



OAS | More rights
for more people



Energy and Climate
Partnership of the Americas

**EVALUATION OF THE EFFICIENCY AND EFFECTIVENESS OF THE ENERGY AND CLIMATE
PARTNERSHIP OF THE AMERICAS CLEARINGHOUSE (ECPA CLEARINGHOUSE)**

FINAL EVALUATION REPORT



Presented to: Department of Planning and Evaluation Planning and Evaluation Unit (DPE)

Organization of American States - OAS

Submitted by: Maryvonne Arnould

April 2018

CONTENTS

Abbreviations, Acronyms and Symbols.....	ii
Executive Summary.....	iii
1. Introduction.....	1
2. Background.....	2
2.1 Project overview.....	2
2.2 Project Design and Expected Results.....	4
3. Evaluation Framework and Methodology.....	6
3.1 Purpose of the evaluation.....	6
3.2 Evaluation approach and methodology.....	6
3.3 Constraints and Limitations of the Summative Evaluation.....	8
4. Findings.....	8
4.1 Relevance.....	8
4.2 Effectiveness.....	11
4.3 Efficiency.....	27
4.4 Sustainability.....	36
5. Lessons Learned.....	39
Appendix 1 – TOR for Consultancy.....	43
Appendix 2 – Evaluation Matrix.....	50
Appendix 3 – List of Documents to be Reviewed.....	57
Appendix 4 – Key Informant Interview Protocol.....	59
Appendix 5 – Survey Questions.....	63
Appendix 6 – Proposed Official Memo for ECPA on-line Survey.....	68
Appendix 7 – ECPA Action Plan 2018-2019.....	69

ABBREVIATIONS, ACRONYMS AND SYMBOLS

D.C	District of Columbia
DOE	United States Department of Energy
DPE	Department of Planning and Evaluation of the OAS
DSD	Department of Sustainable Development
ECPA	Energy and Climate Partnership of the Americas
GS/OAS	General Secretariat of the OAS
IDB	The Inter-American Development Bank
KII	Key Informant Interview
NGO	Non-governmental Organisation
OAS	Organization of American States
PIDS	Inter-American Program for Sustainable Development
RECS	Renewable Energy an Climate Sciences
ToC	Theory of Change
ToRs	Terms of Reference
SEDI	Executive Secretariat for Integral Development
SIM	Inter-American Metrology System
USOAS	United States Permanent Mission to the Organization of American States

EXECUTIVE SUMMARY

Background

Energy and the impacts of climate change are key issues facing the countries of the Americas. The Energy and Climate Partnership of the Americas (ECPA), conceived in 2009, aims to promote energy cooperation within the hemisphere to address these issues and to serve as an engine of growth, job creation, technology transfer, competitiveness, energy security, and trade.

The Organization of American States' Department of Sustainable Development (DSD) has operated the ECPA Clearinghouse (now known as the Technical Cooperating Unit) since the Partnership's inception, ushering it through four discrete phases. During that time, ECPA has been established as a platform for advancing shared, sustainable energy goals in the Americas; promoted the exchange of ideas, best practices, and information among energy stakeholders in the hemisphere; expanded membership in and support to the Partnership; and established and supported the development of a governance structure, guiding principles, and a plan of action.

This report focuses on the fourth phase of ECPA (ECPA IV), which was implemented between June 2015 and July 2017. It is the product of a summative evaluation conducted between October 26, 2017 and April 2018. It provides an independent assessment of the main achievements and results of ECPA IV; analyzes the formulation, design, implementation and monitoring of the project; identifies lessons learned from this phase; and proposes recommendations to guide the development of future phases or other, similar projects.

Findings

The findings of the evaluation focus on four key criteria:

Relevance

The evaluation found that the project's objectives were consistent with the OAS's mandate, contributing to all four of its pillars—democracy, human rights, security, and development—by focusing on sustainable energy as a driver for social and economic growth. Its objectives also aligned with the sustainable energy and climate change priorities of the participating countries, based on considerable stakeholder input fostered throughout the process. The project is also highly relevant to the donor, the Government of the United States of America, particularly by supporting the objectives of its energy security policy. In addition, the project is consistent with the Sustainable Development Goals (SDG), the Sustainable Energy for All Initiative, the Inter-American Program for Sustainable Development (PIDS), and the 2007 Declaration of Panama.

Effectiveness

The evaluation looked at the extent to which the project's objectives and outputs had been achieved. At the purpose level, the project contributed to strengthening dialogue and technical

cooperation around sustainable energy and climate change, meeting its target of four new actions undertaken by participating countries during the project timeframe. ECPA also achieved three of its four outputs, providing five forums for stakeholder dialogue, disseminating information through a multi-pronged online presence, and implementing the project's new governance structure, the ECPA Steering Committee. The development and work of the Steering Committee was perhaps the greatest achievement of this phase, firmly establishing member countries' commitment to and ownership of the project, an achievement that will contribute significantly to the project's sustainability.

