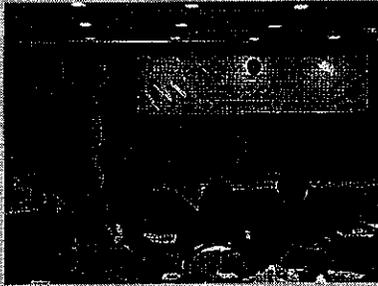


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FIRST QUARTERLY REPORT OF ACTIVITIES
for the second implementation phase
Increased Use of Renewable Energy Resources Program

FENERCA

USAID-sponsored Leader
with Associates Cooperative Award
Number LAG-A-00-00-00008-00



Prepared by:

E+Co

October 2001 – January 2002



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EXECUTIVE SUMMARY

The Increased Use of Renewable Energy Resources Program for Central America is being implemented by E+Co, in close partnership with BUN-CA (Biomass Users Network-Central America). The program aims to assist five countries in the region (Guatemala, El Salvador, Honduras, Nicaragua and Panama) set a course that integrates environmental and economic sustainability into their energy development agenda. In accordance with cultural and language characteristics of the region the program has been titled FENERCA (Financiamiento de Empresas Energéticas en Centroamérica).

Over the first three months of the second implementation phase of the FENERCA program (October 18, 2001 – January 18, 2002) E+Co, in partnership with BUN-CA, has achieved significant results. The following section summarizes these results.

Highlights

- 45 projects at different stages of development selected
- 9 projects supported with Enterprise Development Services and Business Plan Structuring Services
- 4 transactions presented to Financial Institutions for financing
- \$ 250,000 approved by E+Co to be invested in a Hydro project in Honduras

Task CA 3: Enterprise Development Services and Completion of Business Plans

- A total of 45 projects at different stages of development selected under FENERCA 2, including 17 ongoing projects from FENERCA's first implementation phase and 28 new business opportunities
- 9 projects supported with Enterprise Development Services and Business Plan Structuring Services. The target is to have a total of 13-15 business plans developed and at least 20 projects supported with enterprise development services by April 2003
- FENERCA's current pipeline includes projects from various renewable energy technologies (wind, hydro, PV, geothermal and biomass)

Task CA4: Strengthening of Financial Institution Capacity

- In-country missions conducted in Honduras, El Salvador and Panamá to confirm interest of specific financial institutions in further participation of "one-on-one" training sessions on renewable energy finance
- Four transactions presented to financial institutions and currently under study

Task CA5: Capacity Building for Entrepreneurs and NGOs

- 6 projects supported with business plan development services
- Pre-selection of potential entrepreneurs to be trained on a 'one-on-one' basis in the five targeted countries

Task CA6: Organizing Next-Stage Financing

- 4 transactions/projects were presented and are under review by financial institutions
- US \$ 250,000 committed and soon to be disbursed for investment by E+Co for a 1.1 MW hydro project in Honduras
- Developing terms of reference for the elaboration of a feasibility report for the initiative of creating a "patient capital fund". The patient capital fund will serve as a bridge to more commercial financing for renewable energy initiatives and allow entrepreneurs to access second stage financing

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

- An update of the key policies and barriers that are challenging the implementation of renewable energy projects, as identified in the FENERCA's "Developing Regulatory and Policy Options for Renewable Energy Projects in Central America" document is currently taking place

Task BDS: Business Development Support

- Introductory meetings were held with USAID local missions in El Salvador, Panamá and as part of the market opening initiatives in Brazil and Tanzania

Task A1: Market Opening and Program Expansion in New Markets

- Evaluation and assessment of options of other markets to expand FENERCA's operations, such as Tanzania and Brazil

Task MME: Project Management, Monitoring and Evaluation

- Update of the "performance quarterly report"; tool that provides specific information of the progress achieved under each task on a quarterly basis
- New members joined the FENERCA team in E+Co Bloomfield, USA offices and E+Co office in Costa Rica

General Conclusions and Recommendations

- To avoid raising expectations among entrepreneurs in the five targeted countries, the projects that will receive services during the second implementation phase of FENERCA should be selected in the incoming quarter and proper notification should be made to those projects that won't be selected
- As scheduled, conclude in-country missions in Nicaragua and Guatemala to confirm interest and participation of local financial institutions in the training activities
- As planned, conclude the update on the key policies and barriers that are challenging the implementation of renewable energy projects as soon as possible, so that a process of change can be initiated
- Conclude introductory visits with USAID local missions in El Salvador, Guatemala, Honduras and Nicaragua and analyze possible areas of cooperation between FENERCA and the missions to seek their support and ensure long-term program and project sustainability

- Identify the new markets to explore and expand FENERCA's operations. Once the new markets are selected to develop a work plan detailing activities and dates of when it is expected to have completed each task
- Held monthly meeting among the FENERCA team members with the purpose of keeping a better track of the work advanced as well as to anticipate and discuss issues that may rise over time, leading to a strengthened program in the field

Overall the FENERCA team has been able to complete the anticipated work on time and on budget. As a result of the work achieved to date, the FENERCA team has identified numerous opportunities and has built a strong network with local enterprises, financial institutions and regulatory bodies. These activities will require further handholding to ensure adequate institutional strengthening and deal structuring and guarantee a satisfactory use of renewable energy resources in El Salvador, Guatemala, Honduras, Nicaragua and Panama. The following report provides substantial detail on all these matters.

Respectfully submitted,

Phil La Rocco
Project Director

Alicia Fajardo
MME Manager

INTRODUCTION

The Increased Use of Renewable Energy Resources Program for Central America is being implemented by E+Co, in close partnership with BUN-CA (Biomass Users Network-Central America). The program aims to assist five countries in the region (Guatemala, El Salvador, Honduras, Nicaragua and Panama) set a course that integrates environmental and economic sustainability into their energy development agenda. In accordance with cultural and language characteristics of the region the program has been titled FENERCA (Financiamiento de Empresas Energéticas en Centroamérica).

After eighteen months of operation, FENERCA's first implementation phase was successfully concluded in late 2001. All program milestones were achieved and in many instances exceeded. As a result of the success achieved in FENERCA's first implementation phase, additional funding of US\$ 1.750 million was approved and an extension for another eighteen months (October 2001 – April 2003) was executed in late 2001.

The present quarterly report is being provided in accordance with the guidelines established in Attachment 1, Paragraph E, numeral 2, "Program Reporting", of USAID's Leader with Associates Cooperative Award, Number LAG-A-00-00-00008-00 on the Increased Use of Renewable Energy Resources Program. The report presents the information in accordance with 22CFR 226.51-9 (d).

This quarterly report presents a detailed account of the results and activities undertaken during the past three months of the second phase of the program (October 2001 to January 2002). The information has been organized by task and includes both quantitative and qualitative data describing the specific work undertaken under each of the FENERCA tasks.

