many people: a culture change has taken place.

Some beef producers have gradually switched to more profitable alternatives, such as fish or poultry farming. Others have taken advantage of new technologies, such as silvopasture systems and biodigesters to mitigate emissions..

Another fundamental change to mitigate emissions has been a significant reduction in synthetic fertilizers. This has also contributed to better health outcomes.

The protection and restoration of forestry is a top priority for the Mexican government. The administration of forestry policies has been decentralised to local governments, which have a more direct interest in enforcing regulation, collecting fines and possess more information about what is happening on the ground.

Mexicans have modified their environmental protection and conservation mindset thanks to increased exposure to information on these issues and changing economic incentives.

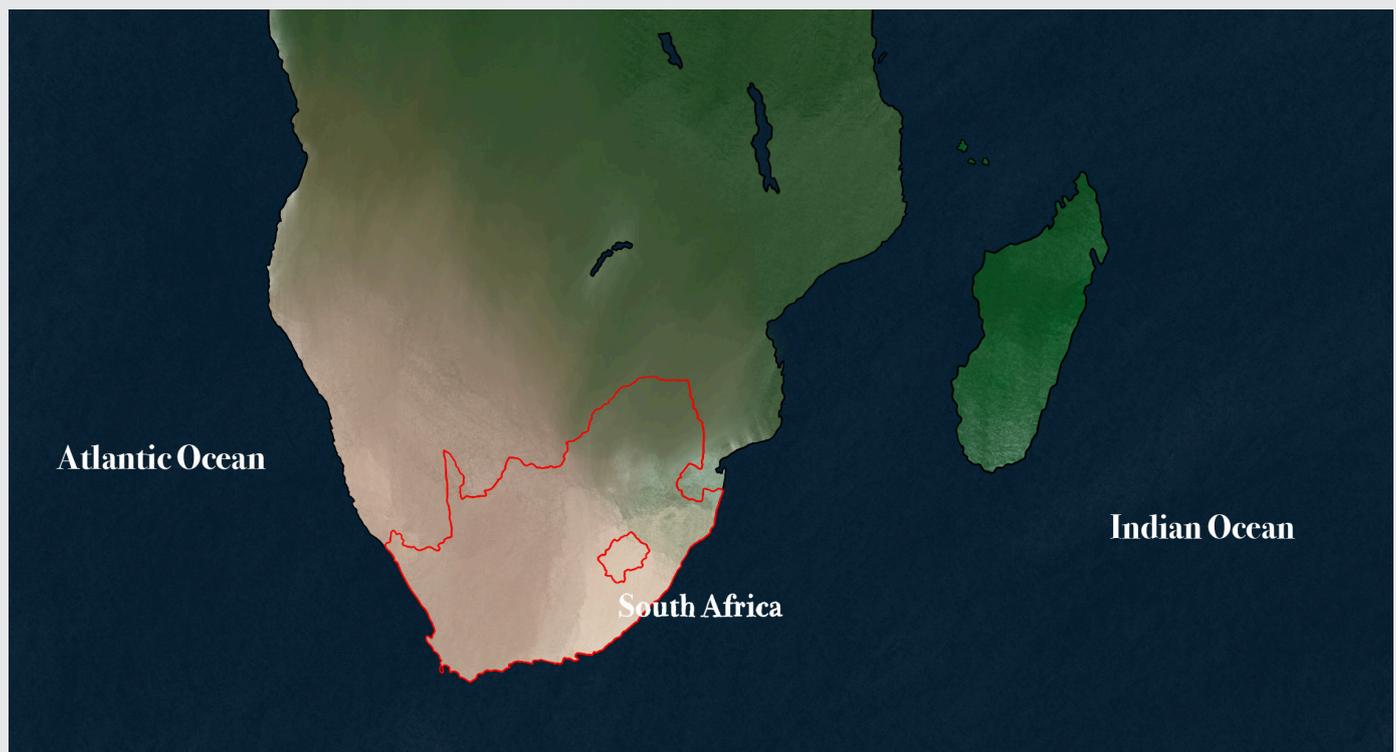
### *South Africa*

The LbD project in South Africa explores a good life and just transition. In South Africa, the concept of “just transition” is the issue of consideration as the country develops plans for sustainable development into its future. This is not simply an issue of the shape of the country’s energy transition but also of the continuation of a social transition towards a greater and more equitable popular participation in wealth.

To push this process in South Africa, the project is advancing its scrum methodology. The first year of LbD in South Africa saw the establishment of the scrum members, group of strategic and creative thinkers, the members of the scrum. The group includes participants from government, civil society, the business community and labour unions, all participating in their individual capacities.

An initial series of meetings — a first scrum — was held in July 2021. Discussions on what a good life in 2050 in South Africa under 1.5 °C might look like were as fascinating. In group work, initial narratives of a just transition towards a good life emerged. Human action in the form of shifting development pathways to ensure a just transition to a low-carbon, resilient “good life” is a core focus.

The focus of the South African team is to provide papers informing contributions in realising the vision of a just transition to a net-zero CO<sub>2</sub> economy and society, with a focus on enabling a good life by using a type of capabilities approach to development. Future work is planned to further develop the narratives, which are considered impactful in their own right — and much other work does not spend time developing the narrative storylines.





