

FENERCA
Second Quarterly Report – Biannual Report

USAID sponsored Leader with Associates Cooperative Award
Number LAG-A-00-00-00008-00
Increased Use of Renewable Energy Resources Program

Third Quarterly Report

As of January 31st, 2001

Project Working Title: FENERCA (Financiamiento de Empresas Energéticas en Centroamérica)

EXECUTIVE SUMMARY

During its third quarter of implementation, the Increased Use of Renewable Energy Resources Program – FENERCA - has continued to advance most of its anticipated tasks on time and within the overall budget. Having concluded Task CA1 (Rapid Assessment and Final Work Plan Development) FENERCA has fully shifted to on-ground implementation.

Even though the program had anticipated to advance some of work in El Salvador during this quarter, due to the tragic events faced by that country at the beginning of the year, the team has decided to postpone all its activities in that country until further notice. FENERCA is receiving feedback from its in-country representative as well as from its local partners and expects to develop a specific work plan for El Salvador in the upcoming months.

From November 2000, to January 2001, the E&Co, BUN-CA and PA Consulting team has been able to conclude the development of the main training materials in both English and Spanish and has formally initiated its training activities in the field. As project work has been advancing under Tasks CA3 and CA6, E&Co has also proceeded to make a US\$25,000 investment in a FENERCA-supported project, as a first disbursement of its anticipated match in the program. As recommended in the program's previous report, the team has also invested additional efforts to increase the level of involvement of in-country representatives and has conducted a specific training session to strengthen their business plan development skills. With the advancement of these new activities, the team has been able to further increase its knowledge base and to identify additional opportunities for support in the Central America region. The program is expected to conclude its first year of implementation with greater than anticipated results.

Main results

As of January 31st, 2001 FENERCA has advanced the following work under each of the originally anticipated tasks:

Task CA1: Rapid Assessment and Final Work Plan Development

Even though Task CA1 has fully been completed, further work has been advanced regarding the development of an inventory of policy issues and establishing additional contacts with project sponsors and enterprises within the five targeted countries.

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Task CA3: Enterprise Development Services and Completion of Business Plans

- A total of 7 enterprises and projects have been supported with enterprise development and business plan structuring assistance. At least one project/enterprise per country has been supported by E&Co and/or BUN-CA.
- More than US\$80,000 has been provided in enterprise development support and business plan development.
- Further support is being provided to the larger than anticipated number of renewable energy entrepreneurs, who were not selected in the priority support list for Task CA3. The team has concluded the development and translation of the final draft of the Business Plan Development Manual and has informally begun to share this document with interested stakeholders. Although final editing is currently in progress, the document is providing initial insights to local project sponsors on how to structure a business initiative to develop a renewable energy project.

Task CA4: Strengthening of Financial Institution Capacity

- The FENERCA team has completed the development, translation and editing of the training packages for financial institutions. At least 10 training packages have been distributed.
- The program's second FI training session took place January 23, 2001 in Guatemala City. The workshop was co-sponsored by FOCER and was attended by 7 local financial institutions.
- Three quarters of the participants in Guatemala gave "excellent" or "very good" qualifications to the session, which FENERCA has considered a success, as most of participants had not been exposed to renewable energy projects before.
- Even though a "back to back" training session for FIs had been scheduled for El Salvador on January 26, due to the unfortunate events that the country had to face at the beginning of the year, the session had to be cancelled. A new work plan for El Salvador will be developed in the short term.

Task CA5: Capacity Building for the Finance Sector on Smaller-Scale and Rural Energy Applications

- Just as with Task CA4, a training package for NGOs and entrepreneurs has been developed and fully translated. At least 50 training manuals have been distributed amongst different stakeholders.
- A training session on "Sustainable Energy for NGOs, Entrepreneurs and Policy Makers" was held in Guatemala City on January 22, 2001. The meeting gathered 43 participants, including project sponsors who have been selected for program support under FENERCA's Task CA3.
- More than half of the participants gave "very good" qualifications to the session, which was seen as a great success for the FENERCA team, considering this was the first formal session that involved the participation from FENERCA's in-country representatives.
- Even though a "back to back" training session for NGOs and entrepreneurs had also been scheduled for El Salvador on January 25, due to the unfortunate events that the country faced at the beginning of the year, the session had to be cancelled. A new work plan for El Salvador will be developed in the upcoming months.

Task CA6: Organizing of Next-Stage Financing

- 5 projects (both FENERCA and non-FENERCA initiatives) have advanced for financial institution consideration.
- As anticipated, E&Co has made a US\$25,000 investment in Tecnosolar, a rural electrification enterprise in El Salvador, advancing in its US\$230,000 investment commitment to FENERCA.

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- ❑ New financing made available for renewable energy projects in the region amounts more than US\$2 million. This funding has come from different sources (including E&Co investment and funds allocated through UNDP/GEF's-sponsored FOCER program) and consists of direct financing to renewable energy projects as well as training and local capacity building.

Task CA7: Developing Regulatory and Policy Options for Renewable Energy Projects

- ❑ The final subcontract to formally engage PA consulting as the Task Manager for CA7 has been drafted and reviewed by USAID. As part of this process, PA submitted a preliminary Work Plan and terms of reference to conduct the necessary work under this task.
- ❑ As part of Task CA7 activities in Panama, FENERCA supported a FOCER (UNDP/GEF) sponsored workshop on small-scale renewable energy. The meeting gathered more than 50 key energy stakeholders including project entrepreneurs, NGOs and policy makers.

Task CA8: Facilitation of Carbon Transactions

- ❑ The FENERCA team identified and prepared four projects for potential funding from the Prototype Carbon Fund (PCF) of the World Bank, exceeding the anticipated results for Task CA8.
- ❑ The team has also developed a work plan to advance two additional projects as part of CA8 during FENERCA's second phase.

Task CA9: Support and Capacity Building for BUN-CA

- ❑ BUN-CA is now working in partnership with 13 institutions throughout Central America
- ❑ BUN-CA has submitted the second draft of its organizational and programmatic business plan, which goes beyond FENERCA's anticipated results.
- ❑ As recommended by FENERCA's previous quarterly report, a targeted training session in business plan development was undertaken on January 21st, for BUN-CA and the five in-country representatives. More than 50 person hours of training were provided as part of this session.

Tasks XC1 (Off-Grid Services Manual), XC2 (Preparation of a Carbon Manual for Entrepreneurs), XC3 (Monitoring and Evaluation Manual) and XC3a (Business Plan Development Manual for Energy Entrepreneurs)

- ❑ The Business Plan Development Manual for Energy Entrepreneurs was developed, translated and edited.
- ❑ 10 copies of the manual were distributed.
- ❑ Off-grid services manual was developed and is currently being edited.

Task MME: Program Management, Monitoring and Evaluation

- ❑ A FENERCA planning and coordination session was held in Guatemala City, January 24th, 2001.
- ❑ An in-depth assessment of FENERCA's results and identification of course-corrections took place. Work plan was updated and priority list of projects under CA3 arranged.
- ❑ The involvement of the in-country representatives is being increased as recommended in FENERCA's bi-annual report.
- ❑ Quarterly reports were developed and submitted by Task Managers.

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Conclusions and recommendations on course corrections

1. Finalize administrative arrangements to conclude PA Consulting's sub-contract and advance in policy sector activities (Task CA7).
2. Advance cross-cutting activities: specifically, conclude and translate off-grid services manual. Carbon and M&E manuals to be finalized and distributed by May 2001.
3. Additional efforts need to be invested in identifying local sources of co-financing and investment partners in each of the targeted countries.
4. Determine an action plan to address the anticipated results in El Salvador.
5. Even though additional support and partnerships with both entrepreneurs and FIs are emerging, the team is currently restricted in terms of funding. The current workload and anticipated budget limit its capacity to further expand on additional opportunities that are emerging as basic financial tools are being provided to local entrepreneurs and expressions of interest are materializing. In this regard, the team must focus on re-assigning any unspent funds to address additional needs and to effectively achieve the larger than anticipated expectations in terms of project development assistance. USAID must be contacted for these purposes.