The project fell short of the target for its output to enable technical cooperation, providing technical support to 14 rather than 20 countries. However, a deliberate decision was made during project implementation to put more project resources toward supporting the Steering Committee. The progress made by the Steering Committee suggests that this was an appropriate decision, and the plan of action produced will likely accelerate the progress of technical cooperation in subsequent phases.

Formulation of the project was grounded in research on energy trends and concerns and incorporated a wide range of stakeholder feedback that provided a solid foundation of evidence. However, although project documentation indicates an intention to address gender-differentiated issues related to energy and climate change, no research or stakeholder feedback related to these issues seems to have been undertaken.

The project's logical framework is founded on four outputs—a forum for dialogue, technical cooperation, information dissemination, and implementation of the project's governance structure—that leverage tools, facilitation, and other support provided by OAS/DSD to participating member countries. These outputs seem well-suited to supporting stakeholder needs as well as to maximizing OAS/DSD's comparative advantages. They also enable member countries to take ownership of the project and provide enough flexibility that ECPA can take advantage of opportunities and local initiative as they arise. However, the logical framework does not include any expected results at the immediate or intermediate outcome levels. Without incorporating outcomes into the project design, it will be difficult for ECPA to have or track any effect it has on policy, regulation, laws, and actions in and among member countries.

Efficiency

As described above, the functioning of the ECPA Steering Committee, supported by the Technical Coordinating Unit (TCU), was one of the project's key achievements. Meetings were well attended and produced a set of guiding principles, as well as a detailed action plan for the period 2018 to 2019. The project was also successful in its outreach to national and regional stakeholders, with increased interest in and attendance at preparatory meetings, and small financial and in-kind contributions.

The project documents set out a clearly defined monitoring strategy. The monitoring framework could be enhanced by incorporating qualitative as well as quantitative indicators and including indicators at the outcome level. Project reporting could be improved by using a format that more clearly correlates to the results in the logical framework and maintaining a running tally of results. Changes in project direction or emphasis—such as the diversion of resources from technical cooperation to the Steering Committee—should also be documented in the report for the period in which they occur, and the logical framework adjusted accordingly.

The project operated with a budget of 1,217,016 USD and spent 1,199,816 USD, or 95%. Assessment of the project's budget and financial management confirmed that money was well spent and accounted for. Financial and human resources appear to have been used efficiently and in a way that promotes a saving culture and economic use of resources.

Sustainability

ECPA IV has built its interventions with the feedback and active involvement of an extensive array of stakeholders. Its consultative and collaborative process, guided by a Steering Committee comprised of member states representing all regions of the Americas, seems to be supporting and enhancing local ownership, which contributes greatly to the project's prospects for sustainability. Key success factors contributing to the sustainability of ECPA interventions include its ability to provide access to information, technical expertise and experience sharing; a project design that has built on the achievements of previous ECPA phases and synergies with other OAS interventions; consolidation of its governance structure and guiding principles; and trust generated by the OAS/ECPA "brand."

Factors that could affect ECPA's sustainability include issues around project design, the project period, and funding limitations. Achieving the purpose and goal of the project is ambitious for a project with a two-year timeframe. Re-designing the project as a longer-term program that incorporates a series two-year implementation periods and incorporating results and indicators at the outcome level would help to more clearly identify and track the higher-level changes the project aims to influence.

Lessons learned

- ECPA has a comparative advantage as a broker of exchanges among a wide range of stakeholders in the Americas' energy sector.
- ECPA is able to maximize its own resources for technical assistance by involving other actors:
- ECPA's flexibility enables it to take advantage of opportunities as they arise
- Policy dialogue is a long-term, participatory process that benefits from a longer-term, programmatic approach.