## FINDINGS SO FAR

The project has come to the following findings so far:

- The importance of developing narratives and visions to explain how specific policies and modelling them could be articulated to explain long-term development.
- The importance of a vision of change and continuity that goes beyond state and large private centred action to encompass a wider range of civic and social actors.
- The primacy of education and capacity-building over technological advancement.
- The importance of economic inclusivity as a lever to social support of sustainable development policies and programmes—this can be started through educational initiatives.
- Exploration of systemic changes on how prosperity is considered and attained at a political and social level.
- Communicating the relevance of strong and orderly institutional practices in urban and rural development.
- Challenges not principally with big industries, as these take cues from broader pressures, but buy-in for sustainable development practises with small businesses and the man in the street is paramount for broad and sustained movement towards a coherent future vision of a Paris-compliant society.

## PORTFOLIO OF NATIONAL PROJECTS AND ACTIVITIES

Ideas for these projects are still in development, but it is clear that nature-based solutions, particularly in terms of agriculture, and circular economies are seen to be win-win, with most countries seeking advancement among these lines. Considerations of carbon pricing and policy packages associated with the transition of energy, and commercial and industrial inputs, are also common. Having said this, it is clear that these are broad concepts, and that each country will have to make refinements in particular to current social and infrastructure circumstances.

## PROPOSED ELEMENTS FOR SUB-NATIONAL, NATIONAL, REGIONAL, OR MULTILATERAL COOPERATIVE ACTION

The elements for sub-national, national, regional or multilateral cooperative action will be developed further throughout 2022 as the regional and country visions will take shape. They will be further advanced as the project evolves.

The national teams in South Africa, the Dominican Republic, and Lebanon made contact with actors in national governments who are interested in the project's methodology and processes.

## DESK WORK AND FIELD ACTIVITIES

Desk work will proceed as noted above, or otherwise as described in this report's annexes. The project is now beginning with the development of a specific analysis of projects and proposals.

We will start producing:

- Successful and discarded cases and options for increased ambition of projects and for further capacity building, development.



- Potential synergistic lines to take across between mitigation, adaptation, and/or multilateral support, including a view to pathways and projects towards a local 2-1.5°C society.
- Expected emissions reductions, as well as observed and noted obstacles.

## EXPERT CONTRIBUTIONS AND PEER REVIEW

As the project advances, its key products will be peer-reviewed, with some of the initial emerging visions, projects and programmes now moving into an initial peer-review phase. The project asked in late 2021 for a group of experts, at the UN ECLAC, at the UNAM, ITAM and across projects for critical comments and views, with the purpose of improving the initial thoughts emerging from the country teams. The contributions benefitted from the fact that the initial visions, narratives, and associated strategies already provide an overall view of the project's thrust, thus allowing for these initial views to be examined. The idea is for these critiques to help improve the visions and trajectories emerging from the scrum process.

Critiques and comments emerged in three areas — 1) on the overall vision and emerging narratives, 2) the strategies they embodied, and 3) the sectoral approaches and their relation with specific aspects. Each is addressed in turn.

### *More general comments*

The emerging initial visions and narratives seem to contain some strategic ideas. There are also some initial views as to the approaches to be followed in the analysis. These aspects include proposals for public services strategy that increases the disposable income of those who already spend, the use of carbon prices and taxes, and the use of compensation to alleviate opposition. In analytical terms, some of these proposals articulated around an overall emissions calculator, and a wedge sector analysis to replace emission sources in one case and in another, on a general equilibrium model. Other approaches are also emerging, based on sectoral experts.

A central question in this context revolved around the core of the political movement of the narratives in the countries. Further development of the narratives and strategies needs to consider how change or preservation would arise, through what agents, means and pathways the goals may be achieved, and the scope of those goals. A review of these narratives focuses on the impact of policies, as well as providing both a general view and sectoral development policies.

In this context, the underlying production pattern is a key aspect that remains to be analysed. Rather than following a primarily defensive pattern against change, it is important to address in the vision, narrative and analysis a purposeful and proactive vision of the change side by side with those aspects that highlight the inertial aspects of the status quo.

The demand for the required change or continuities — including in environmental and climate policies—is likely to include considerations coming from both civil society and the productive sector. These aspects need to be further developed to examine how it is that demand for change (or preservation) is articulated constructively and moves the transition process forward.

Likewise, the analysis should see these impacts in their entirety, and not solely as a sort of “carbon and emissions” bubble, but rather in line with their environmental footprint, and their ability to contribute to GDP, employment and lower costs along the way. An approach that emphasizes public services is not new; nevertheless it may hold promise, and seems to be in line with the overall project purpose. An approach based on the better provision of public goods and services may also contribute to increase the available income, both of the population that these goods and services address, as well as those who work in delivering those goods and services themselves. Further work along these lines seems to be promising. The scrum fits perfectly with this notion, to adjust over time.



There is also certain consensus around the idea that the modelling approach—its process and the model characteristics—should not be taken as the key circumstance that defines what is identified as valuable in the discussion. It is preferable to have a process that outlines in a wider discussion what is important to consider, including elements outside the model (given a model's necessary simplification of complex social processes), rather than to take a model and base analysis principally on the model's variables. If the model defines completely the parameters on which the analysis is going to be tested, then the focus cannot be adjusted.

### *Sector based comments:*

The discussions need to consider the various potential tracks that the replacement of the energy matrix may take, and what associated energy vectors may this include (i.e., the role of renewable energy and whether new infrastructure and/or new energy sectors will be introduced to deliver this energy — from improved networks to hydrogen).

How would electrification or hydrogen affect the clean public transport production chain: bus, cable, metro, trolley, bikes, train; how do the narratives and sectoral storylines imagine transport and public transportation, and how can this be redesigned for 100% quality?