PROGRAM TASKS/ACTIVITIES

Task CA 3: Enterprise Development Services and Completion of Business Plans

Expected Results throughout the program (Oct 2001 – April 2003)	Results Achieved as of January 2002	Future Work Program as of April 2003
At least 20 projects supported with EDS (5 new; 15 current)	28 new potential projects added to pipeline. 9 projects received EDS and Business Plan Structuring Services during the period : 0 El Salvador 3 Guatemala 2 Honduras 3 Nicaragua 0 Panama	Select 5 new projects from pipeline to be supported by April 2002 At least 7 additional projects to receive support by April 2003 in the five targeted countries
13-15 Business Plans developed	From the 9 projects supported with EDS, 6 projects were specifically supported with business plan development services throughout reporting period	2-3 BP prepared by April 2002 6-7BP prepared by July 2002 11-12 BP prepared by October 2002 13-15 BP prepared by April 2003
US\$ 705,755 in Enterprise Development Support to be provided throughout the program: April 2000- April 2003(CA3 & CA6)	US\$ 302,140 provided as of December 31, 2001 (CA3 & CA6)	Additional of US \$403,613 to be provided in EDS support throughout program implementation.
US\$ 50,000 of technical assistance to be provided	US\$ 6,000 approved as technical assistance	Additional US\$ 44,000 to be provided in technical assistance.
Minimum 2 enterprises in each country	At least one enterprise selected to receive support in each of the 5 targeted countries.	Balance the representation of enterprises to be supported among the 5 targeted countries.
Every effort to represent at least 5 Renewable Energy technologies	Current pipeline includes 5 Renewable Energy technologies	Same

During the first eighteen months of FENERCA (April 2000 – October 2001), 15 business plans were developed and 24 projects were supported with Enterprise Development Services (EDS). However, additional assistance is needed in several cases due to ongoing market reforms and changing regulations in the five target countries (El Salvador, Guatemala, Honduras, Nicaragua and Panama). FENERCA will continue providing assistance to those projects, at the same time it will seek new business opportunities to support in enterprise development services and therefore completing business plans when appropriate. The FENERCA team will guide as many entrepreneurs as possible in the process of attracting adequate financing once the business plans are sufficiently robust from a financial, technical, management and market perspective.

FENERCA's current pipeline consist of 45 projects, including 17 ongoing projects and 28 new enterprise opportunities (at different stages of development) that have been identified throughout the reporting period (see Annex 1). Depending on the specific needs and development phase of each project, FENERCA will focus on helping the entrepreneur to put the plan in action through the provision of enterprise development services (EDS)¹. By April 2002, 5 projects will be selected from the new project pipeline to be supported with Enterprise Development Services (EDS); a total of 13-15 business plans will be structured and developed, including at least 5 new projects.

The pipeline includes projects such as:

- A 6 MW wind project in El Salvador
- A 2.5 MW hydro plant in Honduras
- A 1.7 MW hydro project extension in Panama
- PV systems for rural electrification in Guatemala
- A 300 kW biomass-to-energy project in Nicaragua
- A geothermal plant to dehydrate fruits in Guatemala
- A 1.5 MW hydro project in Honduras

During the reporting period, the FENERCA team supported 9 projects with Enterprise Development Services, from which 6 were specifically supported with Business Plan Structuring Services. Below is a brief description that includes the name of each of these projects, its technology and its country of operation.

- Tres Valles: A 17 MW co-generation bagasse-based project in Honduras. The FENERCA team is providing business plan development assistance.
- Ancon: an association involved in nature conservation that is trying to replicate Ancon's experience with the use of PV systems in natural reserves nationwide. The systems are used to conduct environmental training sessions and to provide electricity to its control centers. This project was supported during the first phase of FENERCA with the initial development of its business plan; currently the FENERCA team is providing additional support to Ancon for the completion of its business plan.
- Bronzeoak: A renewable energy project-development enterprise in Nicaragua that plans to sell electricity to agro industrial companies. Currently, the company has three projects in its portfolio (1 MW, 1.4 MW and 4MW in size). FENERCA is assisting Bronzeoak with Business Plan Development.
- San Marcos – La Castalia: A 2000 KVA expansion to a hydro plant currently under operation with a 268 KVA capacity in Guatemala FENERCA is supporting this project with Enterprise Development Support and structuring of La Castalia's business plan.
- San Marcos – El Rodeo: a wind project in Guatemala that is realizing its feasibility studies. This project was supported during the first phase of FENERCA with the initial development of its business plan; currently the FENERCA team is providing additional support to San Marcos – El Rodeo for the completion of its business plan.

¹ Enterprise development services include assistance on concept validation, market assessment, financial structuring, business plan preparation, negotiations and implementation

- Tecnosol: A private company that promotes the use of renewable energy through solar and wind power in Nicaragua. After having provided Tecnosol with business plan assistance during the first phase of FENERCA, the team is now providing enterprise development support and technical assistance.
- Jones: A 2MW hydro project in Guatemala. The project is finalizing its feasibility study. The FENERCA team has been providing Enterprise Development Support as well as seeking potential financing (CA6).
- La Esperanza: A 1.1 MW hydro project in Honduras. FENERCA provided Business Plan Support and assisted La Esperanza in looking for financing. E+Co's has approved US\$ 250,000 to invest in this project (CA6) and is currently by local banks.
- San Judas: A 30 MW hydro plant in Guatemala. The project is going through its feasibility study. FENERCA provided guidance to the development of the business plan and is now assisting San Judas in its search for potential partners and financiers (CA6).

The support through the Enterprise Development Services that the FENERCA team has provided to the above projects/entrepreneurs has played a key role in contributing to the strengthening of those enterprises and further increases their chances of quickly attracting financing and thereby reaching financial closure.

As part of E+Co's match of US\$ 50,000 for technical assistance, US\$ 6,000 has been approved to provide technical assistance to Tecnosol, a Nicaraguan private company that promotes the use of renewable energy through solar power. The US\$ 6,000 will be utilized to assist the entrepreneur with a market study and defining the most appropriate business model for Tecnosol, both that will increase ability to secure additional financing.

Task CA4: Strengthening of Financial Institution Capacity

Expected Results throughout the program (Oct 2001 – April 2003)	Results Achieved as of January 2002	Future Work Program as of April 2003
1-2 institutions trained per country	8 Financial Institutions contacted and preliminarily selected to be trained in Honduras, El Salvador and Panama	- Financial Institutions to be contacted in Guatemala and Nicaragua during the second quarter of 2002. - Training to be held in the third and fourth quarters of 2002.
10 transactions presented to financial institutions	4 transactions were presented to financial institutions and are now under study.	At least 7 transactions to be submitted to Financial Institutions by April 2003
At least 1 deal financed per country	1 project in Honduras approved to be financed.	At least 1 deal financed in the remaining 4 targeted countries by April 2003.
At least 400 person /hours of training (5x10x8)	Identification of Financial Institutions to be trained	Training sessions to be held on the third and fourth quarters of 2002.