The following report provides substantial detail on all these matters.

Respectfully submitted,

Phil LaRocco
Project Director

Johanna Hjerthén
MME Manager

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SECTION 1: OBJECTIVES

The present report constitutes FENERCA's THIRD QUARTERLY REPORT and has been developed to meet the obligations described in Attachment 1, Paragraph E, numeral 2, "Program Reporting", of the Leader with Associates Cooperative Award, Number LAG-A-00-00-00008-00, on the Increased Use of Renewable Energy Resources Program. According to subparagraph a. of the award: "Performance reports are required to be submitted quarterly and shall present the information contained in 22 CFR 226.51 9 (d)". Such information specifies: "Performance reports shall generally contain, for each award, brief information on each of the following:

(1) A comparison of actual accomplishments with the goals and objectives established for the period, the findings of the investigator, or both. Whenever appropriate and the output of programs or projects can be readily quantified, such quantitative data should be related to cost data for computation of unit costs.

(2) Reasons why established goals were not met, if appropriate.

(3) Other pertinent information including when appropriate, analysis and explanation of cost overruns or high unit costs."

The current report covers the period from **November 1st, 2000 to January 31st, 2001**, and builds on the work achieved since **April 18, 2000**, when the program became effective.

The report contains information of programmatic character as well as other data related to organizational, administrative and operational activities. Program-related activities and results have been summarized in tables that describe the anticipated results and the progress/results achieved during the reporting period. A brief description accompanies each of these tables that explains in further detail the activities undertaken within each specific task. Organizational/administrative and operational activities are only reported in those cases in which they were previously identified as areas of course correction.

The report has been organized as follows:

1. Section 1 presents a brief background on the program and lists the program's tasks as well as its main targets.
2. Section 2 summarizes the main results achieved during the reporting period; and,
3. Section 3 provides recommendations on course corrections, considering the improvements suggested in the program's previous report (FENERCA's bi-annual report, submitted in October 2000).

The Increased Use of Renewable Energy Resources Program for Central America is being implemented by E&Co, in close partnership with BUN Central America and PA Consulting (formerly Hagler Bailly). The program aims to assist five countries in the region (Guatemala, El Salvador, Honduras, Nicaragua and Panamá) set a course that integrates environmental and economic sustainability into their energy development agenda. With E&Co functioning as prime contractor, project and program manager, FENERCA was designed to provide significant scope for linkage to other activities as well as the leveraging of resources for renewable energy financing in the region. Central to this thinking is ensuring sustainability of the proposed activities beyond the term of the program.

The program's initial structure envisioned eleven activities to be undertaken over an eighteen-month period in Central America. Eight of these activities initially focused specifically on enterprise

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development, next stage finance, capacity building, policy and regulatory reform in El Salvador, Honduras, Guatemala, Nicaragua and Panama. Three of the proposed activities involved the development of user-friendly manuals for off-grid energy deployment, greenhouse gas information for project entrepreneurs and a monitoring and evaluation manual for renewable energy projects. Specifically, the activities were outlined as follows:

Task CA1: Rapid Assessment and Final Work Plan Development

Task CA3: Enterprise Development Services and Completion of Business Plans

Task CA4: Strengthening of Financial Institution Capacity

Task CA5: Capacity Building for the Finance Sector on Smaller-Scale and Rural Energy Applications

Task CA6: Organizing of Next-Stage Financing

Task CA7: Developing Regulatory and Policy Options for Renewable Energy Projects

Task CA8: Facilitation of Carbon Transactions

Task CA9: Support and Capacity Building of BUN CA

Task XC1: Off-Grid Services Manual

Task XC2: Preparation of a Carbon Manual for Entrepreneurs

Task XC3: Monitoring and Evaluation Manual

Task XC3a: Business Plan Development Manual for Renewable Energy Entrepreneurs

Task MME: Program Management, Monitoring and Evaluation

Task XC3a, not originally anticipated, was added to this list as a result of the larger-than expected level of interest for renewable energy projects identified through Task CA1, and the need to adequately address the local demand for business development tools.

In general terms FENERCA is expected to produce, among other results:

- A pipeline of renewable energy projects and enterprises;
- Improved capacity among NGOs, enterprises and financial institutions to perpetuate the project pipeline;
- Trade and business opportunities for U.S. and target country industries;
- Increased private sector and multilateral funding;
- Improved leverage and linkages among programs and organizations; and,
- Increased numbers and capacity of renewable energy professionals.

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SECTION 2: PERFORMANCE REPORT

As presented in FENERCA's two previous reports, this section has been organized in summary tables that exhibit the main targets defined at program inception for each task, a brief description of the results achieved to date and the remaining work to be done as applicable. Every table is followed by a short description of the main activities undertaken as part of each task, providing actual details on the work developed to meet the deliverables anticipated as well as other not originally anticipated achievements fulfilled during the reporting period.

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Task CA1: Rapid Assessment and Final Work Plan Development

<i>Expected Results Month 0 – Month 4</i>	<i>Results Achieved As of October 31st, 2000</i>	<i>Results achieved as of January 31st, 2001</i>	<i>Prevailing work As of January 31st, 2001</i>
Preparation and distribution of surveys and other targeted outreach aimed at collecting information about stakeholder needs.	<input type="checkbox"/> 3 surveys prepared for entrepreneurs, financial institutions, and NGOs and non-traditional financial institutions <input type="checkbox"/> 537 surveys distributed, exceeding anticipated results (which targeted 400 surveys). - 188 surveys to entrepreneurs - 142 to FIs - 207 to NGOs	Same	None. Additional surveys to be distributed as needed, throughout implementation.
25% response expected from surveys distributed	22% response rate achieved (116 surveys were answered)	Same	None
Minimum of 20 projects identified	<input type="checkbox"/> 92 projects identified	Three additional projects have been identified.	None. On-going efforts to continue.
Minimum of 25 stakeholders consulted	<input type="checkbox"/> Five country-specific missions undertaken <input type="checkbox"/> Meetings held with 80 different stakeholders (public and private organizations, NGOs and FIs).	Same	On-going consultations to take place throughout program implementation.
Development and preparation of final work plan	<input type="checkbox"/> Final Work Plan completed August 2000.	Same	None.
Survey of policies and barriers that need attention	<input type="checkbox"/> Draft policy document completed August 2000.	Same	None.
Initial review of policies that need attention	<input type="checkbox"/> Initial interviews conducted in Quarter 1.	Initial review undertaken in 2000. Work plan developed in November 2000.	Final review to be concluded by March 31 st , 2001
Initial review of policies and barriers to be addressed in CA7	<input type="checkbox"/> Initial review completed in Quarter 1.	Initial review concluded.	Final review to concluded in March 31 st , 2001.
Initial review and analysis of training gaps	<input type="checkbox"/> Main training gaps identified through surveys. <input type="checkbox"/> Analysis concluded in August 2000.	Same	None.
Inventory of training gaps	<input type="checkbox"/> Inventory and database concluded in August 2000.	Same	None.

Task CA1 was concluded on August 23rd, and therefore 100% of its targeted work has been completed. Additional results achieved during this quarter are specifically related to Tasks CA3 (Enterprise development Services and Completion of Business Plans) and Task CA7 (Developing

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Regulatory and Policy Options for Renewable Energy Projects). These are explained in detail in each section corresponding to those tasks.

