



# Vanuatu Long Term Low Emissions Development Strategy

LESSONS LEARNED REPORT

July 2023



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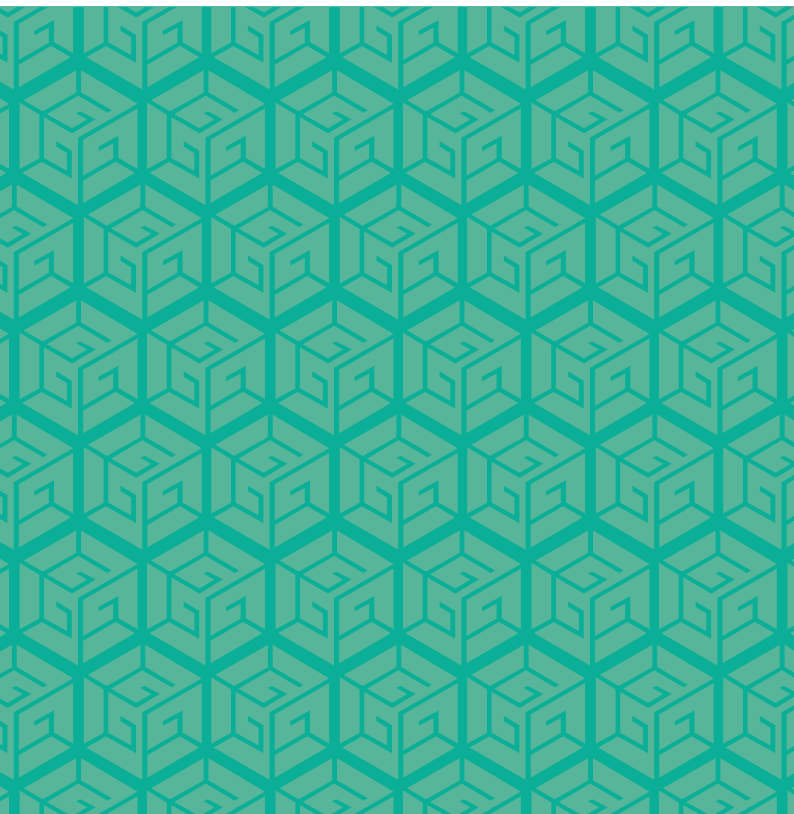
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## Summary

Lesson learning by GGGI and member countries is an integral activity for capacity building for green growth. Through sharing knowledge we increase our capacity to achieve results and our ambitions for green growth.

This report draws on the experience of participants in the development of the Vanuatu Long-Term Low Emissions Development Strategy (Vanuatu LEDS) to share knowledge of long term low emissions planning.

Through 2021 and 2022, the Government of Vanuatu, with support from GGGI, developed the Vanuatu LEDS. Financial support was provided by Government of New Zealand Ministry of Foreign Affairs and Trade (MFAT) and the Agence Française de Développement (AFD). The purpose of the Vanuatu LEDS is to guide climate resilient development to 2050, in line with the Paris Agreement on climate change.

In February 2023, following completion of the Vanuatu LEDS and publication on government website, a lesson learning exercise was undertaken. A total of 18 people contributed lessons learned through interviews, focus group discussions or document review.

From the advice received, GGGI staff synthesised the experience to key messages for those planning to undertake similar projects on long term low emissions development planning. The key messages are:

1. **Time for dialogue** between different departments and sectors is important when framing shared pursuit of a bigger picture goal. We learned the participants valued the first workshop held at a distant location where they could focus on the project, begin the project together and build trust. We learned subsequent workshops should have been more focused, time-limited and flexible for participant and project needs (eg. investigating cross-sector issues like bio-energy).
2. **Unexpected roadblocks** arise in projects with long duration, but can be mitigated through planning and team support. We were able to meet output targets through government ownership of the process and outcome, and a committed and consistent project delivery team, and allocating sufficient overall time for the project but giving flexibility of timing of interim milestones.
3. **Outputs should be consistently communicated** to stakeholders to avoid perception of 'missing out' or unrewarded contributions. We learned from some domestic stakeholders that they were not captured in the international policy communications.
4. **Data should be shared** to give wider benefits for investment mobilization, complementary policy and studies. We learned that project proposals that followed the Vanuatu LEDS drew from the LEDS data and economy-wide assessment, and that participants in the Vanuatu LEDS saw the benefit for investment mobilization realized through the quality of project proposals. Participants recognized the most valuable output data from the LEDS were the modelling of energy, economy and emissions.