What part do the various kinds of hydrogen play in this transition, and what might their role be in terms of heavy industry and other production processes; what might be the role of H<sub>2</sub> in heavy transport, aviation, long-distance trains; as well as in associated services and industry - medical care, vaccines, latex, plastics?

There is also a need to consider the transition in terms of the associated value chains. This may take various dimensions: in the production of the wind, solar and marine renewables value chain likewise in the production of inputs, controllers and blades. In a parallel task, the development of battery production: e.g., in terms of lithium, molten salts, solid state.

In terms of the food system, how do the visions and narratives accommodate regenerative agriculture and farmers, and what role is played by both man staples (soy, corn, potatoes) but also emerging boutique food: coffee, vanilla, cocoa, honey, exotic meats, amaranth, nopal, flowers?

There is also a more specific role that needs to be addressed: what is the role of the recycling of plastics and commercialisation of derivatives: chemical and mechanical; the recycling of electronics and their derivatives: computers, telephones, televisions; the recycling of organics: production of land, fertilizers, energy?

There are also issues related to the elimination and processing of wastewater, and sanitation and landfill gap, including the management of waste, and/or the closure of landfills.

Last but not least, infrastructure and the built environment need to be improved — including addressing issues of emissions as infrastructure is developed and the housing stock is replaced.

### *Policy and program-based tools*

There were also critiques regarding the need for a more thorough discussion about public policy issues and tools. These included the need for various programmes and policies which might be necessary in these contexts: e.g., a sector regulation modernisation program, and an associated public tender modernisation programme. In the context of this project, this may include a carbon disclosure, social price of carbon and zero waste.

Also, an aim to support people's drive out of poverty thanks to decarbonisation (not with carbonisation) as a transition programme—an aim associated with a drive to higher quality public services.

If the combination of these services may be taken to be equivalent to the development of a welfare state based on the new economy; how would these developments be implemented?



### *Team meetings - Coordination/1st meeting Core Teams*

To mark the first year of activities, the LbD project organised its first (virtual) meeting of core teams in December 2021. This meeting was designed to take stock of findings and development after one year of the project from the national and knowledge management teams highlighting current opportunities and challenges ahead. This meeting also allowed all teams to share experiences and knowledge while exploring more robust horizontal co-operation avenues.

The meeting was structured around four main sessions. The first agenda item allowed national team leaders to present the main findings from their baseline reports, their scrum experiences, and the key themes emerging from the first iteration of the vision reports. This was followed by a session to discuss how the national teams were approaching visions of low-carbon societies and their connection with a good life. The third session allowed us to showcase the communication strategy, including the LbD webpage, project video, graphic novel, and the launch plans on social networks. Finally, the meeting closed with a session on knowledge management. The KM team presented the methodology used in this workstream and some initial findings from the baseline interviews.

In this first meeting, there was very robust participation from all countries involved in the project. It was also very well received by all participants, many of them congratulating the organisers for convening such a meeting.

As a direct result of this first meeting, a number of subsequent meetings were planned for the start of 2022. The first of these is a dedicated workshop on Knowledge Management programmed for the second week in January and which will focus on expanding the participants' understanding of the work being carried out by the KM team and allowing the participants to start interrogating the data available.

The 2nd meeting of the core team is programmed for the 1st quarter in 2022. There was an agreement by all parties involved to organise more frequent core team meetings going forward, as they strengthen horizontal and cross-country collaboration.





## PORTFOLIO OF MULTILATERAL ACTIONS

Multilateral actions are pending identification and refinement through project activities. Pending aspects include a review of proposals as well as preparation and strategy proposal for annual Portfolio of Multilateral Actions (PMAs); proposed multilateral lines to take for United Nations Framework Convention on Climate Change (UNFCCC) activities, and non-UNFCCC “multilateral opportunity cooperation menus”; the drafting of regional cooperation initiatives; and activities at the UNFCCC.

Nevertheless, the project has already started exploring a cooperative approach with UNFCCC groups. An initial approach is being tested, being advanced with the Association of Latin America and the Caribbean (AILAC) or interested AILAC countries, in a way that might help support activities as emerging in the 2021 – 2022 period. This cooperation may include developing LbD’s regional, Latin American project components, engaging AILAC participants, identifying means to address specific AILAC countries’ needs locally and regionally, and expanding AILAC and LbD outreach and support beyond Latin America through multilateral fora in which AILAC or LbD partners are active.

Thus, an LbD cooperation approach with AILAC may well have the following components:

- Help create in interested partner countries’ 2050 visions of a good life in societies compatible with 2-1.5°C temperature goals, with a capacity to respond to associated climate impacts, and identify both trajectories leading to them as well as approaches to increase capacity in these societies so as to continue developing these visions and achieving these trajectories in the long term.
- Help AILAC countries to calculate the costs of the transitions to 2035 and 2050 futures, outline required capacities and the associated adaptation and impact costs, using integrated climate and economic modelling from LbD teams and research, and contrast these costs with existing literature and UNFCCC estimates.
- Help provide initial and/or additional support for coordination of UNFCCC negotiation positions, drafting of submissions, continuous creation of capacities in AILAC countries, and expansion of UNFCCC outreach in the second half of 2022 and for 2023. This may include activities to mobilise these resources and through local and international means. It may also cover support to organise in-person meetings at the UNFCCC and associated fora (e.g., Cartagena Dialogue).