In FENERCA's first phase, comprehensive training sessions on renewable energy-finance were presented to more than 50 financial institutions. In the second phase, the strategy is to conduct "one-on-one" sessions. The goal of providing training on a "one-on-one basis" is to focus on concrete business plan proposals that are then analyzed with each financial institution. The goal is to secure financial support from these financial institutions trained on the actual projects.

In preparation for the "one-on-one" training activities, the FENERCA team identified a preliminary list of 12 financial institutions from those that have demonstrated interest in financing renewable energy and rural development initiatives. These institutions were selected from those that participated in FENERCA's first phase introductory training activities (April 2000 – October 2001).

The financial institutions identified for the "one-on-one" training sessions are the following:

Country	Financial Institution
Honduras	Banco Atlantida Banco Mercantil Banco Occidente
Nicaragua	Bancentro BANPRO
El Salvador	Banco Cuscatlán Banco de Fomento Agropecuario Banco Multisectorial de Inversiones
Guatemala	Banco Reformador Corporación de Occidente
Panamá	Banco Continental Banco Nacional de Panamá

During the reporting period (October 18, 2001 – January 18, 2002), "in-country" missions were conducted in Honduras, El Salvador and Panamá, to contact the targeted financial institutions and confirm their interest in further participation in "one-on-one" formal training sessions. Most organizations contacted expressed a great willingness to participate and also provided important feedback on how to structure the "one-on-one" training sessions. Also, some of the financial institutions contacted indicated their lack of experience in financing renewable energy projects and therefore their eagerness to participate in this initiative. "One-on-one" training sessions are planned to be held during the third and fourth quarter of 2002 in the five targeted countries.

During the reporting period, four projects that were on FENERCA's pipeline were presented to financial institutions with the objective of seeking financing:

- **La Esperanza:** A 1.1 MW hydro project in Honduras seeking financing was presented to E+Co and BCIE. E+Co approved the financing of \$ 250,000 for this project in November of 2001. The FENERCA team will continue supporting La Esperanza in their efforts of securing additional funding possibly from BCIE.

- Jones: A 2 MW hydro project in Guatemala seeking financing was presented to E+Co.
- Hidro Yojoa: A 630 kW mini hydro project in Honduras was presented to E+Co and to BGA (Banco del Grupo de Ahorro Hondureño).
- San Judas: A 30 MW hydro plant in Guatemala seeking financing was presented to E+Co. Also the FENERCA team is assisting San Judas to look for potential financing partners.

Task CA5: Capacity Building for Entrepreneurs and NGOs

Expected Results of the program (Oct 2001 – April 2003)	Results Achieved as of January 2002	Future Work Program as of April 2003
2- 3 entrepreneurs trained per country	Pre-selection of potential entrepreneurs to be trained	Training to be held from June to November of 2002
At least 15 business plans developed and completed	6 projects supported with business plan development throughout reporting period	2-3 BP prepared by April 2002 6-7BP prepared by July 2002 11-12 BP prepared by October 2002 13-15 BP prepared by April 2003
At least 600 person /hours of training (5x15x8)	Preliminary identification of entrepreneurs to be trained	Training to be held from June to November of 2002

During FENERCA's first implementation phase, comprehensive training sessions on Business Plan Development for renewable energy initiatives were conducted, with the participation of entrepreneurs, NGO's and a number of regulatory institutions. During those sessions, introductory tools on business plan development and risk analysis were taught in great detail.

During the second implementation phase (October 2001 – April 2003), the FENERCA team will provide more targeted training sessions on a "one-on-one" basis, to structure concrete project proposals and go through specific business plans with each entrepreneur. The objectives of the "one-on-one" training sessions are to broaden the entrepreneurs' abilities to develop a business plan and to assist them in the preparation of plans that are robust from a financial, technical, management and market perspective. FENERCA seeks to help them attract additional financing from potential investors.

During the reporting period, an in-country assessment was prepared with the objective of selecting a preliminary list of at least 1-2 potential entrepreneurs or organizations in each targeted country to be trained on the "one-on-one" sessions. The entrepreneurs were selected from those that had participated in the comprehensive training held in 2001. Some of the projects now being screened are:

- Cececapa, a hydroelectric project in Honduras
- La Esperanza, a hydroelectric project reaching financial closure in Honduras
- Tecnosolar, a PV enterprise in El Salvador

- Bronzeoak, a biomass enterprise in Nicaragua
- Dintersa, a PV enterprise in Guatemala
- Selmecca, a hydro project in Guatemala
- La Laguna, a geothermal plant to dehydrate fruits in Guatemala
- Ademipp, a PV-powered irrigation association in Panama
- HidroPanama, a hydroelectric project in Panama

A definitive list of the entrepreneurs/organizations to be trained will be ready by April 2002 when the dates for the training sessions will be determined for each country. The training sessions will be held from June to November of 2002 in the five targeted countries: El Salvador, Guatemala, Honduras, Nicaragua, and Panamá.

As mentioned in task CA3, six different projects were supported with business plan structuring services during the reporting period. The projects supported were Tres Valles (Honduras), Ancon (Panama), Bronzeoak (Nicaragua), San Marcos El Rodeo y La Castalia (Guatemala) and Tecnosol (Nicaragua).

Task CA6: Organizing Next-Stage Financing

Expected Results throughout the program (Oct 2001 – April 2003)	Results Achieved as of January 2002	Future Work Program as of April 2003
13-15 business plans under review by financial institutions	4 transactions were presented and are under review by financial institutions.	- At least 8-11 transactions to be submitted to Financial Institutions by April 2003. - 1 deal already approved to be financed by E+Co
US\$ 5 million of financial resources committed for renewable energy initiatives (US\$ 625,000 committed by E+Co)	US\$ 250,000 committed and soon to be disbursed for renewable energy initiatives by E+Co	Additional investment of US\$ 375,000 from E+Co to be invested by April 2003.
At least 5MW of new renewable energy installed in the Central America region	250 kW funded by E+Co and FENERCA under construction	1.1 MW project close to reaching financial closure in Honduras
Feasibility Report for the "patient capital fund"	Development of terms of reference to accomplish this initiative	Approval of the terms of reference and elaboration of the feasibility report

For those projects developed during FENERCA's first phase that were on a more mature stage, financial institutions were approached to secure financing and leverage was achieved. However, substantial financing still needs to be secured to ensure that the projects currently being structured in FENERCA's pipeline reach closure and are subsequently built. To accomplish this objective the FENERCA team will continue playing an important role by training both entrepreneurs and financial institutions (under task CA 4 & CA5) to introduce financial institutions to the opportunities of financing renewable energy enterprises.