5. **Long term strategies achieve near term impacts**, such as demonstrating political and national commitment to global cooperation. Vanuatu's near term global advocacy was supported by the LEDES, which participants said demonstrated Vanuatu's commitment to the Paris Agreement. Long term impacts, such as emissions and investment, will need measurement well after the project activities have concluded.
6. **Long term planning assists efforts to measure sustainable development**. We learned that the long term planning in the Vanuatu LEDES provided baselines and measurement indices for future measures of sustainable development that might be absent in other existing national plans.
7. **Capacity building of government staff** is a valued and recognized outcome of long term planning exercises. We learned that early career staff particularly valued the knowledge building activities such as development pathway co-creation exercises, webinars and peer-to-peer training.
8. **Collaboration and relationship building** within government is a valued additional benefit of long term planning. Participants supported a project launching process which included an institutional establishment phase with strategic relationship building, to set up the new and needed cross-government and cross-sector relationships.



Vision setting workshop, 20 July 2022



Actions prioritisation workshop

## Scene setting



Actions prioritisation workshop

## Scene setting

### Purpose of lesson learning

Lesson learning by GGGI and member countries is an integral activity for capacity building for green growth. With increased capacity to achieve results, we can increase our ambitions for green growth.

Improving the knowledge and understanding of green growth requires dedicated resources to address Members' institutional and technical needs as well as produce accessible knowledge products. GGGI supports knowledge product development and knowledge transfer and sharing with countries and between countries.

The lesson learning documented in this report is specifically targeted at green growth planning. The long term low emissions development planning that was undertaken in Vanuatu takes in much of GGGI's value chain-based analysis of green growth planning (Figure 1). The low emissions development planning undertaken through the LT-LEDS spans Green Impact Assessment and Sector Strategy and Planning. The lessons learned through Vanuatu LEDS helps ensure



Figure 1. GGGI's value chain approach to green growth. The low emissions development planning undertaken in this study overlaps with the first two groups of activities: green impact assessment and sector strategy and planning.

### The Vanuatu Long Term Low Emissions Development Strategy

In 2021 and 2022, the Government of Vanuatu Ministry of Climate Change Adaptation, Meteorology, Geo-Hazards, Energy, Environment and Disaster Management led development of the LEDS. GGGI provided technical assistance to develop the LEDS. Vanuatu is a GGGI member country and GGGI is proud to support Vanuatu's green growth and climate resilient future.

The LEDS development was financially supported by Government of New Zealand Ministry of Foreign Affairs and Trade (MFAT) through the Pacific Regional Low Emissions Climate Resilient Development Program. Further financial support was provided by the Government of France Agence Française de Développement (AFD) through the 2050 Facility to support the establishment of low-carbon and resilient development strategies and public policies.



Vision setting workshop, 20 July 2022



# Methodology



Lessons learned workshop 23 February 2023



Actions Development Workshops, 1 December 2022



## Methodology

This report draws on the experience of participants in the development of the Vanuatu LEDS. In February 2023, a total of 18 people were interviewed, participated in group discussions or reviewed the draft report on the lessons learned from Vanuatu LEDS. The contributors are listed in the annex of this document.

Documenting the participants' experience complements other tools of project evaluation, such as project management and accounting reporting. Participants' experience give insight from a range of perspectives outside the core delivery team and reflects how the project was perceived in an evolving environment. Project reporting and account closures are undertaken by GGGI as part of standard project management, monitoring and evaluation.

Participant feedback was synthesised around three areas: Planning the Inputs and Activities, Delivering Outputs and Outcomes, Generating Impact and Achieving the Purpose. These areas align with a high-level project management or theory of change framework, which is shown in Figure 2:

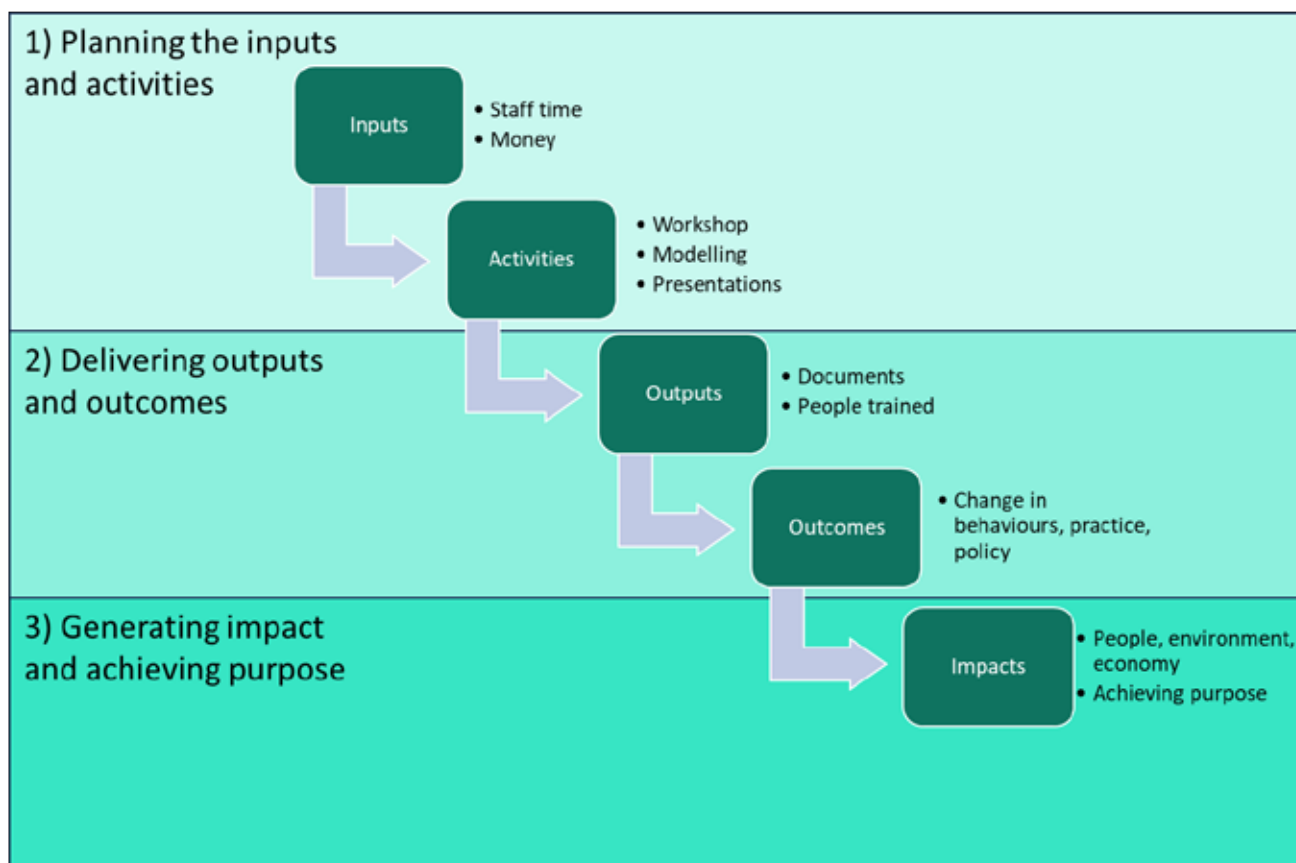



Figure 2. Project management framework presented to participants to help guide responses to questions about outputs, outcomes and impacts.



To seek information from participants, a framework and series of prompting questions were asked in individual interviews and focus group discussion. Prompting questions were asked in interviews and focus group discussions. The prompting questions drew on the framework but did not follow the same sequence as the steps in the framework. As most participants did not have visibility of inputs and activities, the prompting question started with the most visible outputs and outcomes of the project. The prompting questions, in the order presented to participants, were:

1. Have you used the outputs of the project yet?
2. What do you see the outcomes for policy? For investment?
3. What are the long term benefits from these outcomes?
4. What issues arose during this project? eg. COVID-19 travel restrictions. How were they resolved or not resolved?
5. What would we do differently if we had our time again? Eg. resourcing, staffing, scoping, planning,
6. What went well?
7. What did we learn in this project?
8. What still needs to happen?



Actions prioritisation workshop, 9 August 2022

## Planning the Inputs and Activities



Actions prioritisation workshop

# 1. Planning the Inputs and Activities

The planning for the Vanuatu LEDS included inputs, activities, outputs and outcomes. GGGI's project management systems include budgets, logframes and reporting requirements. For ease of communication, a simplified workplan to show the 'plan on a page' was developed for the project. The ultimate version of the workplan is included as Appendix 2 to this report.

In addition to planned activities, unexpected events were encountered in the development of the Vanuatu LEDS. A simplified timeline of Vanuatu LEDS is shown in Table 1.

Table 1. Vanuatu LEDS timeline.