The project has already developed numerous methods to create evidence and develop capacity that could be used in a Latin America and Caribbean context, as described in this document. The project also has specific teams and funding to develop costing of regional approaches, inclusive of those in a UNFCCC context, and a portfolio of multilateral approaches—at multilateral, regional, or sub-national levels—that supports emerging findings, as well as to develop projects that may support those multilateral approaches and translate them into submissions. The project may also support project fellows based in participant AILAC countries. There are currently Latin American quantitative and qualitative research teams and fellows working in Mexico, Chile, the Dominican Republic, the UK, alongside other like-minded project teams working in South Africa, Lebanon, and the US.

As envisioned, and if successful, LbD cooperation activities with AILAC countries may start towards the end of the spring 2020, and last through 2023. In keeping with the project focus, activities will seek to expand capacity to achieve the project ends both within society and government. The project may include more specific activities with selected AILAC countries but should also have some sort of AILAC wide component. If the initial



stages are successful, the project will seek to include participant countries in subsequent funding rounds. Project activities may be agreed upon in advance with the whole of AILAC and/or with Individual countries. To proceed, terms of cooperation with the LbD project would need to be agreed upon with AILAC in early spring 2022.

## KNOWLEDGE MANAGEMENT

### CONCEPT

The Knowledge management (KM) component of the project is responsible for supporting and enhancing the learning process, improving understanding, and identifying and harvesting emerging findings and knowledge. Various knowledge management processes cut across the whole project. In all cases, KM processes have been developed to allow the combination of analogical and narrative aspects of the country teams' visions of the good life, with analytical aspects.

The KM team has three tasks: 1) help project members learn about themselves and others, 2) document and share learning across the project and with those outside the project over time, and 3) facilitate learning within the project.

The project has already developed many methods to keep track of evidence and document approaches that are useful and compatible with its knowledge management. In line with its general philosophy, the project does not presume to have or follow a specific climate or an economic policy framework or a normative approach. Likewise, the project's iterative methodology follows results as these emerge and are further developed. Quantitative modellers and qualitative researchers work together, with results assessed jointly, while graphic artists illustrate findings. Findings are contrasted throughout the years to examine how the project and its participants learn. Project participants contribute their national and subject matter expert knowledge and share research.

The project adapted its AS methodology to retain its open-ended, flexible approach to the findings, knowledge, and learning from the project to better respond to emerging actions, circumstances, talents, skills and opportunities. It seeks to identify KM within the countries, across countries and regions within the project, and with those outside towards related academic, research and civil society issues. Likewise, it explores how best to translate the activities and findings, knowledge and skills that contribute to project outputs in a Covid and Post Covid contexts, while ensuring delivery of key aspects of its aims. This will, in turn, inform and feed into all aspects of the project.

A dedicated team has been coding all documents and major findings, using NVivo software. The software allows to identify and attach specific codes to principal ideas and concepts as they emerge through the various teams and activities of the project. This makes it possible to illustrate when and how these concepts emerged, and contrast and compare them. The idea is for this software to accompany the project's iterative process, and showcase finding as these emerge every year.

The basis of these processes was established in 2021. The process is described below.



## PROCESS

The KM element of the LbD project began with an analysis of the baseline documents for each country, and an initial round of interviews with plural key participants in the project. Knowledge baselines were assessed, and coding templates were developed. The project then successively analysed knowledge generated by the project through interviews with project actors, and from documented inputs and outputs of the project. This process is repeated periodically to refine the coding workbook and generate a picture of how knowledge and insights have evolved.

### *Summary of Year one Activity for Knowledge Management Team*

Over the first year, the KM team collected data from each of the teams about their respective activities, thoughts about the project, and began identifying pathways towards notions of a good life in 2-1.5°C worlds. Below we outline the work of this team along the three main phases: laying the groundwork, data collection, and initial analysis.

#### *Laying the Groundwork*

From July 2020 to March 2021, the KM team laid the foundations for the ongoing work of knowledge management by completing the following tasks:

- Working with the entire core team of the LdB project to scope the mandate of the KM team;
- Identifying individuals who will be responsible for KM tasks (including conducting interviews, doing analysis, organizing materials) and allocating these tasks;
- Developing shared ethics protocols for the collection and use of any information generated through KM activities;
- Creating and pilot testing baseline data collection materials such as interview schedules;
- Establishing shared electronic filing systems;
- Starting to collect project data, including materials created by the countries as they came available.

#### *Data Collection*

In March 2021, we began collecting the main bulk of data. Parts of the collection process have been ongoing in light of the continual creation of new materials throughout the entirety of the project. but Between March and September, however, the project team concentrated on gathering and producing materials, and acquiring software and coding skills. Activities entailed:

- Collecting project documents (baselines, vision statements, terms of reference, meeting minutes) as they became available.
- Training the KM team to work with NVivo software to start developing a coding system so that analysis can be systematised across all documents and years.
- Developing coding systems in conjunction with the entire team, iteratively through many meetings. to ensure cultural resonance and accuracy.
- Conducting initial interviews with all core members of the project and national team leads.
- Transcribing all interviews for analysis over time.