Task CA3: Enterprise Development Services and Completion of Business Plans

<i>Expected Results Quarter 2 – Quarter 6 (and beyond)</i>	<i>Results Achieved As of October 31st, 2000</i>	<i>Results achieved as of January 31st, 2001</i>	<i>Prevailing work As of January 31st, 2001</i>
200 enterprises contacted	537 surveys distributed among different stakeholders and approximately 330 enterprises contacted.	Same	None. Further contacts will be established as opportunities arise throughout program implementation.
20 enterprises or projects supported	3 projects have received enterprise development support.	1 El Salvador 1 Guatemala 2 Honduras 2 Nicaragua 1 Panama TOTAL: 7 new enterprises and projects supported.	Business plan development support to be provided to an additional 12 projects. Additional support to be provided through the distribution of Task CA3a Manual. Further support provided to on-going projects and activities not originally targeted under CA3.
15-20 business plans or proposals ready for next stage FI's	3 draft business plans completed.	1 El Salvador 1 Guatemala 2 Honduras 2 Nicaragua 1 Panama TOTAL: 7 new enterprises and projects supported.	10 BP by March 31 2001 20 BP by October 2001.
Over US\$500,000 of enterprise development support provided (with CA6)	US\$35,636 provided as of Oct. 2000 as part of CA3 and CA6.	US\$84,558 provided as of January 31, 2001 (CA3 & CA6).	Further EDS support to continue throughout program execution.
US\$10 M project and enterprise value	Currently, total value of priority list of projects is approximately US\$120,000,000.	Same	Final value to be determined at program conclusion.
Minimum leverage ratio of 20:1	To be determined	To be determined	To be determined
Minimum 2 enterprises in each country	At least one (two in most cases) enterprise has been identified and selected to receive support in each of the 5 targeted countries.	At least one enterprise in each country has been supported as of January 31, 2001.	Additional outreach is projected in Panama.
Every effort to represent 5 RE technologies	4 of the five targeted technologies are being represented in the current list of projects.	Same	The team will be open to additional proposals in the geothermal sector.

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Some of the activities undertaken as part of Task CA3 during the reporting period included:

1. Additional missions were conducted to the targeted countries, including one mission to Panama, one to Nicaragua and one to Honduras. These were specifically targeted at advancing projects in the pipeline.
2. Of the 20 projects selected to receive business plan preparation and enterprise development assistance, the following have been supported:
 - Hidro Yojoa (Honduras): 630 kW mini-hydro project. A preliminary feasibility study has been completed. The enterprise currently has a PPA and all the necessary permits to begin generating. A preliminary Business Plan has been developed by the sponsor, under the assistance of E&Co-LAC. The business plan was developed as a result of the guidelines provided by FENERCA. E&Co is currently analyzing an investment in the project, as well as providing assistance to identify other potential funders. Currently we are analyzing investment and due diligence from E&Co.
 - San Judas (Guatemala): 30 MW hydro plant. The project is currently developing its feasibility study, which should be concluded within the next few months. FENERCA has provided the basic guidelines for business plan development and is assisting San Judas to look for additional sources of financing.
 - ADEMIPP (Panama): ADEMIPP, a Panamanian association of PV-powered irrigation systems, produced a first draft of its business plan under the assistance of BUN-CA. As a result, the organization was able to assess its current market opportunities within the present conditions of Panama's energy sector. As a consequence of this exercise, ADEMIPP has decided to postpone the expansion of its operations until a clearer rural electrification strategy is defined by the government and the real market potential has been assessed.
 - Tecnosolar (El Salvador): Tecnosolar is a PV company that has installed more than 500 SHS in its first two years of operation. The enterprise has developed its own credit fund to make its services available to end-users who cannot pay cash. Its goal is to expand its operation to 6,000 SHS in 5 years. FENERCA has provided support to Tecnosolar in its business structuring and, through E&Co, has also provided financing to advance its installations.
 - EEN (El Salvador): This is a bagasse-based co-generation project with a 5 MW capacity. Although the plant is currently operating, it has requested E&Co's assistance to re-structure its debts and identify additional investors. FENERCA has provided business development services and has also brought the project to E&Co for investment. Other partners, as the Environmental Enterprises Assistance Fund are involved in this process.
 - Snow Mountain (Honduras): The project entails the construction and of a 250 kW micro-hydro plant. The project has a feasibility study and an environmental license and is currently negotiating an operation contract from the Honduran government. The project will sell its production to a private enterprise and to the utility, ENEE. FENERCA has supported Snow Mountain with enterprise development services and has also submitted it for an E&Co investment that will enable the project to proceed with construction.
 - Bronzeoak (Nicaragua): This a renewable energy project-development enterprise. Currently, the company has three projects in its portfolio of 1 MW, 1.4 MW and 4 MW in size. The projects would all sell electricity to agro-industrial companies and to the Nicaraguan wholesale market. To date, FENERCA has provided business development services and has also facilitated E&Co's consideration for investment.
 - Tres Valles (Honduras): This is a co-generation bagasse-based project with a total capacity of 8 MW. The company has hired consultants to undertake 2 feasibility studies that will be concluded in Febrero/Marzo 2001. FENERCA has provided business plan development assistance.

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- Cenit (Honduras): The project aims to replace the main equipment at a hydro plant that has been operating since 1993 and that was affected by hurricane Mitch. The developer is currently developing the necessary investment plan, with FENERCA's assistance and E&Co is also considering a possible investment.
3. Also as part of Task CA3 and in order to accelerate the activities anticipated by this task, during FENERCA's second planning session (Guatemala City, January 24, 2001) the team developed a prioritized list of projects and assigned responsible in-country managers to begin gathering the necessary project-related information and to assist entrepreneurs with the initial review of the business plan development manual (Task XC3a). This priority list is included in Annex 1.

Task CA4: Strengthening of Financial Institution Capacity

<i>Expected Results Quarter 2-3 – Quarter 5</i>	<i>Results Achieved As of October 31st, 2000</i>	<i>Results achieved as of January 31st, 2001</i>	<i>Prevailing work As of January 31st, 2001</i>
2 institutions trained per country	2 FIs trained during Quarter 1 in Honduras (BANCATLAN and BCIE)	7 additional FIs trained as part of Guatemala session (January 2001) TOTAL: 10	Additional FIs to be trained in Honduras, Panama, El Salvador, Nicaragua.
10 FIs embracing RE	0	1 El Salvador (Banco Agrícola Comercial) 8 Guatemala: (please see Annex 2) 2 Honduras: (BCIE, BANCATLAN) 1 Nicaragua: BCIE 1 Panama: (Banco de la Producción)	At least 3 business plans being prepared for submission to targeted FIs by January 2001.
10 transactions under review by FIs	6	15	At least 6 Business Plans to be submitted to FIs by March 2001.
200 person hours of training (20p * 10 hrs)	24 hours (2p * 12hrs) – Honduras July session	56 hours (7p * 8hrs) – Guatemala TOTAL: 80	120 additional p/hrs of training to be provided by April 01
At least 5 training packages developed and distributed per country	Primary training package for NGOs developed in July 2000. 30 packages distributed in Honduras.	7 additional training packages distributed in Guatemala.	New packages to be distributed in Honduras, El Salvador, Nicaragua and Panama.

Although FENERCA had originally anticipated to hold “back to back” CA4 and CA5 training sessions in El Salvador and Guatemala, due to the earthquake that hit that country the previous week, the FENERCA team was obliged to postpone its activities in El Salvador until further notice. Thus, only the meetings in Guatemala City were held as planned.

1. FENERCA's second FI training session took place January 23, 2001 in Guatemala City. The workshop was co-sponsored by FOCER and was attended by 7 local financial institutions.
2. In preparation for this workshop, the FENERCA finalized the development of the training material, sent it out for translation and edited it for distribution. Although the training packages are now complete, the team considers they are still a work in progress and will continue to update them as further training sessions take place, incorporating comments from the different stakeholders.