- Policy dialogue and technical support can be mutually reinforcing if special care is taken to ensure that sensitization and capacity building is targeting both technical staff, policy planner and or decision makers

Recommendations

- The logical framework and supporting theory of change should be revisited to identify outcomes at the intermediate and/or immediate levels to define the specific changes the project aims to influence.
- OAS/DSD may want to consider approaching ECPA as a program, developing a program-level logical framework and theory of change that spans perhaps six years and integrates two-year implementation periods.
- The TCU could improve the quality of project reporting and monitoring by linking information and data provided in the progress reports directly to project outputs and outcomes.
- The project's monitoring framework should incorporate qualitative indicators as well as quantitative ones to truly measure ECPA's progress in strengthening policy dialogue.
- Strategies to increase respondent feedback on the quality of ECPA's fora and workshops could be enhanced by allocating time at the end of each session with a short paper-based questionnaire to be filled out on the spot before the participants leave the premises.
- If funding for future phases of ECPA remains at the same level or declines, ECPA should maximize its comparative advantage as a broker of exchanges.
- Given the proven relevance and value added of ECPA platform to support policy dialogue in sustainable energy and climate change, securing financial resources from OAS regular fund to support staff costs could be considered. A step in that direction would demonstrate the financial and political support of the larger OAS membership to sustain the work of the ECPA Clearinghouse.
- If future incarnations of ECPA adopt a gender-sensitive approach, it will need to internalize gender assessment and analysis, identify the main constraints to women's participation in the energy sector, and adopt robust gender indicators—all of which will require professional, specialized expertise.

1. INTRODUCTION

This report presents the findings of a summative evaluation of the project “*Energy and Climate Partnership of the Americas Clearinghouse (ECPA Clearinghouse), Phase IV,*” hereafter referred to as “ECPA IV.” The project was implemented from June 2015 through July 2017. It was designed to strengthen dialogue and technical cooperation on sustainable energy and climate change practices, policies, laws and regulations, among governments, private sector, financiers, academicians and other stakeholders.¹

The evaluation was carried out between October 26, 2017 and April 2018² by an individual evaluator, who was commissioned to provide an independent assessment of the main achievements and results of the project, to inform OAS of the findings, and to provide recommendations and critical lessons learned during the roll-out of the project. In addition to investigating the relevance, efficiency, effectiveness and sustainability of ECPA IV, the evaluation also sought to provide strategic thinking on specific issues, such as the project’s implicit theory of change and the monitoring mechanisms and tools that were used to track the project’s achievements. The evaluation is expected to inform OAS’s future strategic decision making and to clarify concepts for further programming possibilities.

The audience for the evaluation consists primarily of the US Permanent Mission to the Organization of American States (UOAS), the Department of Planning and Evaluation of the OAS Member States, (DPE), the OAS Department of Sustainable Development (DSD) and, to a lesser extent, external stakeholders involved in the participating countries.

The report is structured as follows:

- Section 2 provides background.
- Section 3 outlines the purpose of the evaluation and the evaluation methodology.
- Section 4 presents the findings of the summative evaluation.
- Section 5 includes conclusions and lessons learned drawn from project experiences.
- Section 6 sets out recommendations to consider for future programming.
- Section 7 summarizes the conclusions of the evaluation.
- Appendices provide further details on the ECPA project and on the conduct of the evaluation.

¹ A per SID 1408, Final Report, June 2017

² The contract agreement signed between the OAS and the consultant was extended until the end of April

2. BACKGROUND

2.1 Project overview

Energy is at the front and center of the concerns of the countries of the Americas. Economies have a high dependence on imported fuels, and with the high price of oil and natural gas comes increased energy bills for most of the countries in the Americas. Further, this energy situation has the added dimension of an environmental challenge: countries are vulnerable to the potentially significant impacts of climate change that are expected to materialize under various scenarios, in which the poorest countries in the Americas are the most vulnerable³. Therefore, the implementation of successful energy matrix diversification strategies that benefit current and future generations is of the utmost importance and entails tackling myriads of social and development issues such as poverty, education, gender inequality, hunger and environmental degradation.

The Energy and Climate Partnership of the Americas (ECPA) aims to promote energy cooperation, which in turn will serve as an engine of growth, job creation, technology transfer, competitiveness, energy security, and trade. ECPA creates an important opportunity for the Americas to advance this agenda and yield meaningful results in achieving sustainable energy for the region⁴. ECPA grew out of a proposal put forth by the United States at the April 2009 Summit of the Americas in Port of Spain, Trinidad and Tobago.

The Organization of American States Department of Sustainable Development (DSD) has operated the Partnership's Clearinghouse since ECPA's inception in 2009. In this capacity, it has facilitated sustained dialogue and technical cooperation on energy among key stakeholders through more than 30 meetings, workshops, forums and other gatherings, as well as through half a dozen projects. In addition, OAS/DSD has built several tools to enable regional dialogue, foster knowledge sharing and support the implementation of energy initiatives across the Americas under the ECPA umbrella⁵. Additionally, the OAS has established highly productive working relationships with a wide cross-section of partners at the behest of ECPA, thereby contributing to enhanced regional dialogue. Through technical cooperation, the OAS has built a robust network of national focal points, who are essential conduits for dialogue among countries seeking to establish priorities, share best practices, and promote common clean energy goals⁶

As illustrated in Figure 1, to-date OAS DSD has implemented four phases of ECPA.