A summary of the project data generated during 2021 is included in the table below:

	Baseline Interviews	Project Documents	Graphic Novel Interviews
Description	Baseline interviews were conducted by the KM team in mid-2021 for capturing how project participants were thinking about visions for 2050 and ideas, skills, knowledge for reaching those visions and achieving change	All project terms of reference, vision and baseline reports produced by the countries, as well as minutes from select meetings	These interviews were more open-ended and conducted for the graphic novel project
Status	Transcribed, coded	Transcribed, coded	Currently being transcribed and coded

### *Initial Analysis*

Once the first swath of data collection was completed, the KM team moved to initial analysis. From September to January 2022, this was the primary focus for the KM team. The team carried out the following specific tasks:

- Finalising initial coding categories for year one.
- Coding all documents (besides those being used for the graphic novel as additional coding was added to accommodate the breadth of topics included in this).
- Working with the full team to identify potential questions of interest.
- Doing initial analysis.
- Holding a workshop with country team leads to share initial analysis back to countries and to see what additional questions might emerge.

Several additional themes were identified based on this initial analysis, and spilled over into year two as we start the second round of data collection. The foundations laid this year will allow for comparing discussions over time, document learning, and help teams think more fully about their ideas on climate action as the project unfolds. Key tasks in year two include more thoroughly integrating materials from the Scrums, doing the first comparison analyses (based on year two interviews), and further honing the analytical approach.



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## COMMUNICATIONS YEAR 1

The project's communication identity faces the challenge of working across different cultures and languages, so the team considered a presentation that included dynamic progression and an emphasis on action the best way forward. After all, the project aims at delivering pathways for ambitious and accelerated action on sustainable development and long-term, climate-aware development.

The use of colour around a central sphere deals with the principal climate goals and evolution of our iterative process, while the typography seeks to highlight the importance of and progression to action.

Equally, these elements have become an essential part of our website, which is showcasing a range of materials in different languages.

Components of LbD's social media and outreach campaign, which will kick off in 2022, will range from ongoing innovative interaction on project insights with a broader audience, to introducing important elements for discussion as the project's concepts of narrative and storylines in development pathways matures. This social media vector shall also include platforms for surveys, quizzes and a space for feedback on the project, with the aim of enriching scrum discussions, and test findings and insights.

In year one, the project focused efforts on developing a strong brand to be used in every deliverable. The brand was divided into three core elements (logo, website and deliverables).

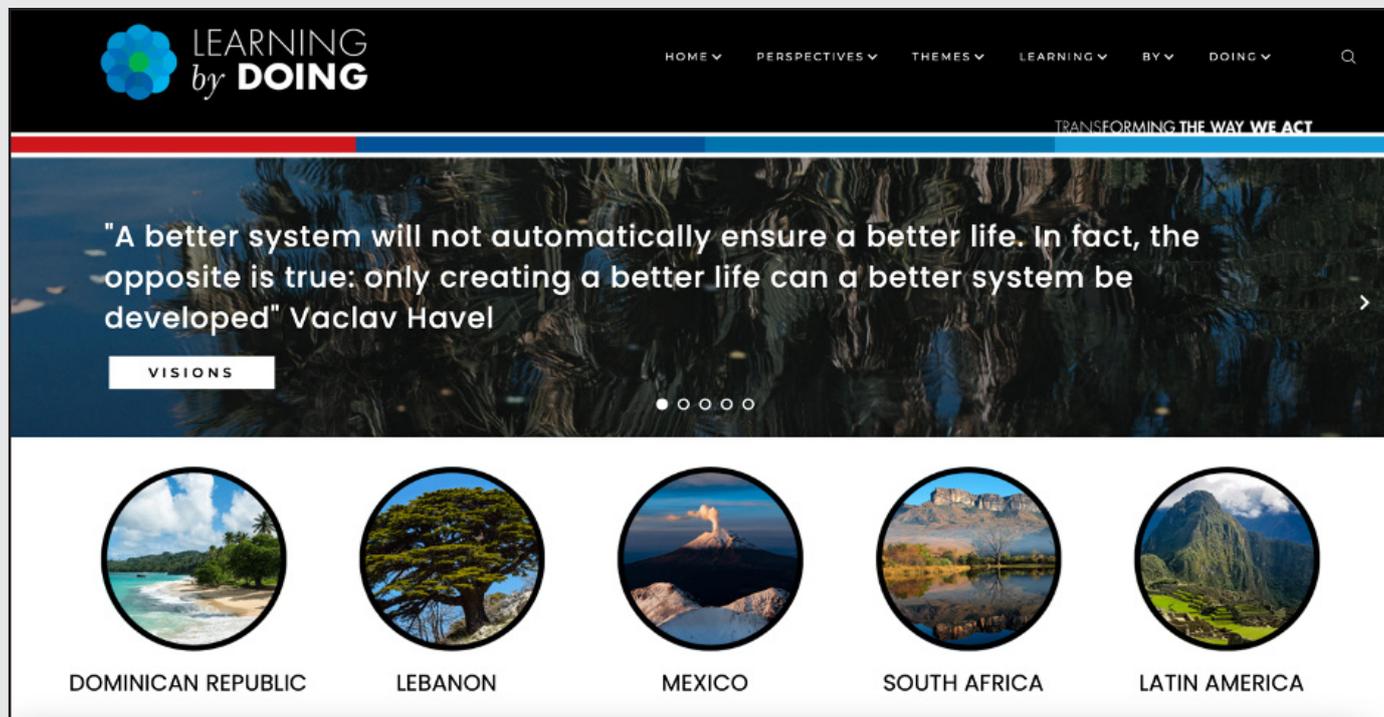
### LOGO

The logo is the face of the project and is inspired by nature. It intends to visualise the transformation generated during the learning process, emphasizing that the process is as important as the result.

The logo was inspired by the project's motto TRANSFORMING THE WAY WE ACT, which was created by the team during the brainstorming process of finding the logo.