As part of the initiative of organizing next-stage financing, 4 projects (San Judas, Jones, Hidro Yojoa and La Esperanza) were submitted to financial institutions and are currently under their review. As mentioned above (Task CA4), a US\$ 250,000 financing for the La Esperanza project was approved by E+Co. La Esperanza is a 1.1 MW hydro project in Honduras, which will be starting construction in the following months.

In addition to the efforts made by the FENERCA team in organizing next stage financing for entrepreneurs, FENERCA identified the need to create a "patient capital fund". The concept of the "patient capital" is defined as a source of funds that can offer such operations an accessible and realistic source of financing, serving as a bridge to more commercial finance. During the reporting period, the FENERCA team held meetings with E+Co's staff in Bloomfield (USA), Costa Rica and Bolivia to agree on the initial approach of this initiative. Terms of reference are being developed and specific staff members assigned to lead this initiative.

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

Expected Results throughout the program (Oct 2001 – April 2003)	Results Achieved as of January 2002	Future Work Program as of April 2003
Update key policies and barriers identified during FENERCA's initial implementation phase, as necessary	Update currently taking place	Complete update of key policies and barriers identified by the FENERCA team by second quarter of 2002.
Update of processes and strategy recommended for implementing change	Processes and strategy to be determined	Update as needed
Initiate a process of barrier implementation/removal of at least 3 specific actions	Processes of policy implementation/removal to be initiated by third quarter of 2003	Policy implementation/removal to be initiated by April 2003

FENERCA's efforts in the policy arena have had an important positive impact, by opening a space for promoting renewable energy in the regulatory framework. An update of the key policies and barriers that are challenging the implementation of renewable energy projects, as identified in the FENERCA authored document "Developing Regulatory and Policy Options for Renewable Energy Projects in Central America" is currently taking place. The update is being made with the remarks and inputs received from six senior level representatives from the Energy Ministers of Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama during the meeting convened by FENERCA in September 2001. Annex 2 is a summary table of the main policy barriers for renewable energy identified by the FENERCA team.

Once the key policies and barriers that are challenging the implementation of renewable energy projects are updated, the FENERCA team will focus its efforts in initiating a process of barrier removal or implementation to facilitate and promote the development

of projects in the field of renewable energy in the region. In addition, the initial processes and strategies to approach the implementation or removal of the barriers will be defined during the next quarter.

Task BDS: Business Development Support

Expected Results throughout the program (Oct 2001 – April 2003)	Results Achieved as of January 2002	Future Work Program as of April 2003
At least 2 meetings held with local USAID missions in each country	Meetings were held in Brazil, El Salvador, Panamá and Tanzania	Continue realizing meetings with the USAID local missions
Assessment report of USAID local missions objectives, priorities and possible areas of collaboration produced by FENERCA	- Introductory meetings held in Brazil, El Salvador, Panamá and Tanzania. - Preliminary draft reports produced and currently under review.	- Additional in-country missions to be held in Guatemala, Honduras and Nicaragua. - Report to be readied by the second quarter of 2002.
As possible, secure support form local USAID missions	Initial assessment of potential collaboration opportunities currently undergoing	As possible, secure support

Task created for the FENERCA second implementation phase with the objective of securing in-country USAID local missions to secure their support (either in kind or in the form of funding) to ensure long-term program and project sustainability. The efforts under this task are going to be concentrated in the five targeted Central American countries (Guatemala, El Salvador, Nicaragua, Honduras and Panamá), as well as in new markets such as Africa and South America (as it was mentioned in Task A1) where FENERCA plans to expand its efforts.

During the reporting period, introductory meetings were held with USAID local missions in Brazil, El Salvador, Panamá and Tanzania. During those introductory meetings, the FENERCA program was presented, highlighting its achievements to date and the objectives for the second implementation phase. Also the FENERCA team started to identify potential areas of mutual collaboration and leverage with the local USAID missions.

Based on the missions already visited, the FENERCA team elaborated a preliminary draft report stating the objectives of each local USAID mission in the energy sector as well as possible areas of mutual collaboration. That was made as a starting point for assessing the possible synergies between these missions and the FENERCA team in each of the targeted countries.

Task A1: Market Opening and Program Expansion in New Markets

Task created for the FENERCA second implementation phase to use the experiences gained through the first 18 months of the program's implementation, and the positive impact in terms of capacity building and structuring of project deals with renewable energy, financial institutions and NGOs in the Central American region. The goal is to expand FENERCA's work into other countries and markets, such as Africa and South America. During the reporting period the FENERCA team has been evaluating and assessing options in regards to in which markets to explore and expand its operations. It is expected to have identified these new markets for the next reporting period.

Task MME: Project Management, Monitoring and Evaluation

Expected Results throughout the program (Oct 2001 – April 2003)	Results Achieved as of January 2002	Future Work Program as of April 2003
Timelines of MME reports (quarterly reports)	First quarterly report of the second implementation phase submitted by task managers.	5 additional quarterly reports to be submitted by task managers.
Budget performance	Under analysis by E+Co	Ongoing
Reporting milestones and achievements of expected results	Development of work plan for the program implementation to measure achievements.	Ongoing

As part of the activities undertaken by FENERCA in MME, a task introductory planning and supervision session took place in October of 2001. As part of this session, the team was able to develop its work plan (Annex # 3) for FENERCA's second implementation phase (October 2001 – April 2003) including specific targets for all program-related tasks. Until now, the progress of the program has been completed according to the work plan.

As a mechanism for monitoring and supervising the first implementation phase, the FENERCA team developed a tool that provides specific information of the progress achieved under each task on a quarterly basis. Such a tool is called the "performance quarterly report" and was developed based on the performance indicators for each task. This report describe the tasks' expected targets and provides a baseline that Task Managers can consider while advancing their work under each task in order to tackle areas of improvement as needed. The report includes both quantitative and qualitative data. During the reporting period, the FENERCA team updated such a mechanism, which has been the base for the development of the present report.

Some staff changes have occurred over the reporting period for the E+Co team:

- Johanna Hjerthén, who has been the program manager for the Latin American Region and was responsible for the FENERCA program from the E+Co offices in Bloomfield, is currently on maternity leave

- Alicia Fajardo joined the E+Co team in January 2002 as a project associate and will be providing support to Johanna Hjerthén's responsibilities while she is on maternity leave.
- Georgina Vazquez will be joining E+Co/LAC office in Costa Rica and will be an investment officer.