Event	2021			2022				2023	
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
COVID-19 travel restrictions									
Project funding secured									
1st Steering Committee meeting									
Project launch									
2nd Steering Committee meeting									
COVID-19 arrival in Vanuatu									
3rd Steering Committee meeting									
4th Steering Committee meeting									
Vision setting workshop									
Actions prioritisation workshop									
Document validation workshop									
Election and change of government									
Cyber attack on government									
Document launch at COP27									
Ministerial launch in Port Vila									
Action development workshop									
Lessons learned workshop									
Successive category 4 Tropical Cyclones, Judy and Kevin									
Publication of the LEDS on UNFCCC website									
Publication of the LEDS videos on YouTube									

## Participant feedback and lessons learned

When asked about the inputs and activities, participants often reflected on the part most visible to them: the workshops. On the workshops, participant feedback included a range of comments about the design of the workshops:

*The [first workshop] location was inconvenient but it helped focus and participation. Good turnout. Minister showed up. Starting points in that first workshop followed all the way through the project. The stakeholders who showed up stayed with the project. Being at the [venue] for another day is nothing, but being there on that day was a good launch. From the first workshop, conversations started and went on (e.g. about e-mobility).*

*The LEDS brings different sectors together. Not just big threat of climate change, but allowing sectors to know they are part of the bigger picture solution. Not all people are knowledgeable about GHG emissions. Having those sectors involved and their people informed, helps build platform for future collaboration between departments.*

*Other sectors come to realise they have commitments under climate change. Through the workshop we have, they get ideas on the policies and strategies they need, and some next steps.*

*Workshops were a bit long. A full day was too long.*

*We had real discussions. It got uncomfortable at times, which meant it went well.*

### Consultation design was raised by stakeholders.

*Very good consultation. An overall strategy document to 2050 required participation of a range of departments, and that the engagement was by well-informed participants. We ran some parallel processes to fill in the gaps.*

*Often the same stakeholders want to be in several sector working groups (e.g. UNELCO, Customs). Should have organised separate sessions for each of sector, so that everyone can contribute.*

*This same issue of silos. Is coconut oil for agriculture or energy sectors?*

The feedback from participants on the timeline recognised that the project pace varied but it required support to see it through to completion. The support for the project assisted to keep momentum up through potential roadblocks like COVID-19 health measures and snap elections. The feedback included:

*[there was] uneven spacing of work. first 12 months were slow pace, last 6 months of 2022 were fast paced.*

*A project of this scope and size takes good leadership.*

*New government, new priorities. Ministers change.*

### **Lessons learned for LEDS development and long term planning**

1. **Time for dialogue** between different departments and sectors is important when framing shared pursuit of a bigger picture goal. We learned the participants valued the first workshop held at a distant location where they could focus on the project, begin the project together and build trust. We learned subsequent workshops should have been more focused, time-limited and flexible for participant and project needs (eg. investigating cross-sector issues like bio-energy).
2. **Unexpected roadblocks** arise in projects with long duration, but can be mitigated through planning and team support. We were able to meet output targets through government ownership of the process and outcome, and a committed and consistent project delivery team, and allocating sufficient overall time for the project but giving flexibility of timing of interim milestones.



## Delivering Outputs and Outcomes



Document validation workshop, 7 October 2022



Vanuatu LEDS launch at COP27, 9 November 2022

## 2. Delivering Outputs and Outcomes

The outputs of strategic policy projects are things like documents, powerpoints or number of trained participants. The Vanuatu LEDS outputs included:

- The LEDS document, published on the UNFCCC website on 17 May 2023.<sup>1</sup>
- Flyer, shared by email and on Government website from June 2022.
- Webpage on Vanuatu Government Department of Climate Change website from June 2022.<sup>2</sup>
- Videos, made available in June 2023 on YouTube and disseminated in social media.
- Data file from the LEDS, made available on Vanuatu Government website from July 2023.

### Participant feedback and lessons learned

When asked about the LEDS document, the feedback was generally positive about the document quality but the depth of detail on implementation and practical policy remained a gap. Some participants expressed frustration that they did not receive the document earlier.