³ Source : <http://www.ecpamericas.org/initiatives/default.aspx?id=27>

⁴ Source: <http://www.ecpamericas.org/initiatives/default.aspx?id=27>

⁵ These tools include regional technical workshops, public discussion forums, a bilingual website and monthly newsletter, and social media sites on Facebook and Twitter

⁶ ECPA's evaluation Terms of Reference, May 22, 2017

Figure 1: ECPA phases

Phase 1 – SID 1006 between 2009 and 2011: aimed to establish the building blocks of ECPA. OAS/DSD carried out a series of country-led initiatives to enable the expansion of renewable energy and energy efficiency markets in the region. During this phase, ECPA was established as a platform implemented by the OAS for the advancement of shared sustainable energy goals.

Furthermore, in April 2010, the Inter-American Development Bank (IDB) and the United States Department of Energy (DOE) decided to join forces to support ECPA

Phase II – SID 1202 - 2012: aimed to scale-up the actions of ECPA and its Clearinghouse. During the second phase, OAS advanced the exchange of ideas, best practices, alternatives, and critical information among stakeholders in the field of renewable energy and energy efficiency. This phase yielded a partnership with Mexico for the advancement of energy efficiency through the ECPA Energy Efficiency Working Group.

Phase III –SID 1307 – 2013-2014: aimed to deploy a vigorous stakeholder engagement strategy. The third phase of ECPA resulted in the expansion of its membership and the development of a proposal for its governance, the latter being adopted by the OAS Member States at the II ECPA Ministerial held in Merida in 2015.

Phase IV – SID 1408 – 2015-2017 continued the work conducted in the three previous phases and established the Steering Committee, adopted guiding principles and developed a plan of action, described in more detail in section 2.2.

Over the course of these project phases, ECPA governance arrangements have been evolving. The first ministerial meeting of the Americas held in Washington, D.C. in April 2010 brought together energy ministers from the countries of the Americas to focus on establishing ECPA. The second ministerial meeting held in Mexico in May 2015, agreed to a two-year work plan to set out the region's energy agenda, and to the establishment of a Steering Committee as the key governance structure for the Partnership. Throughout this process, the ECPA Clearinghouse has played an essential role in supporting and coordinating the work of the Steering Committee. During this phase, the Clearinghouse's name was officially changed to the Technical Coordinating Unit, to better reflect its ongoing role.

2.2 Project Design and Expected Results

EPCA IV built upon the work of the three previous phases to further the development and implementation of a hemispheric agenda around energy sustainability and climate change. The design of this phase also considered current trends in energy and climate in the Americas, such as market growth in wind energy, natural gas, and biomass. It was also informed by feedback from stakeholders through key meetings such as the process for revising the Inter-American Program for Sustainable Development (PIDS), the design of sustainable development goals related to energy access and reducing energy poverty, and the second ECPA ministerial meeting in Merida in May 2015.

The direct beneficiaries of this project include officials from energy and climate ministries, high authorities and national focal points in Antigua and Barbuda, Barbados, Belize, Brazil, Canada, Chile, Colombia, Costa Rica, Dominica, Dominican Republic, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Panama, Paraguay, Peru, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, The Bahamas, Trinidad and Tobago, and Uruguay. The indirect beneficiaries include the people of the Americas and public and private sector stakeholders engaged in the promotion of renewable energy, energy efficiency and clean fossil fuel policies and regulations.

The project was implemented from June 2015 through July 2017. It had a budget envelope of 1,07 million USD. Of this amount, the OAS in-kind contribution to the project has totalled 67,200.00 USD.

At the highest level of result, the long-term goal of the project is “to contribute to the adoption of clean energy alternatives and climate change mitigation and adaptation strategies and to improve energy and climate security in the Americas.” It’s stated purpose toward reaching that goal is “strengthening dialogue and technical cooperation on sustainable energy and climate change practices, policies, laws and regulations, among governments, the private sector, financiers, academia and other stakeholders.” To support the goal and purpose, four outputs provide complementary support to member states through dialogue, technical cooperation, information dissemination, and assistance to the Steering Committee.

Figure 2, below, sets out the project’s logical framework.