Specific managerial responsibilities were re-assigned amongst management staff as follows:

Task	Task Manager
CA 3 – EDS and Competition of Business Plans	Fernando Alvarado
CA 4 – Strengthening of Financial Institution Capacity	Fernando Alvarado
CA 5 – Capacity Building for Entrepreneurs and NGOs	Leonel Umaña / Lorna Li
CA 6 – Organizing Next Stage Financing	Fernando Alvarado
CA 7 – Developing Regulatory and Policy Options for Renewable Energy Projects	Jose Maria Blanco
A1 – Market Opening and Program Expansion in New Markets	Alicia Fajardo
BDS – Business Development Support	Alicia Fajardo
MME – Project Management, Monitoring and Evaluation	Alicia Fajardo

BUDGETARY ISSUES

FENERCA's first phase (April 18, 2000 – October 18, 2001) budget was US\$1.1 million. The program was extended for an additional 18 months, US\$ 1.750 million, for a total of 36 months, through April 2003 and US\$ 2.850 million. For simplicity, from now all expenses will be tracked against the budget for the 36-month period.

During this reporting period the FENERCA team was able to advance all the anticipated work within the project budget, both in terms of staff time and also in regards to expenses. Annex 4 shows the financial report performance of the program up to date.

The work for the tasks CA1 (Rapid Assessment and Final Work Plan Development) and CA8 (Facilitation of Carbon Transactions) was fully completed during FENERCA's first phase; however, there was a small amount of funds remaining from those tasks. As shown in Annex 5 (FENERCA's Revised Budget) the remaining balance has been reallocated to Tasks CA3 (Enterprise Development Services and Completion of Business Plans) and A1 (Market Opening and Program Expansion in New Markets) respectively.

MAIN CONCLUSIONS AND RECOMMENDATIONS

As highlighted in this report, during the reporting period FENERCA was able to advance the anticipated work on time and within the targeted budget.

Task CA3: Enterprise Development Services and Completion of Business Plans

A strong pipeline of 45 projects, including ongoing projects from FENERCA's first phase as well as new enterprise opportunities at different stages of development were identified during the reporting period. In the pipeline of projects there is a balanced representation of renewable energy technologies that include projects on biomass, geothermal, hydro, PV and wind. **Recommendation:** to avoid raising expectations among entrepreneurs on the five targeted countries, the projects that will receive services during the second implementation phase of FENERCA should be selected the incoming quarter. For those projects that won't be supported by FENERCA, appropriate notification should be made to the entrepreneur. Also as it is shown in annex 1, the FENERCA's pipeline of 45 projects have a low representation of business opportunities in Panama, which implies that the FENERCA team should concentrate its efforts in finding at least 1 or 2 new opportunities in Panamá during the next quarter.

Task CA4: Strengthening of Financial Institution Capacity

In-country missions were conducted in Honduras, El Salvador and Panamá to specifically target financial institutions and confirm their interest in further participation in "one-on-one" formal training sessions. Most of the financial institutions expressed their willingness to participate in the training sessions. **Recommendation:** As it is already scheduled, conclude in-country missions in Nicaragua and Guatemala to confirm interest and participation of local financial institutions in the training activities.

Task CA5: Capacity Building for Entrepreneurs and NGOs

In addition to the support provided to entrepreneurs by FENERCA through enterprise development services (CA3), "one-on-one" training activities will be key to the strengthening of business plans and to further secure financing and therefore reach financial closure. **Recommendation:** Take advantage of the "one-on-one" training activities to strength project proposals and business plans by trying to cover those areas where each project/entrepreneur to be trained is weak and need more development. The objective would be to present strong business plans to the financial institutions and ultimately secure financing.

Task CA6: Organizing Next-Stage Financing

Four transactions were presented and are currently under review by financial institutions. As a result US\$ 250,000 for one project has been approved and will soon be disbursed. **Recommendation:** The FENERCA team should continue its efforts in strengthening business plans (CA3) as well as providing training to the local financial institutions (CA4), which will contribute to the patient capital effort to securing financing for renewable energy projects in the region.

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

An update of the document "Developing Regulatory and Policy Options for Renewable Energy Projects in Central America" developed by FENERCA on the key policies and

barriers that are challenging the implementation of renewable energy projects is currently taking place. **Recommendation:** as it is planned, conclude such update as soon as possible, to be able to initiate a process of barrier implementation/removal to facilitate and promote the development of projects in the field of renewable energy in the region.

Task BDS: Business Development Support

Introductory meetings were held with USAID local missions in El Salvador, Panamá and as part of the market opening initiatives in Brazil and Tanzania. **Recommendation:** as projected conclude introductory visits with USAID local missions in El Salvador, Guatemala, Honduras and Nicaragua. Once all introductory meetings are held; analyze possible areas of cooperation between FENERCA and the missions to seek their support and ensure long-term program and project sustainability. Also it is important to keep posted the local missions with the achievements made by FENERCA, so they will know how the program is moving forward and achievements made throughout the time.

Task A1: Market Opening and Program Expansion in New Markets

During the reporting period the FENERCA team has been evaluating and assessing options in regards to which new markets to explore and expand its operations.

Recommendation: as planned, for the next quarter the FENERCA team should have identified the new markets to explore and expand operations. It is important once the new markets are selected to develop a work plan detailing activities and dates of when it is expected to have completed each task.

Task MME: Project Management, Monitoring and Evaluation

The monitoring and evaluation tool developed during FENERCA's first phase utilized to monitor and supervise progress every quarter has been updated in accordance to the terms of reference developed for the second implementation phase of the program. Such a tool has been instrumental not only for the development of the present report but also to keep track of the work advanced during each quarter in accordance to the work plan and set course correction whenever it is appropriate. **Recommendation:** In addition of filling the performance reports every quarter and analyzing them in terms of the work advanced according to the work plan, it is suggested to held monthly meeting among the FENERCA team members. The purpose of those monthly meetings is to keep a better track of the work advanced as well as to anticipate and discuss issues that may rise over time, leading to a strengthened program in the field.

**Annex 1:
FENERCA'S Current
Pipeline as of
January 18TH 2002**

ONGOING PROJECT LIST FROM FENERCA FIRST IMPLEMENTATION PHASE

	Project	Technology
	HONDURAS	
1	Tres Valles	Biomass
2	Cenit Zacapa	Hydro
3	Hidro Yojoa	Hydro
4	Cececapa	Hydro
5	La Esperanza	Hydro
6	Solaris	PV
7	Comayagua	Hydro
	GUATEMALA	
8	San Judas	Hydro
9	Jones	Hydro
10	San Marcos- El Rodeo	Wind
11	San Marcos-La Castalia	Hydro
	EL SALVADOR	
12	San Marcelino	Wind
13	Tecnosolar	PV
	PANAMA	
14	Ancon	PV
	NICARAGUA	
15	Bronzeoak	
16	Tecnosol	
17	Atder	