*This is a good document. It is timely. We presented at COP27. Good discussion from that.*

*Specifics about how we deliver the objectives are lacking. During consultation phases, we need govt input to develop practical policy. Whatever we commit to has to have domestic support. Some issues are sensitive e.g. livestock sector as an employing and productive sector, but is also an emitting sector.*

*I only received the final document at the focus group.*

Participants noted data generated in the analysis. Feedback included:

*We used some data in electric vehicles study.*

*We used data for biogas concept note.*

*We shared LEDS data with Technology Needs Assessment.*

*We shared LEDS with IRENA.*

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<sup>1</sup> UNFCCC website <https://unfccc.int/documents/628243>

<sup>2</sup> LEDS webpage on Department of Climate Change website <https://docc.gov.vu/index.php/leds>



Participants expressed some frustrations at taking the insights and data into action. Feedback included:

*Consultation with sectors, was it really collaboration between sectors? We know the emitting sectors. But there needs to be a mechanism in place that drives and monitors implementation.*

*Want to realise some actions in the LEDS.*

*It takes a long time to translate this into action .*

*The next step will be working with sectors, no action unless put into corporate and business plans.*

### **Lessons learned on the outputs for LEDS development and long term planning**

3. **Outputs should be consistently communicated** to stakeholders to avoid perception of 'missing out' or unrewarded contributions. We learned from some domestic stakeholders that they were not captured in the international policy communications.
4. **Data should be shared** to give wider benefits for investment mobilization, complementary policy and studies. We learned that project proposals that followed the Vanuatu LEDS drew from the LEDS data and economy-wide assessment, and that participants in the Vanuatu LEDS saw the benefit for investment mobilization realized through the quality of project proposals. Participants recognized the most valuable output data from the LEDS were the modelling of energy, economy and emissions.



## Generating Impact and Achieving the Purpose



Vanuatu LEDS ministerial launch, 30 November 2022

### 3. Generating Impact and Achieving the Purpose

The impacts, or benefits, are the changes in the social, economic or environment conditions that arise from the combination of all activities, outputs and outcomes of the project. Impact can be measured through units such as greenhouse gas emissions or Gross Domestic Product (GDP). Project design includes identifying the intended impacts and beneficiaries as part of the project purpose and logic framework.

There are both international and domestic purposes of the LEDS, which are stated in the document itself. The three purposes described in the document are:

1. *Vanuatu submits this LEDS to the UNFCCC and in doing so, fulfils one of the requests of the Paris Agreement... Through publication of the LEDS, Vanuatu is advocating for greater climate ambition from other global parties and more credible pathways to net zero emissions.* (page 15)
2. *The Vanuatu LEDS complements domestic sector strategies....[and] add a low emissions and climate resilient direction to sector development* (page 16)
3. *The LEDS communication to the international climate finance institutions and networks offers an opportunity to direct climate funds towards sectors with higher emissions and adaptation impact...the Vanuatu LEDS provides insight into transformative changes in energy use, emissions and adaptive capacity.* (page 16)

#### Participants feedback and lessons learned

The participants gave a variety of responses when asked about the outcomes and long term impacts and benefits of the Vanuatu LEDS, not all of which were expected in the original purpose of the document.

For the first purpose of the LEDS on meeting international commitments, we find supportive feedback from participants that identifies Vanuatu's active role in global climate action and advocacy. The feedback included:

*The LEDS demonstrates the commitment of Vanuatu.*

*The LEDS will help with negotiations and international engagement. Legitimacy.  
Walking the talk.*

For the second purpose of the LEDS on domestic policy alignment, we find supportive feedback of the LEDS. We also find recognition of the benefit of economy-wide planning to bring in sectors that might have not been aware of their emissions impacts or roles. Feedback included:

*LEDS helps refocus the NDC update.*

*Lower the cost of updating those short and medium plans.*

*Bringing together different views. Developed some balance and consensus.*

*Sectors had limited understanding about the net zero by 2050 meant for them.  
New understanding of those actions.*

For the third purpose of the LEDS on communication and direction on climate funding, we find supportive advice from participants on the quality and clarity of investment proposals coming forward. The feedback included:

*Real outcome: more investment.*

*Better quality proposals coming forward. Better measurement of impacts.*

*Better targeted investment. More investment. Clear visibility of investment opportunities.*

Beyond the stated purposes of the LEDS document, we find more long term benefits were identified from participants. The feedback included:

*[we see benefits from] better management and measurement of progress over time. If you can't measure progress, don't know where you're going.*

*We were able to pull in younger staff ... they talk about it. The younger staff more open to ideas. Long term staff growth.*

*Strengthened relationships between ministries and more awareness from a range of stakeholders. Eg livestock sector awareness of the climate issues. Breaking down silos and making points of contact for future conversation.*