## WEB SITE



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HOME ▾ PERSPECTIVES ▾ THEMES ▾ LEARNING ▾ BY ▾ DOING ▾

TRANSFORMING THE WAY WE ACT

"A better system will not automatically ensure a better life. In fact, the opposite is true: only creating a better life can a better system be developed" Vaclav Havel

VISIONS

● ○ ○ ○ ○

DOMINICAN REPUBLIC    LEBANON    MEXICO    SOUTH AFRICA    LATIN AMERICA

## DELIVERABLES

We have incorporated the logo and motto into both the webpage and the deliverables (every document that has been created by LBD, such as reports, newsletters, powerpoint presentations, and so on).

## NEWSLETTER



LBD NEWSLETTER    DEC, 2021

LEARNING by DOING

TRANSFORMING THE WAY WE ACT

1ST ANNUAL MEETING OF CORE TEAMS

LAC team Example - Mexico

This note outlines some of the initial research results by the LAC team using Mexico as an example. It focuses on some baseline information for the research. The Mexican economy shows, in the last three decades, a relative continuous but heterogeneous and volatile economic growth. This economic growth was associated with a rise in consumption, investment, employment and a reduction of poverty. However, this type of development shows also the persistence of poverty rates, a significant concentration of the income and it also generates significant negative externalities that are affecting the social dynamics of the Mexican economy. In this sense the path of development is not sustainable.

The basic line of the Mexican economy suggests that:

The long term expected annual average rate of growth of the Gross Domestic Product (GDP) of different forecasts suggest a trend between 2.37% and 2.50%, with an AEMEA model of 2.4%, with a low chart of rates between 1.37% y 2.46% with 60% of probability and a production function of 2.9% with evidence from 1990-2018.

This rate of growth should be reduced considering the economic consequences of the COVID-19 and the countries with higher GDP per capita tend to have a growth at slower pace. Therefore, the average annual rate of growth of GDP between 2022 and 2050, is 2%.

This historical evidence for the business As Usual (BAU), using the IPAT identity, indicates that the average annual rate of growth of the GDP of 2.50%, of the energy consumption of 1.62% and CO2 emissions of 2.09% with a reduction of the rate of energy/GDP of 0.89% and increase of the ratio between CO2/Energy of 0.47% for the period 1990-2018. This is reflected in an average rate of growth of CO2 per capita of 0.61%. This scenario

LATIN AMERICA

A Latin America team has been formed with members drawn from Enerгия, ECLAC, and country teams. It is working on both country analysis and aggregate Latin American data. It is following a low carbon society approach modelling, coupled with a back-casting approach.

The team has taken a cultural, political, and economic approach to examine these societies and transitions. In doing this, the team is examining the interrelation between ideas of a good life and low carbon and climate resilient transitions.

To examine this, the team has been following two complementary, parallel tracks. On the one hand, there is a political economy and cultural narrative strand of work that seeks to translate these visions into political conditions that can deliver them; on the other, there is an accompanying economic track that seeks to interact with the first, and identify how to support it.

In the political and cultural analysis, the team has taken a post liberal approach. By post liberal, it means an approach that includes liberal aspects, but goes beyond them to combine radical and conservative ideas to complement each other in an effort that goes beyond generations, in order to help envision an appealing society that can flourish in specific places. A central aspect of this vision includes an expansion of leisure as a means to a good life, couple with social means to relate culture and nature, and associated infrastructure and

www.learningbydoingproject.org



LBD NEWSLETTER    DEC, 2021

LEARNING by DOING

TRANSFORMING THE WAY WE ACT

1ST ANNUAL MEETING OF CORE TEAMS

What are we finding so far?

Working with the core team, we have started to identify preliminary findings from the data we have collected so far. We have focused on the first two questions to start with.

What strategies for change are project participants focusing on?

An overarching finding from the baseline data is that the core team and many of the national teams are focused on slightly different approaches to change. This suggests a number of opportunities for the next steps of the project.

In discussions by the core team, the focus of change was on the role of agency, willpower and bottom-up collective action to bring about change that is cultural and relational. The core team brings to the project a strong interest in exploring the "good life" in terms of our travel, leisure, relationships and connections. In addition, many of the core team interviews emphasized the role of learning, education and communication for translating knowledge to action and transmitting that knowledge across generations with peer networks playing a significant role for leveraging creativity. While the core team was concerned about the speed and direction of change, overall they were optimistic about the role of deliberative agency.

KNOWLEDGE MANAGEMENT TEAM

The Knowledge Management (KM) team has three tasks: 1) helping project members learn about themselves and others, 2) documenting and sharing learning across the project and with those outside the project over time and 3) facilitating learning within the project.

In order to achieve these goals, the KM team started its work with open discussions with the core team about what the project was aspiring to achieve and how KM could contribute to these. On the basis of these discussions, we first conducted baseline interviews with the project's national team leads and with the core project team. These baseline interviews will be used to help document learning over time. Interviews were conducted in Spanish and English and focused on major themes goals and aspirations for the project, ideas about learning and change, assessments of the skills, knowledge and other strengths participants felt were possessed by or lacking within their teams and/or their countries, and their visions for feasible and desirable futures within 1-2 °C. We then combined the baseline interviews with the country baseline reports, Terms of References and select meeting minutes, to create a shared database of material from across the project. This is being used as the initial baseline for the project and will allow us to learn about each other, document learning over time, and hopefully facilitate learning as we move forward.