**LISTA DE POSIBLES NUEVOS PROYECTOS A SER APOYADOS
EN LA SEGUNDA ETAPA DE FENERCA**

Nombre del Proyecto	Desarrollador	Contacto	Telefono/Fax y e-mail	Inversion	Tecnologia	Estado del Proyecto
HONDURAS						
1 La Boquita	Hydro Ingenieria	Jorge Reyes Edmundo Flores	236-7280 ext. 34 226-8543 /976-9906 hidroingenieria@hotmail.com	227 mil	Hidroelectrico de 173KW con pequeña obra de toma y canal	Factibilidad a terminar en Enero, firmado el PPA y proximo a firmar contrato de operación con SERNA
2 La Gloria	Electrotecnia	Alexis Padilla	225-4614 / 225-4602 Fax 225-4606 contempo@optinet.hn	8.4 M	Hidroelectrico a filo de agua, Pelton de 4.7 MW	Factibilidad lista, solo falta aprobacion de contratos en el Congreso
3 El Cisne	Hidroelectrica El Cisne	Ernesto Castejon	662-2709/ 557-9827 fincaelcisne@honduras.com	950 mil	Hidroelectrico de 713 KW con pequeña represa	Contrato PPA y proximo a terminar factibilidad
4 Río Blanco	Hidroelectrica Río Blanco	Roberto Nuñez Orlando Recarte	236-8788 2368438 rnunez@terra.hn orecarte@terra.hn	7 M	Hidroelectrico de 3.7MW a filo de agua	Factibilidad a terminar en Febrero, con PPA firmado y en tramite los demás permisos
5 Cuyamapa	ENETRAN	Roberto Nuñez Orlando Recarte	236-8788 rnunez@terra.hn orecarte@terra.hn	14.5 M	Hidroelectrico de 10.5 MW, con represa	Prefactibilidad lista y factibilidad a terminar en unos 2 meses
6 Babilonia	ENERGISA	Hector Borjas Julian Borjas	221-0388 221-0137 energhib@hondutel.hn	3.9 M	Hidroelectrico de 3 MW a filo de agua	Etapa de construccion, necesita co-financiado por \$1,2 millones. Todos los permisos y PPA firmado
7 Coronado	ENERGISA	Hector Borjas Julian Borjas	221-0388 221-0137 energhib@hondutel.hn	4.1 M	Hidroelectrico de 2 fases. 1 de 3 MW y total 5MW	Estudios finalizados y contrato PPA firmado
GUATEMALA						
8 Ostua	Municipalidad Santa Catarina Mita	René Vicente Osorio Alcalde	Tel: 845-7448	3.1 M	Mini Hidroeléctrica 3MW	Pre-factibilidad realizada. Estrategia de comercialización en desarrollo
9 Deshidratación de Fruta	Agroindustrias La Laguna	Luis Arturo Mérida	Tel: 331-7999 Fax: 334-0627 cymings@intelnet.net.gt	75 mil	Deshidratación de Fruta con energia geotérmica	Operación y Expansión para exportación
10 Dintersa	Dintersa	Roberto Arimany	Tel: 332-3807 / 3315809 Fax: 332-3918 dintersa@microq.com.gt		Solar	Operación y Expansión de la empresa en venta de equipo fotovoltaico y colectores solares
EL SALVADOR						
11 Ingenio Central Izalco	Ingenio Central Izalco	Tomás Soto			Biomasa con capacidad de__	
12 Papaloate	Papaloate	Hermes Landaverde	Tel/fax: 273-6243 hlandaverde@ingendehsa.com	4.2 M	Central Hidroeléctrica con capacidad de 3MW	Cuentan con estudio de factibilidad y con la concesión del recurso. Necesitan los fondos urgentemente para iniciar
13 Las Quebradas	Ucraprobex	Israel Martínez Ulises Palma	Tel: 278-0064 / 278-2899 Fax: 278-1311 ucracafe@es.com.sv	330 mil	Biomasa con capacidad de 25kW	Estudio de factibilidad terminado
14 El Chaparral	Hacienda El Chaparral	Alberto Valdiviezo	Tel/fax: 229-3751 ecochaparral@hotmail.com	75 mil	Biomasa Producción de carbón vegetal	Proyecto en producción, inversión se requiere para mejora de tecnología y aumento de producción
PANAMA						
15 Hidro Panamá II	Hidro Panamá	José Luis Sáiz	Tel: 215-7788 Fax: 215-7525 jose_luis.saiz@power.alstom.com	2.5 M	Micro Hidráulica con capacidad de 1.7MW	Ya está operando una primera etapa de 1.8 MW con PPA

16	Milbanco	Fundación Milbanco	Alfredo Otero	Tel: 274-8028 Fax: 274-2601 mlbanco@cw.net.pa	2.5 M	Micro Hidráulica con capacidad de 1.7MW	Va está operando una primera etapa de 1.8 MW con PPA
NICARAGUA							
17	El Bote	ATDER-BL	Rebeca Leaf	0612-2030 0612-5423 alder@lbw.com.ni	783 mil	Hidroeléctrica de 900 KW	Con Estudio de Factibilidad. Esta previsto que El Banco Mundial aportará la suma de US\$ 600 mil como préstamo para convertirse en donación y se está buscando financiamiento del resto de US\$ 183,000
18	La Camaleona	ATDER-BL	Rebeca Leaf	0612-2030 0612-5423 alder@lbw.com.ni	690 mil	Central Hidroeléctrica de 425 KW	Proyecto con estudio de factibilidad. El gobierno de Finlandia considerando participar en proyecto con mínimo % bajo programa de estudio de carbono. Se está buscando financiamiento de \$150,000
19	Indez	Zona Franca Index	Carl Ahlers	249-2887 / 088-24495 Fax: 265- 8511 cahlers@datatex.com.ni	2-3 M	Edificio con una capacidad inicial estimada entre 2 y 3MW	Ha realizado estudios iniciales, pero necesita terminarlos y finalizar los costos del proyecto
20	Tortugero	Comisión Nacional de Energía/PNUD	Luis Velásquez	2225576 2227089 Sec_Eje@cne.gob.ni	1,1 M	Hidroeléctrica de 500KW, con venta de 1,971 MWh al año	Financiamiento del 40% para I.F.; 15 años plazo; 5% de intereses; tasa de descuento del 12% y una tarifa por kilovatio hora de US\$ 0.12
21	Mulukuku	Comisión Nacional de Energía/PNUD	Luis Velásquez	2225576 2227089 Sec_Eje@cne.gob.ni	1,2 M	Hidroeléctrica con capacidad de 500KW, con venta de 2.002 MWh año	Con estudio de prefactibilidad. Financiamiento del 40% para I.F.; 15 años plazo; 5% de intereses; tasa de descuento del 12% y una tarifa por kilovatio hora de US\$ 0.11
22	El Ayapal	Comisión Nacional de Energía/PNUD	Luis Velásquez	2225576 2227089 Sec_Eje@cne.gob.ni	988 mil	Hidroeléctrica con capacidad de 400KW, con venta de 1.520 MWh año	Con estudio de prefactibilidad. Financiamiento del 40% para I.F.; 15 años plazo; 5% de intereses; tasa de descuento del 12% y una tarifa por kilovatio hora de US\$ 0.12
23	El Ayote	Comisión Nacional de Energía/PNUD	Luis Velásquez	2225576 2227089 Sec_Eje@cne.gob.ni	1,7 M	Hidroeléctrica de 700KW, con venta de 3.459 MWh año	Con estudio de prefactibilidad. Financiamiento del 40% para I.F.; 15 años plazo; 5% de intereses; tasa de descuento del 12% y una tarifa por kilovatio hora de US\$ 0.11
24	La Rica	Comisión Nacional de Energía/PNUD	Luis Velásquez	2225576 2227089 Sec_Eje@cne.gob.ni	484 mil	Hidroeléctrica de 150KW, con venta de 345 MWh año	Con estudio de prefactibilidad. Financiamiento del 40% para I.F.; 15 años plazo; 5% de intereses; tasa de descuento del 12% y una tarifa por kilovatio hora de US\$ 0.15
25	El Naranjo	Comisión Nacional de Energía/PNUD	Luis Velásquez	2225576 2227089 Sec_Eje@cne.gob.ni	992 mil	Hidroeléctrica de 400KW, con venta anual de 1.253 MWh	Con estudio de prefactibilidad. Financiamiento del 40% para I.F.; 15 años plazo; 5% de intereses; tasa de descuento del 12% y una tarifa por kilovatio hora de US\$ 0.12
26	El Golfo	Comisión Nacional de Energía/PNUD	Luis Velásquez	2225576 2227089 Sec_Eje@cne.gob.ni	871 mil	Hidroeléctrica de 300KW, con venta de 1.379 MWh año	Con estudio de prefactibilidad. Financiamiento del 40% para I.F.; 15 años plazo; 5% de intereses; tasa de descuento del 12% y una tarifa por kilovatio hora de US\$ 0.12
27	Ingenio San Antonio	Ingenio San Antonio	Ricardo Barros	274-4150 Fax: 274-4152 rbarros@credomatic.com	8 M	Proyecto de ampliación de Generación de Electricidad a partir de biomasa, 8MW	Con estudio de factibilidad. Se está buscando financiamiento para su implementación
28	Los Barzones	FUNPROTECA	Victor Salazar	0311-2090 0311-0595 funpro@bw.com.ni	100 mil	Electrificación Rural Fotovoltaica en la Comunidad Los Barzones, León	Finalizando la I fase. Se está buscando financiamiento para la II Fase, para electrificar 50 viviendas, centro de salud y comunicación. Existen intenciones de cofinanciamiento.