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3. As part of Task CA4, evaluation sheets are now being distributed amongst participants to assess the results of the training sessions. An initial set of results for the session held in Guatemala, as well as a list of participants are included in Annex 2. According to this evaluation and to the discussions held at the conclusion of the workshop, participants were satisfied with the quality of the information provided and thought that the documentation and training would be applicable and contribute to their regular financial operations. Three quarters of the participants gave “excellent” or “very good” qualifications to the session, which FENERCA has considered a success, as most of these participants had not been exposed to renewable energy project before. Recommendations were made by the participants for the FENERCA team to clarify the process of submission of project proposals for consideration, and to further explain the role of FIs within FENERCA.
4. Additional FI training sessions have been scheduled as follows:
 - February 2001: Honduras: due to the moderate participation of financial institutions in Honduras' first training session and also to meet the specific anticipated results for this country in Task CA4, an FI training session has been scheduled for February.
 - April 2001: Panama and Nicaragua: these sessions will be held “back to back” as originally anticipated.
 - As previously explained, the sessions in El Salvador have been postponed. FENERCA will assess the possibilities for conducting these sessions as the social and economic situation of El Salvador permit, some time later in 2001.

Task CA5: Capacity Building for the Finance Sector on Smaller-Scale and Rural Energy Applications

<i>Expected Results Quarter 2-3 – Quarter 5</i>	<i>Results Achieved As of October 31st, 2000</i>	<i>Results achieved as of January 31st, 2001</i>	<i>Prevailing work As of January 31st, 2001</i>
2 institutions trained per country	18 institutions trained during Quarter 1 in Honduras	21 institutions trained	Additional institutions to be trained in El Salvador, Nicaragua and Panama.
10 institutions embracing RE	24 RE institutions	21 institutions in Guatemala TOTAL: 45	To be determined
200 person hours of capacity building (20 p * 10 hours)	420 (35p* 12hrs)	396 (36p * 11)	Further training to be provided in El Salvador, Nicaragua and Panama.
At least 5 training packages developed and distributed per country	Primary training package for FIs developed in July 2000. 30 packages distributed in Honduras.	43 packages distributed in Guatemala	Additional packages to be distributed by January 2001.

A training session on “Sustainable Energy for NGOs, Entrepreneurs and Policy Makers” was held in Guatemala City on January 22, 2001, “back to back” with the financial institutions training session (Task CA4). The meeting gathered 43 participants, including project sponsors who have been selected for program support under FENERCA’s Task CA3. A complete list of participants as well as a summary of the participants’ opinions on the workshop is included in Annex 3.

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Just as with Task CA4, targeted training material was prepared and is currently being improved and expanded in preparation for upcoming training sessions, which have been planned as follows:

- Panama and Nicaragua: April 2001;
- El Salvador: as the training session for CA5 had originally been scheduled to take place with those in Guatemala in January 2001, and they had to be postponed as a result of the current difficulties that country is facing, no new date has been defined. CA5 training session will take place before FENERCA's conclusion in October 2001 and will be held "back to back" with Task CA4.

Task CA6: Organizing of Next-Stage Financing

<i>Expected Results Quarter 2 – Quarter 6</i>	<i>Results Achieved As of October 31st, 2000</i>	<i>Results achieved as of January 31st, 2001</i>	<i>Prevailing work As of January 31st, 2001</i>
50 banks, non-bank specialized funds and capital market sources consulted	142 resources consulted	Same	Additional contacts to be established throughout program implementation.
15-20 business plans reviewed by FIs	3 BPs under review	5 business plans submitted to FIs. US\$25,000 invested by E&Co in Tecnosolar.	- 10 BP/projects April 2001 - 15 BP/projects June 2001 - 20 PN/proyectos September 2001
US\$50 M of financial resources committed for RE initiatives	US\$230,000 committed from E&Co.	US\$ 2,230,000 (including US\$25,000 invested by E&Co in Tecnosolar in Dec. 2000, and additional US\$205,000 committed from E&Co, US\$1.455M of project-specific loans & equity investments and US\$750,000 from FOCER)	To be determined
50 MW of new RE installed in the CA region	0	To be determined	To be determined

As part of Task CA6, the FENERCA team advanced the following activities:

1. 5 projects (both FENERCA and non-FENERCA initiatives) have advanced for financial institution consideration by developing their business plans and through FENERCA's business enterprise development support. As anticipated BY FENERCA, E&Co has made a US\$25,000 investment in Tecnosolar, advancing in its US\$230,000 investment commitment to FENERCA.
2. The total amount committed for renewable energy initiatives in the region, as assessed by E&Co, currently
3. New financing made available for renewable energy projects in the region amounts more than US\$2 million. This funding has come from different sources (including E&Co and UNDP/GEF's-sponsored FOCER program) and consists of direct financing to renewable energy projects as well as training and local capacity building.

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Task CA7: Developing Regulatory and Policy Options for Renewable Energy Projects

<i>Expected Results Quarter 2 – Quarter 6</i>	<i>Results Achieved As of October 31st, 2000</i>	<i>Results achieved as of January 31st, 2001</i>	<i>Prevailing work As of January 31st, 2000</i>
Identification of key policies, barriers and opportunities that need attention in each target country	Draft document on policies and barriers concluded during Quarter 1. Review currently undergoing. 14 policies and barriers identified.	Document further reviewed and updated. Policy workshop co-sponsored with FOCER in Panama	Final analysis to be conducted in March 2001.
Proposed changes in laws, regulations, and policies to address barriers and opportunities	0	Initial work plan drafted.	To be concluded by May 2001.
Recommendation on processes to implement changes	0	Initial work plan drafted.	To be concluded by July 2001.
Strengthening of regulatory and policy analysis and intervention capacity of BUN-CA	0	Initial work plan drafted.	One policy change to be initiated by September 2001.

During the reporting period, the team focused on finalizing the subcontract to formally engage PA consulting as the Task Manager for CA7. As part of this process, PA submitted a preliminary Work Plan and terms of references to conduct the necessary work. These introductory documents are included in Annex C. Unfortunately, even though advances at the programmatic level have been achieved and PA has ratified their interest in contributing to FENERCA's work, the acquisition of Hagler Bailly from PA Consulting has delayed the signature of the sub-contract. Therefore, no progress has been achieved at the operational and administrative level. USAID remains involved in this process and FENERCA expects the final contract to be signed before the end of its first term.

As part of Task CA7 activities in Panama, FENERCA supported a FOCER (UNDP/GEF) sponsored workshop on small-scale renewable energy. The meeting gathered key energy policy makers and private sector entrepreneurs and enabled the FENERCA to establish further contacts with the regulatory bodies in the energy sector and advance its preparatory work within this task.

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Task CA8: Facilitation of Carbon Transactions

<i>Expected Results Quarter 2 – Quarter 6</i>	<i>Results Achieved As of October 31st, 2000</i>	<i>Results achieved as of January 31st, 2001</i>	<i>Prevailing work As of January 31st, 2001</i>
5 model projects analyzed ready to be examined by buyers	5 projects identified in Honduras, Guatemala and El Salvador.	4 projects prepared and submitted for Prototype Carbon Fund consideration.	2 additional projects to be analyzed and prepared (1 May and 1 in July)
100,000 tons of carbon prepared for sale	Targeted for year 2001	The 4 projects submitted to PCF to date would displace 1,242,675 tons of CO2 equivalent.	Additional dollar value of carbon to be sold, to be determined.
US\$500,000 of carbon prepared for sale	Targeted for year 2001	The 4 projects prepared have a total investment of US\$4.1 million.	Additional carbon value to be determined.
Standardized worksheet to calculate carbon per project.	Informal package for developers in preparation. Review of existing approaches taking place	Same.	Work to be advanced starting May 2001. Worksheet to be distributed by July 2001.
Increased BUN-CA capacity to implement carbon transactions	In-country reps. involved in information gathering process to outline baseline data for each of the 5 countries. BUN-CA directly involved in developing specific formula to calculate carbon in RE projects.	Same.	Further involvement expected starting May 2001.

During the reporting period, the FENERCA team identified and prepared four projects for potential funding from the Prototype Carbon Fund (PCF) of the World Bank. This work, originally anticipated to take place in the most part during the second phase of FENERCA's implementation, was undertaken in response to a request for proposals (RFP) from the PCF. Specific Project Introduction Notes (PINs) were prepared and submitted to the PCF for funding. These projects included:

1. Tecnosolar, a rural electrification PV company in El Salvador;
2. Papeles Elaborados, a small-hydro generation facility in Guatemala;
3. Eficontrol, an energy efficiency enterprise in Nicaragua; and;
4. Empresa Eléctrica del Norte, a bagasse-based co-generation project in EL Salvador.