Figure 2: ECPA Clearinghouse Phase IV, logical framework

Goal(s): To contribute to the adoption of clean energy alternatives and climate change mitigation and adaptation strategies and to improve energy and climate security in the Americas. ⁷			
Purpose: Strengthening dialogue and technical cooperation on sustainable energy and climate change practices, policies, laws and regulations, among governments, private sector, financiers, academicians and other stakeholders.			
Indicators: At least four new actions (project proposals, draft laws, draft policies, or draft regulations) relating to water-energy nexus, circular economy, metrology and renewable energy undertaking by participating countries by the end of the project.			
Output 1: Forum provided for dialogue among private sector, governments, academia, and NGOs representatives on sustainable energy and climate change policy development strengthened	Output 2: Technical cooperation enabled to promote the exchange of best practices and lessons learned in sustainable energy and climate change among key stakeholders	Output 3: Information on ECPA and issues related to energy and climate disseminated	Output 4: ECPA's governance structure implemented
<p>Indicators:</p> <p>At least four dialogues convened with private sector, governments, academia, and NGO representatives on sustainable energy and climate change policy development during the project execution period. (MOV: forum agenda, list of participants disaggregated by country and sector).</p> <p>At the end of each forum, at least 80% of participants consider the event relevant and supportive of their actions on energy and climate.</p>	<p>Indicator:</p> <p>By the end of the project at least 20 countries receive technical support to advance energy sustainability and/or low carbon economic growth</p>	<p>Indicators:</p> <p>3.1 Number of new subscriptions to the ECPA newsletter during project execution (at least 3,000)</p> <p>3.2 Number of views on Facebook, Twitter, and ECPA Website (disaggregated by country) during project execution (at least 6,226)</p>	<p>Indicator:</p> <p>One ECPA Steering Committee comprised of at least five countries established before the end of 2015.</p>
Activity 1.1: 5 Public discussion forums to facilitate sustained dialogue among governments and key stakeholders in the themes of energy, climate and other topics	Activity 2.1: Six workshops to foster technical cooperation and training on sustainable energy and climate change among energy and climate practitioners from government, academia and the private sector	Activity 3.1: Publications and promotional materials to promote ECPA as a brand associated with energy and climate, reach out to stakeholders and practitioners, and disseminate information on the Partnership, its initiatives and its partners	Activity 4.1: Development and implementation of an ECPA governance structure
	Activity 2.2: Four senior expert visits to share best practices and expertise in sustainable energy and climate change with governments, academia, NGOs, and the private sector.	Activity 3.2: Maintenance and updates of the ECPA website to reach out to a diverse audience of energy and climate stakeholders	
	Activity 2.3: Four technical exchange missions on policy, regulatory and finance aspects of energy and climate between government agencies and institutions in charge of energy and climate in the Americas	Activity 3.3: Maintenance and update of social media networks to ensure continued active interaction with the target audience	

⁷ The project is highly relevant to the donor, the Governments of the United States of America, as it is a country of the Western Hemisphere, the proponent of ECPA, and a nation which actively engages in policy and dialogue geared toward low carbon economic growth, energy security, and climate change reduction and adaptation. SID1408 page 26

3. EVALUATION FRAMEWORK AND METHODOLOGY

3.1 Purpose of the evaluation

As set out in the Terms of Reference (ToRs) issued by OAS on May 22, 2017 (Appendix 1), the final evaluation was meant to assess the relevance, performance (efficiency, effectiveness) and sustainability of Phase IV of the ECPA Clearinghouse to identify good practices, document lessons learned and recommendations that could improve the design and implementation of ECPA Clearinghouse in the future.

More specifically, the evaluation aimed to:

- Conduct a summative evaluation to identify the main achievements and results of the project.
- Determine the relevance of the project vis-à-vis the OAS mandates and priorities in the countries that benefited by the interventions.
- Determine the efficiency and effectiveness of the project as best reflected in the available results.
- Assess the institutional and financial sustainability of the interventions financed by the project.
- Document lessons learned related to formulation, design, implementation, management and sustainability.
- Make recommendations, as appropriate, to improve the formulation, design and implementation of future similar interventions.
- Assess if and how the project addressed the crosscutting issue of gender and to what results.
- Contribute to the strategic thinking on specific issues, including the effectiveness of the project's implicit theory of change, its monitoring and evaluation processes and indicators.

3.2 Evaluation approach and methodology

To fully address the information needs of the OAS, the evaluation focussed on four critical elements—relevance, effectiveness, efficiency and sustainability. Each of these elements was assessed using detailed sets of learning questions and sub-questions, which were measured against corresponding indicators and organized into a comprehensive evaluation matrix (Appendix 2). This matrix also formed the basis of an evidence matrix, which was used to collect and organize data from all sources for analysis.

The evaluation used a mixed methodology that involved three lines of inquiry: a desk review; key informant interviews (KIIs) and an online survey using SurveyMonkey specifically. These

methodologies are described below. All the information gathered from these sources was entered into the evidence matrix and triangulated for each evaluation question and line of inquiry. The evaluator used the completed evidence matrix to formulate findings and recommendations. The evaluator took a participatory approach throughout the evaluation process, in which stakeholders were not only valued as sources of information but were also given adequate space as much as possible to reflect on their experiences and to provide feedback and suggestions.