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**Annex 2:
Summary Table of the Main
Policy Barriers for
Renewable Energy in
Central America**

SUMMARY TABLE OF THE MAIN POLICY BARRIERS FOR RENEWABLE ENERGY IN CENTRAL AMERICA

Guatemala	Panamá	El Salvador	Honduras	Nicaragua	Costa Rica
<p>1. Restricciones en la capacidad mínima de generación</p> <ul style="list-style-type: none"> Las leyes y regulaciones limitan la entrada directa al Mercado Mayorista para generadores con capacidad inferior a 10 MW. Esto evita la venta directa al MM de los pequeños productores, y por lo tanto reduce sus opciones de venta, aunque la ley si prevé que se puede hacer la unión de varios pequeños generadores por medio de una comercializadora. <p>2. Restricciones para el traslado de los costos de contratación directa</p> <ul style="list-style-type: none"> El cálculo de tarifas se basa en los precios de electricidad según el MM, más los costos de transmisión y distribución. Los costos establecidos en contratos celebrados con los distribuidores para comprar energía no pueden ser trasladados a los usuarios. <p>3. Requisitos para permisos</p> <ul style="list-style-type: none"> La inversión en el sector de pequeña escala es obstaculizada por estructuras de costos para la emisión de permisos que no toman en cuenta el tamaño o tipo de proyecto. Como resultado, los productores de pequeños proyectos pueden terminar pagando costos mucho mayores por MW instalado que los generadores a mayor escala. 	<p>1. Tarifas de Transmisión</p> <ul style="list-style-type: none"> Muchos proyectos renovables están ubicados lejos del centro de carga que está localizado en la ciudad de Panamá, por lo que pagan costos más altos de transporte que los proyectos localizados mas cerca de los centros de carga (por ej.: proyectos térmicos). <p>2. Duración de Contratos de Compra-venta</p> <ul style="list-style-type: none"> Los procedimientos y criterios establecidos por el Ente Regulador para la contratación de energía y/o potencia establecen un plazo límite de 8 años y se especifica una penalización de 2.4% en el acto público para cada año que exceda el 4 año de contratación. Esto afecta las energías renovables porque requieren plazos más largos.. <p>3. Impuestos de importación</p> <ul style="list-style-type: none"> Los combustibles fósiles son importados libres de impuestos, lo que beneficia a las plantas térmicas y representa una desventaja competitiva para proyectos de energía renovable. <p>4. Dependencia del recurso</p> <ul style="list-style-type: none"> El efecto del Niño puede reducir la producción de una planta hidro en más del 50% durante los meses críticos de verano, haciendo necesario un balance hidro-térmico que limita la participación hidro. <p>5. Procedimientos complejos</p> <ul style="list-style-type: none"> Los procedimientos actuales para obtener concesiones para recursos renovables son largos y complejos <p>6. Altos costos de estudios de factibilidad</p> <ul style="list-style-type: none"> Muchos estudios existentes para proyectos de energía renovable requieren más trabajo de campo y estudios para llevarlos a nivel de pre-factibilidad y factibilidad, lo que consume recursos financieros importantes previo a definir la viabilidad de los proyectos. <p>7. Red de transmisión</p> <ul style="list-style-type: none"> La Provincia de Bocas del Toro, tiene un alto potencial hidroeléctrico pero requiere inversiones importantes en la red de transmisión para lograr su integración al sistema integrado nacional. 	<p>1. Restricciones en la capacidad mínima de generación</p> <ul style="list-style-type: none"> Las leyes y regulaciones limitan la entrada al MM a generadores con capacidad mínima de 5 MW. Esto evita la venta directa al MM de los pequeños productores, y por lo tanto reduce sus opciones de venta y participación. Dificultad en obtener contratos de venta de energía a largo plazo que hagan factible el desarrollo de los proyectos de energía renovable. <p>2. Requisitos para permisos</p> <ul style="list-style-type: none"> La inversión en el sector de pequeña escala es obstaculizada por estructuras de costos para la emisión de permisos que no toman en cuenta el tamaño o tipo de proyecto. Como resultado, los productores de pequeños proyectos pueden terminar pagando costos mucho mayores por MW instalado que los generadores a mayor escala. En el caso de pequeños proyectos hidroeléctricos el trámite de permisos resulta muy lento y costoso. 	<p>1. Inestabilidad de la estructura legal del sector</p> <ul style="list-style-type: none"> Las leyes y regulaciones relevantes han sufrido cambios significativos en prácticamente en cada uno de los últimos ocho años, y los desarrolladores y financistas temen que se den nuevos cambios. Posible impacto de la instalación de la Planta de AES. Preocupación por la incorporación de 15 plantas con una capacidad total de entre 140 y 160 MW a un sistema tan pequeño, podría conducir a problemas de despacho o deficiencias del recurso 	<p>1. Impuestos de Importación</p> <ul style="list-style-type: none"> Los proyectos privados de electrificación rural no están exentos de impuestos de importación Las plantas térmicas cuentan con una exención indefinida sobre la importación de combustibles. Los pequeños importadores actualmente están sujetos a la interpretación del oficial de aduanas que esté a cargo en el momento de declarar los equipos de energía renovable. 	<p>1. Causas de dominio público</p> <ul style="list-style-type: none"> Permitir el acceso de productores independientes en el aprovechamiento del recurso hídrico para generación. <p>2. Limitada capacidad de generación a los pequeños productores independientes</p> <ul style="list-style-type: none"> Aumentar el 15% autorizado por la Ley 7200 para los pequeños productores independientes