In addition to these activities, FENERCA also developed a work plan to advance two additional projects as part of CA8 during the second phase of the project. These two projects will be identified with BUN-CA's assistance and will also involve in-country representatives.

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Task CA9: Support and Capacity Building for BUN-CA

<i>Expected Results Quarter 1 – Quarter 6</i>	<i>Results Achieved As of October 31st, 2000</i>	<i>Results achieved as of January 31st, 2001</i>	<i>Prevailing work As of January 31st, 2001</i>
5 NGOs actively working in each country instituted as part of BUN's network	<input type="checkbox"/> 4 NGOs identified in El Salvador <input type="checkbox"/> 2 NGOs identified in Guatemala <input type="checkbox"/> 4 NGOs identified in Honduras <input type="checkbox"/> 2 NGOs identified in Nicaragua <input type="checkbox"/> 3 NGOs identified in Panama	<input type="checkbox"/> 3 in El Salvador <input type="checkbox"/> 2 in Guatemala <input type="checkbox"/> 2 in Honduras <input type="checkbox"/> 3 in Nicaragua <input type="checkbox"/> 3 in Panamá	None.
10 new professional contacts	9 new contacts established	21 new professional contacts established	None.
Essential training received by BUN-CA	172 person hours of training received	A total of 590 person hours of training have been provided to BUN-CA throughout FENERCA.	None. Additional training will take place during the remaining CA4 and CA5 sessions in Honduras, Nicaragua, Panama and El Salvador.
Development of organizational business plan	Advanced draft.	Second draft submitted in December 2000. Comments from E&Co provided in January 2001.	Final draft to be finalized during 2001.
US\$54,000 of working capital to strengthen BUN's capacity to continue activities and retain professionals	US\$30,000 disbursed October 2000.	US\$24,000 disbursed in January 2001.	None.

As previously mentioned in FENERCA's earlier reports, FENERCA and the UNDP/GEF-sponsored program FOCER, being managed by BUN-CA, continue to co-sponsor activities throughout the region. The activities described in Task CA7, as well as the training sessions undertaken as part of CA4 and CA5 in Guatemala are all examples of this partnership.

As a result of the work currently being undertaken and with FENERCA's support, BUN-CA is now working in partnership with 13 institutions throughout Central America:

- 1 El Salvador: FUPRODEH, UCRAPROBEX, CONFEDERACION NACIONAL CAMPESINA;
- 2 Guatemala: NRECA, FUNSOLAR
- 3 Honduras: SEDES, ADESOL
- 4 Nicaragua: PROLEÑA, FUNPRODECA, ATDER
- 5 Panamá: ANCON, EDWARI CUNDRÁ, ADEMIPP.

In December 2000, BUN-CA submitted the second draft of its organizational and programmatic business plan. Upon submission, E&Co proceeded with the second disbursement (US\$24,000) of the working capital anticipated in Task CA9.

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The business plan, which goes beyond FENERCA's anticipated results, aims to provide a targeted strategy to organize BUN-CA's resources in order to address the specific needs of the Central American market for renewable energy and biomass-related activities. BUN-CA's document has incorporated some of the guidelines provided through FENERCA's training sessions. The final drafting is currently taking place under E&Co's assistance.

In addition, as part of the activities undertaken in Guatemala, a specific training session was undertaken on January 21st, for BUN-CA and the five in-country representatives. The session, conducted also as a preparatory meeting for the NGO and financial institution training activities of the subsequent days, provided the local staff with the Business Plan Development Manual for Energy Entrepreneurs and with basic guidelines on how to assist entrepreneurs in the development of their business plans. More than 50 person hours of training were provided as part of this session. The results were very positive, as in-country representatives were able to guide the group discussions that took place among NGOs and financial institutions during the week, and to put in practice the knowledge acquired as part of this initial training.

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Tasks XC1 (Off-Grid Services Manual), XC2 (Preparation of a Carbon Manual for Entrepreneurs), XC3 (Monitoring and Evaluation Manual) and XC3a (Business Plan Development Manual for Renewable Energy Entrepreneurs)

<i>Expected Results Quarter 1 – Quarter 5</i>	<i>Results Achieved As of October 31st, 2000</i>	<i>Results achieved as of January 31st, 2001</i>	<i>Prevailing work As of January 31st, 2001</i>
XC1: Off-grid services manual <ul style="list-style-type: none"> - Development of an off-grid manual - Translation of manual to Spanish - Distribution of 100 manuals 	Outline drafted and circulated to E&Co and BUN-CA for review.	E&Co and BUN-CA's initial comments incorporated, final draft concluded and circulated in December 2000. Final editing currently undergoing.	Final document circulated (March 31 st) and translated (April). Initial distribution targeted for April 2001.
XC2: Carbon manual <ul style="list-style-type: none"> - Development of carbon manual - Translation of manual to Spanish - Dissemination of 25 manuals 	Working with local partner (Fundación Solar) to agree on outline. Intro section being drafted.	Informational document prepared. National information on carbon-related issues collected with the assistance of in-country representatives.	First draft of manual to be concluded by March 31, 2001. Translation and distribution targeted for May 2001.
XC3: M&E manual <ul style="list-style-type: none"> - Development of manual - Translation of manual to Spanish - Dissemination to 30 stakeholders 	Draft document being finalized.	Same.	Final document drafted and translated in May 2001. Dissemination targeted for May/June 2001.
XC3a: Business Plan Development Manual <ul style="list-style-type: none"> - Development of Manual - Translation of manual to Spanish - Dissemination 	Initial drafting.	Development concluded November 2000. Translation and editing took place in December and January 2001, and Dissemination begun January 2001 (10 manuals distributed).	Final editing to take place February and March 2001. Distribution to begin April 2001.

During the reporting period, the FENERCA team was able to finalize the Business Plan Development Manual for Energy Entrepreneurs, Task XC3. Translation and editing both in English and Spanish took place during the months of November, December and January. As part of the FENERCA planning session in January in Guatemala, ten copies of the manual were distributed to E&Co-LAC, BUN-CA and in-country representatives for final editing in Spanish. The manual's contents have also fed into the training material for Tasks CA4 and CA5. Thus, apart from enabling FENERCA's training activities, the business plan development manual will also feed into the anticipated results of CA3, where a larger number of entrepreneurs will be provided with initial support in business plan development. Final editing in Spanish is taking place as both training sessions (under CA4 and CA5) and enterprise development services (under CA3) advance, and the team expects to begin formal distribution in the month of April 2001.

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The development of the off-grid, carbon and M&E manuals has taken longer time than originally anticipated and as a result, distribution has not yet taken place. This has been mainly a consequence of the time that the FENERCA team has had to invest in the development of the training manuals for activities CA4 and CA5 and the time dedicated to advancing projects within Task CA3. It is expected that the manuals will be ready for distribution in May 2001.

The following activities have been undertaken during the reporting period:

1. Task XC1: initial comments from E&Co, BUN-CA and in-country representatives to the draft manual were provided during the months of December 2000 and January 2001. A final document in English is targeted for March 31, 2001.
2. Task XC2: the carbon manual has been advancing, although as described in FENERCA's previous reports, most this work is anticipated to take place after April 2001. Specific country information has been gathered by of the in-country representatives, in preparation for the carbon-related assessments in each of the countries.