### **Lessons learned for LEDS and long term planning**

- 5. Long term strategies achieve near term impacts**, such as demonstrating political and national commitment to global cooperation. Vanuatu's near term global advocacy was supported by the LEDS, which participants said demonstrated Vanuatu's commitment to the Paris Agreement. Long term impacts, such as emissions and investment, will need measurement well after the project activities have concluded.
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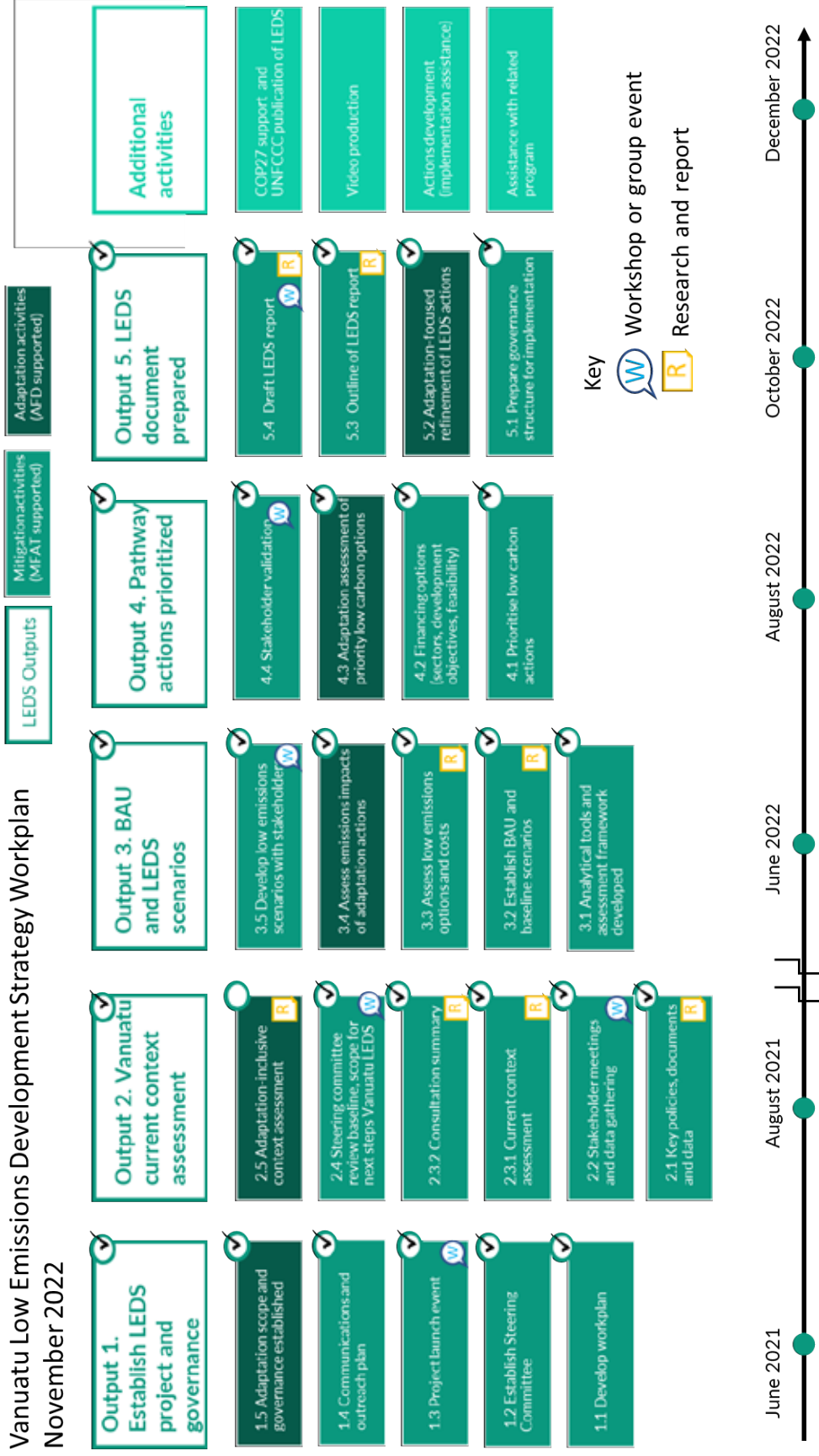
## Appendix 1. Contributors to lessons learned report

Number	Name	Organisation
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# Appendix 2. Vanuatu LEDS 'plan on page'

Workplan as at November 2022

## Vanuatu Low Emissions Development Strategy Workplan November 2022







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