**Annex 3:
Work Plan**

FENERCA'S SECOND IMPLEMENTATION PHASE WORK PLAN - October 18, 2001 to April 18, 2003

	2002				2003	
	Q1	Q2	Q3	Q4	Q1	Q2 (April)
CA3: Enterprise Development Services & Completion of Business Plans						
(Task Manager: Fernando Alvarado)						
<input type="checkbox"/> 3-5 new Business Plans (BUN-CA to draft, E+Co to finalize)						
BP1		X				
BP2			X			
BP3				X		
BP4				X		
BP5				X		
<input type="checkbox"/> 5 new projects supported with EDS (E+Co)						
P1	X	X	X	X	X	X
P2	X	X	X	X	X	X
P3	X	X	X	X	X	X
P4	X	X	X	X	X	X
P5	X	X	X	X	X	X
<input type="checkbox"/> Continuing EDS to projects currently in FENERCA's pipeline (10 projects)(E+Co)						
Tecnosolar	X	X	X	X	X	X
San Judas	X	X	X	X	X	X
ADEMIPP	X	X	X	X	X	X
ATDER						
<input type="checkbox"/> 13-15 BP developed (10:current projects & 3-5: new projects) (E+Co and BUN-CA)		2BP	4BP	5BP	4BP	
<i>10 from current pipeline:</i>		2 BP	3 BP	4BP	1BP	
ANCON						
Jones						
Tecnosol						
Tres Valles Co-Gen						
ATDER						
SEDES						
3-5 new:			1BP	1BP	3BP	

Bronzeoak – Biomass						
San Marcos Wind						
San Marcos Hydro						
Cececapa-Hydro						
San Marcelino-Wind						
Solaris-PV						
Cenit/Zacapa-Hydro						
Dintersa-PV						
Comayagua-Hydro						
Ucraprobex						
El Rodeo- Hydro						
La Castalia - Hydro						
CA4: Strengthening of Financial Institution Capacity						
(Task Manager: Fernando Alvarado)						
<input type="checkbox"/> 1-2 institutions trained per country (E+Co and BUN-CA)						
Institutions identified	10 ID					
Training El Salvador				November		
Training Guatemala			August			
Training Honduras		June				
Training Nicaragua			September			
Training Panama				November		
<input type="checkbox"/> 10 transactions presented to financial institutions (E+Co and BUN-CA)						
El Salvador				2		
Guatemala			2			
Honduras		2				
Nicaragua			2			
Panama				2		
<input type="checkbox"/> Specific training material disseminated (E+Co and BUN-CA)		X	X	X		
Review and finalize training material (Bloomfield/LAC/BUN-CA)		X (May)				
CA5: Capacity Building for Entrepreneurs and NGOs						
(Task Manager: Leonel Umaña/Lorna Li)						
<input type="checkbox"/> 1-2 institutions trained per country (E+Co and BUN-CA)						
Institutions identified	10 ID					

Training El Salvador			August	November		
Training Guatemala			August			
Training Honduras		June				
Training Nicaragua			September			
Training Panama				November		
<input type="checkbox"/> 15 BP completed (E+Co and BUN-CA)		2 BP	4 BP	5 BP	4BP	
<input type="checkbox"/> Specific training material disseminated (E+Co and BUN-CA)		X	X	X		
Review and finalize training material and Tool kit(Bloomfield/LAC/BUN-CA)		X (May)				
CA6: Organizing of Next-Stage Financing						
(Task Manager: Fernando Alvarado)						
<input type="checkbox"/> 12-15 Business Plans under review by financial institutions						
Institutions identified	10 ID					
El Salvador (one quarter after the training provided to the Financial Institutions)					X	
Guatemala (one quarter after the training provided to the Financial Institutions)				X		
Honduras (one quarter after the training provided to the Financial Institutions)			X			
Nicaragua (one quarter after the training provided to the Financial Institutions)				X		
Panama (one quarter after the training provided to the Financial Institutions)					X	
<input type="checkbox"/> 13-15 BP completed (E+Co and BUN-CA)		2BP	4BP	5BP	4BP	
<input type="checkbox"/> "Patient Capital" fund assessment						
Feasibility Report (Gonzalo Rico)		Terms of Ref.	Int. Report			Final Report
CA7: Developing Regulatory and Policy Options for Renewable Energy Projects						
(Task Manager: Jose Maria Blanco/Leonel Umaña)						
<input type="checkbox"/> Update list of targeted policies/barriers that need attention	X					
<input type="checkbox"/> Assess most opportune regulatory environment		X				
<input type="checkbox"/> Initiate process of removal/implementation of at least 3 specific actions						
Action # 1(Removal/Implementation)		X	X	X	X	X
Action # 1(Removal/Implementation)		X	X	X	X	X
Action # 1(Removal/Implementation)		X	X	X	X	X
A1: Market Opening and Program Expansion in New Markets						
(Task Manager: Alicia Fajardo)						
<input type="checkbox"/> Productive uses Africa						
Definition of the clean energy productive use opportunities in SADC						

Honduras	X	X	X	X	X	
Nicaragua	X	X	X	X	X	
Panama	X	X	X	X	X	
<input type="checkbox"/> Country-specific meetings with USAID officials - Other Regions						
Africa?				X		
Brazil?						
Other?				X		
<input type="checkbox"/> Reporte sobre las misiones de USAID		X				
<input type="checkbox"/> Support secured from USAID local missions			X	X	X	
MME: Project Management, Monitoring and Evaluation						
(Task Manager: Alicia Fajardo)						
Tracking Analysis of Program Costs	X	X	X	X	X	X
Measurement of achievement of activity progress indicators and expected results	X	X	X	X	X	X
Quarterly Reports on progress achieved and necessary course corrections	X	X	X	X	X	X