Desk Review

This line of inquiry examined project material and other background documentation relevant to ECPA IV, including its website. The complete list of consulted documents can be found in Appendix 3.

Key Informant Interviews

The evaluator conducted purposeful, semi-structured interviews with representatives of key stakeholder groups involved in the design, planning, delivery of the ECPA IV project. Stakeholders interviewed included the OAS/ ECPA project manager and director, as well as USOAS, US Department of States official and partner. Appendix 4 contains the standard questionnaire that was used to interview each category of stakeholders. Interviews with stakeholders were conducted on Skype either before or after the submission of the preliminary report. In total, seven key stakeholders took part in interviews. They are identified in Appendix 5.

On-line survey

To supplement the desk review and interviews, an-online survey using SurveyMonkey was sent to a list of 371 ECPA stakeholders provided by the OAS/ECPA project team. The survey was launched in early January 2018 and respondents had until January 10 to complete it. This line of enquiry was essential to gather perceptions on the relevance, efficiency, effectiveness and sustainability of ECPA and to provide OAS with findings from the roll-out of the project. Despite two reminders and the postponement of the deadline to January 20, only 45 people submitted questionnaires online through the SurveyMonkey platform. Of these, 9 were invalid, reducing to 36 the number of valid questionnaires. The overall accuracy of the survey is therefore believed to be weak, due to the small number of valid records compared to the total number of people who were invited to participate (40 out of 371). If this survey had been conducted using the standard methodology for random probability sampling—as opposed to an online survey drawn from a non-random sample—then the margin of error would be plus or minus 14% to 15% (at a 95% level of confidence), which exceeds the generally acceptable threshold of plus or minus 10%. Therefore, although feedback from respondents is positive, the reliability of the survey is very limited. Survey results were entered into a computer program, cleaned for accuracy, and analyzed to inform the evaluation findings. The questionnaire used is found in Appendix 7.

Timeline

The evaluation began in October 2017 with a meeting in Washington, D.C. with representatives from DPE and DSD. This was followed by a review of project documentation and development of the inception report. A first draft of the inception report was sent to DPE/OAS on November 20, 2017 including proposed data collection tools for validation. Based on comments from the OAS, final versions of the inception report and tools were completed on December 6, 2017.

3.3 Constraints and Limitations of the Summative Evaluation

The following were challenges for this evaluation:

- Neither the survey nor the key informant interviews yielded the expected participation from stakeholders. Therefore, findings from the ECPA evaluation rely heavily on information gathered from the desk review.
- As described above, the overall accuracy of the survey is believed to be weak. Bearing this limitation in mind, the survey finds that 53% of respondents regard the objectives and outputs of ECPA to be a very high priority for their agency, whereas 42% believe them to be a moderately high priority.
- The evaluator selected 15 stakeholders to be interviewed, and official letters were sent by DPE/OAS to inform them of the evaluation process. However, only seven recipients agreed to do a Skype interview, which could suggest that stakeholders are not as interested in ECPA as what had been initially thought, or that they are very busy people who have little time to fill out a survey and/or participate in an interview.

4. FINDINGS

This section highlights the findings of the evaluation, focusing on four criteria: relevance, effectiveness, efficiency, and sustainability. Information from the desk review and insights supplied by key informants and the survey has been triangulated and was central to the development of these findings.

4.1 Relevance

Under the criterion of relevance, the evaluation examined the extent to which the project's objectives were consistent with OAS mandate and programming.

The ECPA project aligned with and supported OAS's mandate and priorities

Economic growth in Latin America and the Caribbean is driving a rise in the demand for energy and unless current trends in energy generation change, green gas emissions will increase by as

much as 60% by 2050⁸. The need to guarantee safe and stable access to sustainable energy to fuel the region's social and economic growth requires political dialogue at the hemispheric level on energy and climate, and supportive technical assistance. The OAS's Strategic Development Plan is based on four pillars—democracy, human rights, security and development—all of which work together to support integrated and sustainable development and the fight against poverty and inequality. As one interviewee noted, “access to energy is paramount to achieving the OAS's four pillars—sustainable development is not possible without access to energy.”

The ECPA platform enables the exchange of knowledge and best practices and the transfer of technology needed to promote energy sustainability and foster economic development; it is therefore aligned with OAS priorities to support integrated development and ensuring universal access to source of energy that are paramount for development. Moreover, key informant interviews have underlined that through the ECPA project, member countries are learning from each other on energy and climate matters, sharing technology, fostering investment in order to build more sustainable and resilient communities.⁹ This initiative also contributes to the Sustainable Development Goals (SDGs), and the Sustainable Energy for All initiative whose targets were ratified in the Rio+20 Outcome Document “The future we want”.