Over the next few months the KM team will start to pull together findings from this baseline data. We invite all team to suggest any questions they would like investigated. We will also be getting ready to start collecting data from the second year of the project so we can start documenting learning more comprehensively. We have included a summary of how we are doing this work at the end of this document if anyone would like additional, more technical details.

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LBD NEWSLETTER    DEC, 2021

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TRANSFORMING THE WAY WE ACT

1ST ANNUAL MEETING OF CORE TEAMS

Policy and Metrics Baseline work

An initial policy and metrics preliminary document has been prepared that succinctly presents Mexico's current climate policy. This document highlights that the delay in the publication of certain climate policy instruments and lack of transparency and specificity in the methodologies complicates the assessment of how the Mexican government plans to implement its policies and achieve its national and international commitments.

Mexico updated its NDC in 2020, increasing the adaptation targets but, with a modification to the baseline, decreasing ambition in its mitigation objectives. The Mexican NDC sets an emissions trajectory on a 2 °C pathway and is insufficient to comply with the long-term goals of the Paris Agreement. The country's conditional 2020 NDC target would increase emissions to 45% above 1990 levels, leaving an ambition gap of 255 MtCO<sub>2</sub>e by 2030. Furthermore, none of the pandemic recovery measures have been environmentally sensible, and government spending on fossil fuel infrastructure has increased. The energy policy is at the center of national debate and is key for the President, who has promoted

MEXICO

The Mexico team seeks to both assess the characteristics and welfare of a society compatible with a -1.5 future by 2050, as well as the trajectories leading to them. Our team effort focuses on understanding why leaders and scientists do not enact and/or implement the technically optimal policies and actions for 1.5/2°C futures that can materialize by 2050. The team is assessing this by combining political economy work around a society compatible with 2 -1.5 futures and its trajectories, the development of scenarios for the transformation, and general equilibrium modelling to assess options and gains and losses in the envisioned society and transition.

We utilize a political-economy approach that considers economically optimal solutions for 1.5/2°C futures, which are estimated by a general equilibrium model of the Mexican economy that determines the right prices that optimize the set of incentives for getting the desired outcomes. We work interactively among the team members to incorporate political and social restrictions to the model that would create feasible outcomes and policies that incorporate these restrictions from its design.

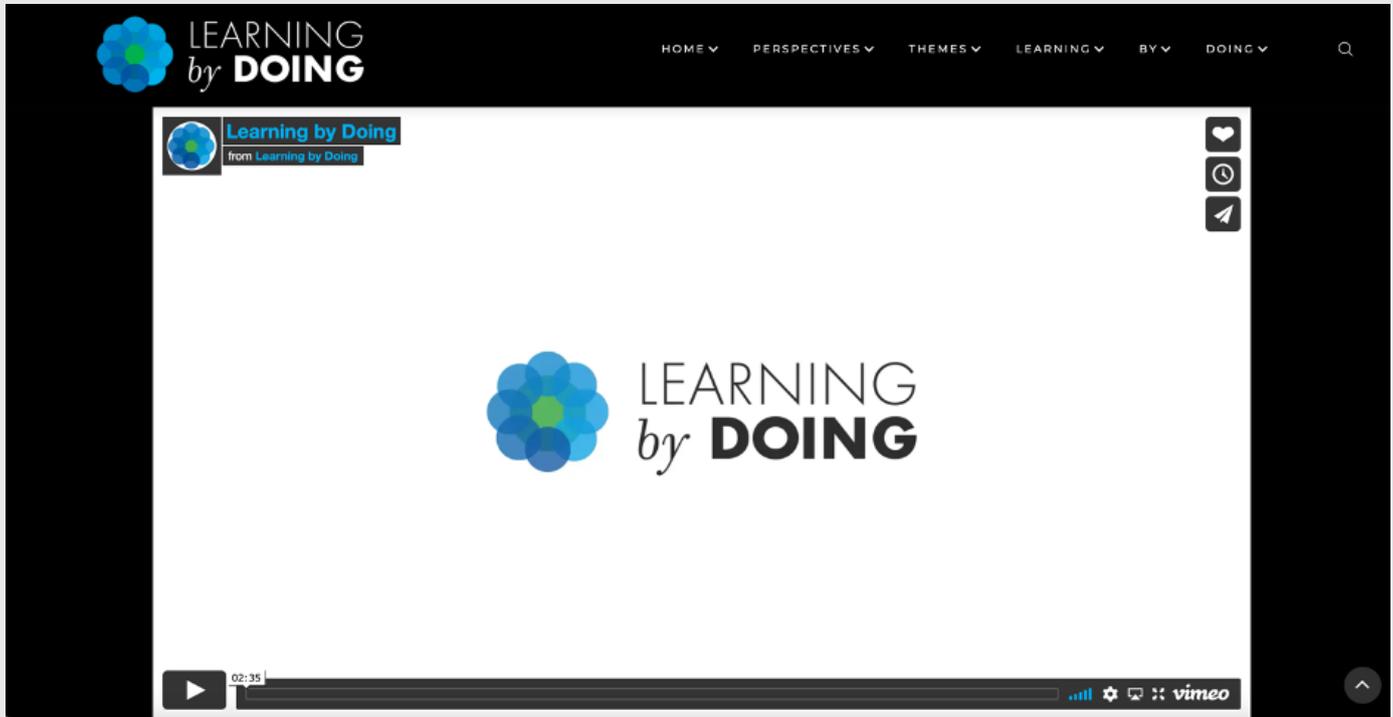
We also think about new paths outside the model's scenarios that imagine how to increase ambition. We plan to complement the model's outcomes with specific narratives that imagine the set of (potentially feasible) conditions that would incentive rulers and citizens to scaling up their ambitions on policies and actions that effectively mitigate CO2 emissions towards a 1.5/2°C future.