Task MME: Program Management, Monitoring and Evaluation

<i>Expected Results Quarter 1 and Quarter 6</i>	<i>Results Achieved As of October 31st, 2000</i>	<i>Results achieved as of January 31st, 2001</i>	<i>Prevailing work As of January 31st, 2001</i>
Development of a project monitoring and evaluation tool	Tool developed in Quarter 1 2000.	Same.	None. Further reviews and improvements to be addressed as needed.
Tracking and analysis of program costs	Specific financial system and program specific budgets developed in Quarter 1.	Tracking is taking place on a monthly basis. In-depth analysis is being done quarterly.	Monthly and quarterly reports to take place throughout implementation.
Quarterly Progress Reports and course corrections	Second Quarterly report submitted by Task Managers on October 31.	Third quarterly report submitted by Task Managers in February 2001.	Annual FENERCA report to March 31, due in April 2001. Fourth quarterly report from Task Managers due in April 2001.
Monitoring of tasks completed on time and within budget	Completion ratios instituted among Task Managers as part of MME reports. Management Team/Steering Committee reviewing.	Completion ratios being reported (please see Annex 4). Quarterly reports being reviewed by Steering Committee.	Ongoing monitoring taking place.
Monitoring level of expenses /dollar amounts	Under analysis from E&Co (see comments below under budget section)	Ongoing	Ongoing
Achievement of activity progress indicators and expected results.	On target	On target, overall.	Ongoing

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As part of the activities undertaken in Guatemala city in January 2001, a FENERCA planning and coordination session took place on January 24th, 2001. The meeting was attended by BUN-CA, E&Co and in-country representatives and was organized to make an assessment of FENERCA's results, identify course-corrections and update the program's work plan.

The following results were achieved as part of the session:

1. An updated work plan was developed. The document assigned specific activities to the in-country representatives, distributed the pending work amongst team members and enabled the team to organize the remaining work according to priorities. The work plan also clarified organizational and programmatic aspects among the in-country representatives and gave them the tools to develop their country work plans.
2. The activities and projects under Task CA3 were reviewed and prioritized according to their development phase. Each in-country representative was made responsible for supervising and providing local support to the projects and activities in his/her country. This was done as a mechanism to achieve a greater level of involvement on their part and to guarantee that they would begin to put the new training and business plan development knowledge into practice.
3. A review of each of the Tasks and their results to date was undertaken. This enabled the FENERCA team to get a better understanding of the work advanced and of the needed course corrections. Specific emphasis was put on conducting the training sessions under Tasks CA4 and CA5 and to advance the projects under Task CA3.
4. The partnership and related work with FOCER was also analyzed and activities were reorganized taking into account the objectives and priorities of each program. This is expected to result in a more coordinated leverage and joint support among the two initiatives.

Budgetary issues:

As shown in the financial/performance report included in Annex 5, overall FENERCA was able to meet the anticipated targets for each of the tasks, within the projected budget. The following changes and higher than anticipated expenses have taken place, as a result of greater levels of involvement of different staff in specific tasks:

- a. *Task CA1 and Task CA3:* due to a misprint in FENERCA's previous financial report (submitted as part of the program's second quarterly report - or bi-annual report), the financial summary reported a Forecasted Budget and an Actual Spending of US\$89,699.56 for Task CA1 and of US\$30,755.82 for Task CA3. The real values for these two tasks for the period through October 31, 2000 were:
 - Task CA1: US\$89,544.74 (for both Forecasted Budget and Actual Expenses); and,
 - Task CA3: US\$112,455.26 (for both Forecasted Budget and Actual Expenses).

To reflect the real values in each Task, the columns corresponding to Forecasted Budget, have accordingly been modified in the current report. Actual expenses were updated to reflect the amounts spent as of January 31st 2001 (Task CA1: US\$89,544.74 and Task CA3: US\$62,359.34).

Tasks CA4 and CA5: as indicated by the financial report, there has been a US\$267.79 overrun in Task CA4 and a US\$170.76 overrun for Task CA5 for E&Co. These overruns were mainly the result of a larger than anticipated level of effort required by E&Co to produce the training materials for the training sessions for entrepreneurs, NGOs and financial institutions and to structure and prepare the training activities. Both overruns are within the 10% limit acceptable to USAID. Both tasks are anticipated to be completed on budget when considering the full 18-month budget inclusive of the second phase of implementation (beyond April 18).

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- b. *Task CA8:* as previously described in Task CA8, during the month of December the FENERCA team, under E&Co's leadership, prepared Project Introduction Notes to submit project proposals from the Central America region, for funding from the Prototype Carbon Fund of the World Bank. This work was advanced in response to an RFP from the PCF, and as a result, a larger than anticipated level of effort was requested from the FENERCA team. As a consequence, a US\$553.59 overrun appears in Task CA8 for E&Co. No further LOE from E&Co is expected to take place within Task CA8 until the program's second phase is initiated. It is expected that all costs for this task will be absorbed over FENERCA's 18-month term.
- c. *Task CA9:* the amount of US\$54,000 previously reported in Task CA9 as a LOE expense is currently being reported as a general expense. This amount represents working capital expenses budgeted for BUN-CA and is not paid based on LOE.
- d. *Task XC1:* a higher than anticipated level of effort of BUN-CA has been invested in advancing the off-grid services manual, as PA Consulting's sub-contract has been further delayed. This overrun is currently being addressed with BUN-CA and it is not expected to increase, as E&Co is also expected to share the lead in concluding the work regarding this task. The overrun does not exceed the 10% USAID guideline.

**SECTION 3: MAIN CONCLUSIONS AND
RECOMMENDATIONS ON COURSE CORRECTION**

The following paragraphs summarize the progress achieved under each specific task according to the recommendations on course corrections presented in FENERCA's previous report (second quarterly report or bi-annual report) and highlights new fields for improvement.

Task CA1: Rapid Assessment and Final Work Plan Development

As previously reported, Task CA1 has been fully completed. The following paragraphs summarize the current status of the activities identified in previous quarterly reports as areas of course correction:

1. *Signature of Hagler Bailly (PA Consulting sub-contract):* As previously described in this report, the acquisition of Hagler Bailly by PA Consulting, has delayed the signature of the sub-contract. Although all the documentation has been prepared, the team expects to obtain final clearance from USAID and from PA's legal advisors, to proceed with the final signature in February or March 2001.
2. *Inventory of policies and barriers that need attention:* specific work regarding the inventory has been advanced by BUN-CA and a final document has been produced. Although it is expected that this document will be further reviewed by PA Consulting, FENERCA's anticipated result under Task CA1 has been achieved.

Task CA7: Developing Regulatory and Policy Options for Renewable Energy Projects

A specific work plan for Task CA7 was developed in November 2000 and discussed amongst the team in December 2001. As a result of this process and also due to the fact that PA's involvement is no longer required in some of the tasks originally anticipated, it has been proposed that PA assume the leadership of Task CA7 and that its work be focused almost exclusively in this area. This needs to be reflected in PA's final sub-contract. A final work plan must be developed to address the specific work to be undertaken in this task and the budget needs to be modified to reflect PA's final projected costs and expenses.

Task C9: Support and Capacity Building of BUN-CA

As described in the main text of the report, a specific training session took place in Guatemala to increase the level of involvement of in-country representatives and to further strengthen their business development skills. Although further capacity building needs to take place it is expected

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that in-country representatives will become more involved in project development work. It is also anticipated that BUN-CA's business plan and programmatic strategy will be concluded by April 2001.

Tasks XC1: Off-Grid Services Manual, XC2: Preparation of Carbon Manual for Entrepreneurs and XC3: Monitoring and Evaluation (M&E) Manual.

Even though further work has been invested in finalizing the Off-Grid Services Manual, the document is still not concluded. The team is expecting to conclude the final editing and translation during the months of March and April to begin distribution in May. Further efforts need to be invested in advancing the work under the M&E manual which distribution has also been delayed. It is expected that the manual be concluded in April and that distribution will begin in May. The Carbon manual has been targeted for May 2001 as well.

Task MME: Program Management, Monitoring and Evaluation

As recommended by FENERCA's bi-annual report a specific training session took place to strengthen the in-country representatives' business development capacity. It is expected that the team will follow-up on the representatives' work and that at least one additional planning session be held to assess overall performance.

As the contract with PA Consulting is finalized, the management team needs to review FENERCA's original budget to reflect the cost distribution for Task CA7 and any other task in which PA will and will no longer be involved.