The ECPA project aligned with participating countries' priorities in advancing sustainable energy

ECPA IV aligned with and reinforced priorities for sustainable energy identified by participating countries themselves. As described elsewhere in this report, OAS/DSD obtained feedback and inputs from government and other energy stakeholder at several meetings and discussion forums (including the II Ministerial meeting and the Inter-American Program for Sustainable Development PIDS). Based on this feedback and identified needs, the indicatives supported by ECPA address seven pillars of intervention (see Figure 3) to implement clean and environmentally sustainable energy policies and projects.

The desk review and key informant interviews confirm that ECPA contributes significant value to the effort by operating a website that provides direct access to information relating to best practices in energy and climate change. It is also considered a mechanism that helps governments of the region promote cooperation on energy security and address the impact of climate change through initiatives (such as the Ministerial meetings, dialogue, and technical assistance) tailored to each country's need. Respondents from government, the private sector and civil society acknowledged the importance of increased coordination, technical assistance, capacity building to improve, implement and enforce energy efficiency as it affects economic growth, health, transportation and innovations.¹⁰

⁸ ECPA, *Promotion of low carbon development*, 2016

⁹ ECPA, *Ibid*

¹⁰ OAS, Energy and Climate Partnership of the Americas Clearinghouse Phase iV, *Project document p*,

Figure 3: ECPA's Seven Pillars of Intervention

Energy efficiency	<p>Market growth in wind energy, natural gas, biomass is source of energy which boast considerable growth and generate growing interest among energy stakeholders. Energy efficiency is technically the most viable and less expensive measures to strengthen energy efficiency and curb greenhouse emissions.</p> <p>Promote best policies practices through assistance in developing building codes and other standards in the industrial and residential sectors.</p>
Renewable energy	<p>Mapping of natural resources and diversification of the energy mix have been identified as priorities. Perspective of academia, private sector, civil society and public sector need to be considered to develop better knowledge of resources availability, as a key element to sustainably developed renewable energies</p> <p>Accelerate clean energy development via policy dialogue, scientific collaboration and the clean energy technology network</p>
Cleaner and more use of fossil fuels	<p>Natural gas is a transition fuel which need to be promoted in order to foster environmentally friendly industrial development.</p> <p>Promote clean energy technologies to reduce pollutions as well as best practices on land use management</p>
Energy infrastructure	<p>Central America's experience illustrates need to focus not just on infrastructure but also on regulatory framework for long-term trade Foster modernized, integrated and more resilient energy infrastructure (electrical grids and gas pipelines</p>
Energy Poverty	<p>There has been substantial progress in increasing electrification rates throughout the Americas but there are still millions that have not been reached. Target urban and rural energy poverty with strategies to improve access to modern clean energy services and appropriate technologies" ECPA could bring significant value by serving as a site for information sharing that provide direct access to basic information's relating to best practices in three main areas: energy access planning, financing and social engagement to design and implement programs.</p>
Sustainable Forests and Land Use	<p>Reduce emissions form deforestation and forest degradation and enhance carbon sequestration in the use sector. Including through the conservation and sustainable management of forest</p>
Adaptation	<p>Tackling climate change requires a new approach of current paradigms and structural change. There is a need to link economic growth, energy security, food security and climate change as well as better information for decision makers, finance, public policy, development and action follow-up</p> <p>Assist vulnerable countries and communities with strategies to reduce vulnerabilities to the impacts of climate change</p>

Survey respondents confirmed that energy and climate issues are relevant to their government policies and are topics that countries not only seek to promote but for which there is common interest across Latin America and the Caribbean in supporting these initiatives. In addition, survey respondents noted that ECPA is also important initiative supporting regional collaboration towards an energy transition. When asked how much of a priority ECPA's objectives are to their agency/organization, 53 % of respondents indicated that were a very high priority, whereas 42 percent believed it to be a moderately high priority.