The model base line scenario and the future scenario for 1.5/2°C futures by 2050 are under construction. We have an initial document that analyzes Mexico's current circumstances and mitigation policies that could be implemented. As inputs for our work, we utilize the existing technical knowledge on climate change

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## THE LBD VIDEO



While working on the website, we created an institutional video (the video link could be included here) that explains the project in a pleasant and entertaining way. [Watch the video here](#)

## THE GRAPHIC NOVEL

One of the innovative aspects of the project is creating a graphic novel about the work of LBD. During year one, we finished the first draft of the script. The main character has been designed and approved.

Along with the research, script writing and character design for the graphic novel, we have been graphically interpreting visions to pin down the project's findings on paper. To date, we are working with illustrators from diverse backgrounds and have already created the first "visions". Some of the visions' elements are depicted in this report.





## CONCLUSIONS AND NEXT STEPS

The project has had a successful first year of activities. It has already set up fully functional country teams in each project country and one at the regional level as well as subject matter teams in knowledge and communications, which operate side-by-side with the country teams. It has continued developing and adapting its methodology to project and country needs. It has already written baselines and started launching some of the initial project scrums.

Upon the basis of the baselines, scrum and desk activities, it has started preparing visions and narratives, focusing on civil society and private sector aspects, and taking advantage of synergies, including between mitigation and adaptation and between the national and the international level(?), as well as on sectoral themes and interests of specific interest to each country.

The country teams have successfully developed country baselines for each project country and a baseline outlining the knowledge base of the project. In doing this, the baselines have gathered initial socio-economic, political, and climate action intelligence for each country and across teams. The idea is for these baselines to provide a point of departure or assessment for the country teams towards possible directions for inquiry and long-term goals. In addition, the project has prepared initial vision documents (for Lebanon and Mexico) and narratives (for South Africa) of how the country teams argue this change may happen. The other country teams are well underway in developing the initial version of these visions and narratives.

Likewise, over the first year of the LbD project, the knowledge management team has collected data from each of the teams about their activities, thoughts about the project, and the process of identifying pathways towards notions of the good life in 2-1.5°C worlds. Work has already been advanced with regard to laying the groundwork, data collection, and initial analysis for further development of the project knowledge management aspects.

Some initial themes of interest to the countries and findings on how these interests make sense in the context of the project questions have been identified through interactions between the country and core teams, the country scrums, and knowledge management process. From these interactions, an initial list of cross-cutting findings has started to emerge, including the following:

- The crucial role that visions, narratives and sectoral storylines play in providing a sense of purpose and a setting for policies and their modelling, with a view to guiding long term developments.
- The importance, when advancing a long-term a vision of change and continuity, to go beyond state and large private centred action to encompass a wider range of civic, social and cultural actors.
- The primacy of education and capacity-building, aspects frequently left behind vis á vis technological change and advancement.
- The role of economic inclusivity to lever and articulate social support for policies and programmes.
- The need to consider systemic changes and understandings about how prosperity is considered and attained—at a cultural and social level;
- The importance to examine carefully what roles productive sectors and policy and market incentives may play in achieving these outcomes.
- Communicating the relevance of strong and orderly institutional practises in urban and rural development.
- Emerging challenges that need to be addressed both from big industries—for these to take cue from bottom-up pressures—and from buy-in for practises with small businesses and ordinary people. Taking up practices and technologies from both of these different sectors is paramount for broad and sustained movement to a coherent future vision of a society adapted to, and compatible with 2-1.5°C emissions.



During 2022, the project will continue improving and applying its methodology, while refining the findings and aspects found in 2021.

A starting point is the country's visions and narratives. These were at an initial stage in 2021 and will be further developed in 2022. The project will be using these visions and narratives, and the information and knowledge collected through knowledge management, to cross-fertilise activities and the themes that the country teams have identified across countries and regions.

As planned, visions and narrative will continue to be advanced through the project scrum meetings, and through new, theme-based spinoff groups. It will explore how to start combining these visions and narratives to produce more detailed sectoral storylines and scenarios. We expect these scenarios will allow us to start modelling, including backcasting modelling, and where relevant general equilibrium modelling. In addition, we will begin to integrate and take into account the critiques made by expert reviewers, and further develop the knowledge management and outreach process to support activities across the project.

The process to create a graphic novel involves working closely with the illustrator. He will interpret the script, create draft pages, and ultimately deliver the final stage art. In the meantime, the editorial team will work on the text and edits of those drafts to have a final stage art. During year 2, we expect to complete the full 80 pages in drafts and start working on the final art and colour of each page.

At the time of writing, the project is developing its own back-casting modeling methodology through the successive scrum processes. This process would first outline a vision of an end society and then develop trajectories that are expected to allow means to combine the visions and narratives with the modelling of the trajectories that lead to the envisioned future, subject to the constraints that the carbon budgets and impact impose. Successive iterations are expected, until these visions and trajectories fit with the various conditions of the project.

As these visions, narratives and storylines advance, the project is also expected to produce portfolios of projects and multilateral actions. Last but not least, the project will continue to collect the emerging findings, learn from these annual findings and developments as these are contrasted throughout the 2021-2023 period, and identify means to increase capacity and learning amongst all participants.