Other non-anticipated results and recommendations

Even though additional support and partnerships with both entrepreneurs and FIs are emerging, the team is currently restricted in terms of funding. The current workload and anticipated budget limit its capacity to further expand on additional opportunities that are emerging as basic financial tools are provided and expressions of interest materialize. In this regard, the team must focus on re-assigning any unspent funds to address additional needs and to effectively undertake achieve the anticipated results in terms of project development assistance. USAID must be contacted to address these issues.

ANNEXES

Annex 1: priority list of projects (Task CA3)

Annex 2: list of participants and evaluation results for Task CA4 training sessions in Guatemala

Annex 3: list of participants and evaluation results for Task CA5 training sessions in Guatemala

Annex 4: tasks' completion ratios as of January 31st, 2001

Annex 5: financial report

**Annex 1:
Task CA3 priority list
of projects**

#	Proyecto	Pais	Tecnologia	Fuente	Seguimiento	Responsable	Status	In country
1	San Judas	Guatemala	Hidro	E&Co	E&Co	Lorna	Listo	
2	Hidro Yojoa	Honduras	Hidro	E&Co	E&Co	Fernando	Listo	
3	Ademipp	Panama	PV	Focer	BUN	Leo	Listo	
4	Bronzeoak	Nicaragua	Biomasa	E&Co	E&Co	Fernando	Avanzado	
5	Tecnosolar	El Salvador	PV	E&Co	E&Co	Fernando	Listo	
6	EEN	El Salvador	Biomasa	E&Co	E&Co	Lorna	Listo	
7	Snow Mountain	Honduras	Hidro	E&Co	E&Co	Fernando	Listo	
8	Atlantis	Honduras	Hidro	E&Co	E&Co	Fernando	Avanzado	
9	Tres Valles Bio	Honduras	Biomasa	Focer	BUN	Leo	Iniciando	Ana C.
10	Sedes	Honduras	Hidro	Focer	BUN	Joost	Por iniciar	Ana C.
11	Ancon	Panama	PV	Focer	BUN	Leo	Por iniciar	Orlando
12	San Marcos	Guatemala	Hidro	Focer	BUN	Joost	Por iniciar	Jorge
13	Riachuelo	Honduras	Hidro	Focer	BUN	Joost	Por iniciar	Ana C.
14	Cenit Zacapa	Honduras	Hidro	E&Co	E&Co	Fernando	Por iniciar	Ana C.
15	Dintersa	Guatemala	PV	E&Co	E&Co	Fernando	Por iniciar	Jorge
16	Atdler	Nicaragua	Hidro	Focer	BUN	Joost	Por iniciar	Ma. Eng.
17	La Esperanza	Honduras	Hidro	E&Co	E&Co	Lorna	Iniciando	Ana C.
18	Chan Chan	Guatemala	Hidro	E&Co	E&Co	Fernando	Iniciando	Jorge
19	Jones	Guatemala	Hidro	E&Co	E&Co	Fernando	Iniciando	Jorge
20	Tres Valles Hidro	Honduras	Hidro	Focer	E&Co	Fernando	Por iniciar	Ana C.
21	Tecnosol	Nicaragua	PV	Focer	BUN	Lorna	Por iniciar	Ma. Eng.
22	La Cabana	El Salvador	Biomasa	Focer	BUN	Joost	Por iniciar	Ana Ma.

Marzo
(10 Proyectos)

San Judas
Yojoa
Ademipp
Tecnosolar
EEN
Snow Mt.
Bronzeoak
Atlantis
Tres Valles Bio
La Esperanza

Mayo
(6 proyectos)

Ancon
Tecnosol
Dintersa
Chan Chan
Jones
Sedes

Agosto
(6 proyectos)

San Marcos
Riachuelo
Cenit
Atdler
La Cabaña
Tres Valles Hidro

Annex 2:
Task CA4 Guatemala

Introducción a la Energía Sostenible para Instituciones Financieras

HOJA DE EVALUACIÓN

Fecha: 23 de enero, 2001
TOTAL DE PARTICIPANTES: 7

País: Guatemala

Estimado Participante:

Al llenar este cuestionario, le estamos solicitando su valiosa opinión en relación con este Taller. Le agradecemos contestar con toda honestidad y confianza, pues será muy importante su opinión y recomendaciones para mejorar nuestras próximas actividades. Si tiene cualquier duda, consulte con los organizadores del evento que participan en esta actividad.

1. **Con relación al desarrollo del Taller qué opinión tiene sobre:**
 (marque con una "X" en la casilla correspondiente)

ASPECTO A EVALUAR	OPINIÓN PERSONAL				
	Excelente	Muy bueno	Bueno	Regular	Malo
Forma en la que le fue anunciado y presentado el taller (incluyendo la invitación y las metas y objetivos del mismo)	2	4	1	1	
Calidad de los expositores invitados (nivel de conocimientos, claridad de sus prestaciones, disponibilidad para resolver cuestionamientos)	2	5	1		
Forma en cómo se condujo la actividad (presentaciones combinadas con actividades grupales, dinámica del taller)	2	5	1		
Aplicabilidad y relevancia de conocimientos nuevos adquiridos para su labor profesional	4	3	1		
Conclusiones y resultados obtenidos (*)	3	3		1	
Organización de la actividad (lugar, recursos disponibles, horarios)	4	3	1		

(*) Un participante no contestó

2. **Por favor anote sugerencias o ideas que desee expresarnos:**
- a. Que se incluya dentro de la presentación la forma de canalizar los créditos y las características de los mismos.
 - b. Resumir la presentación y definir claramente en qué fase y cómo presentar al banco el mismo.
 - c. Deben ser claros en sus costos, comisiones u otros, que se impactan en el costo y puede incidir en la canalización de proyectos.

Lista de Asistentes al Taller de Ingeniería Financiera para Instituciones Financieras en Guatemala

celebrado el 23 de enero, 2001

Nº	NOMBRE	FUNCIÓN	INSTITUCIÓN
Invitado de honor			
1	Rodolfo Santizo	Viceministro de Energía	Ministerio de Energía y Minas
Participantes			
2	Victor Hugo Hernández	Analista, representante	BCIE – Guatemala
3	Cesar Tampan	Subgerente Banca Corporativa	Banco de Exportación, BANEX
4	Horacio Leiva Madrid	Subgerente de negocios	Banco Reformador
5	Celso Rolando Molina	Analista	BANRURAL
6	Cesar Ríos	Analista	Corporación de Occidente
7	Guillermo Rodas Santos	Asesor Financiero	COOPEDERU
8	David Kittelson	Director Regional (C.A.)	NRECA
9	Marta de Rivera	Gerente General	SD Río Hondo
10	Orlando Aguilar	Representante Panamá	BUN-CA
11	María Engracia de Trinidad	Representante Nicaragua	BUN-CA
12	Ana Cristina Zepeda	Representante Honduras	BUN-CA
13	Ana María González	Representante El Salvador	BUN-CA
14	Luis Aké	Representante Belice	BUN-CA
15	Jorge Luis Galindo	Representante Guatemala	BUN-CA
16	Gilbert Masís	Director Operaciones	BUN-CA
17	Joost Siteur	Oficial de Proyectos	BUN-CA
18	Sergio Guillén	Oficial de Inversiones	E&CO/LAC
19	Deborah McGinn	CFO	E&CO/USA
Organizadores			
20	José María Blanco	Director Regional	BUN-CA
21	Leonel Umaña	Oficial de Proyectos	BUN-CA
22	Fernando Alvarado	Gerente Regional	E&CO/LAC
23	Gina Rodolico	Program Manager	E&CO/USA
24	Johanna Hjerthén	Directora Latinoamérica	E&CO/USA

**Annex 3:
Task CA5 Guatemala**

Energía Sostenible para Organizaciones de Desarrollo

HOJA DE EVALUACIÓN

Fecha: 22 de enero, 2001

País: Guatemala

TOTAL DE PARTICIPANTES: 24

Estimado Participante:

Al llenar este cuestionario, le estamos solicitando su valiosa opinión en relación con este Taller. Le agradecemos contestar con toda honestidad y confianza, pues será muy importante su opinión y recomendaciones para mejorar nuestras próximas actividades. Si tiene cualquier duda, consulte con los organizadores del evento que participan en esta actividad.

1. **Con relación al desarrollo del Taller qué opinión tiene sobre:**
(marque con una "X" en la casilla correspondiente)

ASPECTO A EVALUAR	OPINIÓN PERSONAL				
	Excelente	Muy bueno	Bueno	Regular	Malo
Forma en la que le fue anunciado y presentado el taller (incluyendo la invitación y las metas y objetivos del mismo)	9	8	3	4	
Calidad de los expositores invitados (nivel de conocimientos, claridad de sus prestaciones, disponibilidad para resolver cuestionamientos)	13	8	3		
Forma en cómo se condujo la actividad (presentaciones combinadas con actividades grupales, dinámica del taller)	5	14	5		
Aplicabilidad y relevancia de conocimientos nuevos adquiridos para su labor profesional(*)	8	9	5	1	
Conclusiones y resultados obtenidos (**)	6	10	4	2	
Organización de la actividad (lugar, recursos disponibles, horarios) (*)	6	12	5		

(*) Un participante no contestó

(**) Dos participantes no contestaron

2. **Por favor anote sugerencias o ideas que desee expresarnos:**

- Sería bueno contar con la dirección de los participantes
- La organización y el desarrollo excelente
- Creo que los participantes eran muy disímiles en sus conveniencias e inconveniencias.
- Hubiera sido excelente contar con los manuales citados. Favor enviarlos por correo a los participantes inclusive para que pudieran ser revisados y comentados, sería bueno tener la copia final, valdrá la pena contar con una copia.
- Sería oportuno dar a conocer proyecto concreto de FRE que ha sido gestado como planes de negocio y que ha sido apoyado por BUN-CA/FOCER/FENERCA y que están siendo conducidos con éxito.

- f. El tipo de actividades son muy buenos pues nos permite conocer las herramientas y procedimientos para desarrollar proyectos energéticos, sería de mucho beneficio para nuestras organizaciones el poder tener seguimiento a estas iniciativas.
- g. Mejorar la relación del mensaje entre función empresarial y misión de desarrollo de las ONG
- h. Los materiales de casos deben ser aclarados y la escritura aclarada para poder hacer que las discusiones de grupo puedan darse en forma más ágil.
- i. Brindar el material de discusión con antelación al evento con el fin de entrar grupos homogéneos que traten a fondo los temas.
- j. Si está presente el representante de sector energía que de unas palabras de en relación con el fin de coordinar actividades de ER en el país.
- k. El Seminario estuvo excelente, la participación de cada grupo fue excelente.
- l. Más ejemplos prácticos, brindar más información sobre los tipo de Energía Renovable.

List of participants in the Workshop for NGO's in Guatemala

Held on January 23, 2001

Nº	Name	Charge	Entity
NGO's (development and micro-lender)			
1	Rafael Valladares	Gerente Unidad M.A.	Fondo de Inversión Social, FIS ₁ ⁺
2	José Manuel Larios	Coordinador Org. Comunit.	Fundación Guacamaya ₁ ⁺
3	Flor de Mayo Pacheco	Directora Ejecutiva	Fundación Guacamaya
4	Leonor Rodríguez	Oficial de Créditos	Fideic. para la Conservación de Guat. ₁ ⁺
5	Mynor David Maldonado	Gerencia de proyectos	FUNRURAL ₁ ⁺
6	Marcel Clement	Consultor de Proyectos	FUNRURAL
7	Julio Adán Paz	Técnico de Proyectos	ADESFA-PPS ₁ ⁺
8	Amilcar Laparra	Presidente CBUB	Asociación Guatemala Maya Tacaná ₁ ⁺
9	Homero Morales	Vicepresidente	Asociación Guatemala Maya Tácana
10	Oscar Coto	Coordinador programa SAs	Fundación Solar ₁ ⁺
11	Joost Siteur	Oficial de Proyectos	BUN-CA
12	Gilbert Masís	Director Operaciones	BUN-CA
13	Deborah McGinn	CFO	E&CO/USA
14	Sergio Guillén	Oficial de Inversiones	E&CO/LAC
Private Sector			
15	Carlos Manuel Galich	Presidente	TEDEP ₁ ⁺
16	Raúl Aguilar	Gerente	DEESA ₁ ⁺
17	David Kittelsen	Director Regional (C.A.)	NRECA ₁ ⁺
18	Hugo Arriaza	Director de Proyectos	NRECA
19	Azucena Porras	Gerente	Dintersa ₁ ⁺
20	Erick González	Gerente	Hidroxsol ₁ ⁺
21	Marta de Rivera	Gerente General	SD Río Hondo ₁ ⁺
22	W.B. Smith	Presidente	HISINC, L.L.C. ₁ ⁺
23	Carlos Tschen	Presidente	DEESA ₁ ⁺
24	Marco Antonio Santizo	Gerente General	SELMECA ₁ ⁺
Public Sector			
25	Benjamín Solórzano	Coord. Electrificación Rural	Dirección General de Energía; MEM ⁺
26	Rosa María Ordóñez	Asesor	Dirección General de Energía, MEM.
27	Raymundo Velásquez	Consejal IV	Municipalidad de Tacaná ⁺
28	Rudy Bravo	Gerente Operativo	Empresa Eléctrica Munic. de Sn Marcos ⁺
Donors			
29	Ana Victoria Rodríguez	Directora de Proyecto	Proyecto Promoción en Prod. más limpia ⁺
30	Ricardo Rivera	Asesor de Proyectos	Programa Peq Subsidios a ONGs-PNUD ⁺
31	José Luis de Francisco	Oficial de programas	PNUD – Guatemala
32	Zoila Aurora Letona	Asistente Programa	USAID
BUN-CA Representatives in Central America (training)			
33	Orlando Aguilar	Representante Panamá	BUN-CA
34	María Engracia de Trinidad	Representante Nicaragua	BUN-CA
35	Ana Cristina Zepeda	Representante Honduras	BUN-CA
36	Ana María González	Representante El Salvador	BUN-CA
37	Luis Aké	Representante Belice	BUN-CA
38	Jorge Luis Galindo	Representante Guatemala	BUN-CA

Sponsors			
	José María Blanco	Director	BUN-CA
	Leonel Umaña	Oficial de Proyectos	BUN-CA
	Gina Rodolico	Program Manager	E&CO/USA
	Johanna Hjerthén	Directora Latinoamérica	E&CO/USA
	Fernando Alvarado	Gerente Regional	E&CO LAC

- 1: Institutions trained
- Nº: Number of persons trained
- + Organizations Embracing with RE

**Annex 4:
Completion Ratios**

FENERCA
TASK COMPLETION RATIOS AS OF JANUARY 31ST, 2001

TAKS	COMPLETION RATIOS
CA1: Rapid Assessment and Final Work Plan Development	100%
CA3: Enterprise Development Services and Completion of Business Plans	35%
CA4: Strengthening of Financial Institution Capacity	35%
CA5: Capacity Building for the Finance Sector on Smaller-Scale and Rural Energy Applications	40%
CA6: Organizing of Next-Stage Financing	25%
CA7: Developing Regulatory and Policy Options for Renewable Energy Projects	65%
CA8: Facilitation of Carbon Transactions	80%
CA9: Support and Capacity Building for BUN-CA	75%
XC1 (Off-Grid Services Manual)	30%
XC2 (Preparation of a Carbon Manual for Entrepreneurs)	60%
XC3 (Monitoring and Evaluation Manual)	70%
XC3a (Business Plan Development Manual for Energy Entrepreneurs)	80%
MME: Program Management, Monitoring and Evaluation	60%

**Annex 5:
Financial Report**