The project is also highly relevant to the donor, the Government of the United States of America, as an important country in the hemisphere and one that actively engages in policy and dialogue on energy security. The U.S energy security policy underlines that it is working through the G-20 to help other countries reduce inefficient fossil fuels and develop low carbon emission strategies so they can change their energy mix to use less and go farther. Another major goal cited in the policy is to diversify energy supply and suppliers—not only by increasing the number of countries that supply energy, but also the kinds of energy used.¹¹

The project is also consistent with the Inter-American Program for Sustainable Development (PIDS), the 2007 Declaration of Panama, and the Declaration of Commitment of Port of Spain, issued at the Fifth Summit of the Americas held in Trinidad and Tobago in 2009. The project is consistent with PIDS' strategic area 5 to assist member states with the identification of synergies among their relevant institutions responsible for sustainable transport, waste management, resilience, and renewable and efficient energy, and to promote coordinated activities respecting the mandates and specific areas of responsibility of those institutions. More specifically ECPA prioritizes the promotion of clean, renewable, environmentally sustainable energy and energy efficiency. It will also take into consideration the commitments assumed under the Paris Agreement on climate change adopted at COP21.¹² The project is supporting dialogue among countries on sustainable energy and climate change, disseminating current information and supporting technical assistance efforts, among other actions.

4.2 Effectiveness

Under the criterion of effectiveness, the evaluation considered the extent to which the project's objectives and outputs had been achieved. The main sources of information used to evaluate the project's effectiveness were the progress reports and means of verification, final report, the project verification report, and the available monitoring information provided by DPE, ECPA and OAS/ DSD Where possible, the evaluator also drew on anecdotal information from interviews with stakeholders and data from the survey.

Overall achievements

¹¹ <https://www.wilsoncenter.org/article/us-energy-security-policy-global-perspective>

¹² http://www.oas.org/en/sedi/pub/pids_2017.pdf

The project has supported the strengthening dialogue and technical cooperation on sustainable energy and climate change practices, policies, laws and regulations, among governments, private sector, financiers, academicians and other stakeholders through four key actions comprised of development and funding of three project proposals, and negotiations begun on a fourth. Figure 4 summarizes the results achieved at the purpose level.

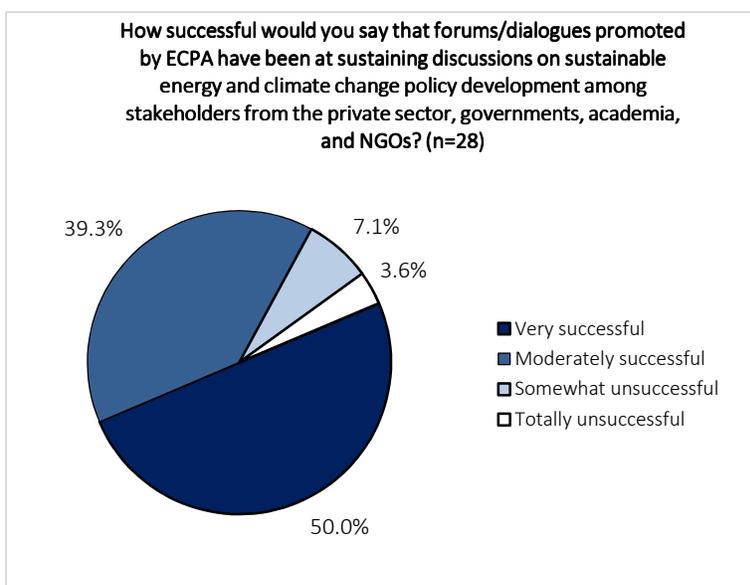
Figure 4: Results at the purpose level

Expected Result	Indicator/Target	Result Achieved
Purpose— Strengthening dialogue and technical cooperation on sustainable energy and climate change practices, policies, laws and regulations, among governments, private sector, financiers, academicians and other stakeholders	At least four new actions (project proposals, draft laws, draft policies, or draft regulations) relating to water-energy nexus, circular economy, metrology and renewable energy undertaking by participating countries by the end of the project.	<ul style="list-style-type: none"> • A total of four new actions were undertaken by participating countries during the project: Achieved. The indicators are four new actions, including project proposals, draft policies and draft regulations. Three of these proposals were funded. However, the attribution of change in policy to ECPA is limited; its role is to encourage, investigate and contribute to the discussion on needed change, but decisions on policies or draft regulations rest with member states. Development and funding of a project proposal — SID 1603— to facilitate donor and development partner coordination among major regional and national energy stakeholders in the Caribbean. • Development and funding of a project proposal —SID 1605— to advance Metrology for Energy Efficient Measurements and Compliance in Central America and Dominican Republic. • Development and funding of a project proposal —SID 1606— to implement Phase 2 of Metrology for Sustainable Energy Technologies and the Environment in the Western Hemisphere. • Negotiations were initiated among GS/OAS, PADF, and the governments of Central America for the development of a water-energy-food nexus project proposal with financial support from the Green Climate Fund. • The last ECPA Ministerial meeting is a good example of policy dialogue leading to the adoption of an action plan in sustainable energy

At the purpose level, both the desk review and key informant interviews (KII) have confirmed that ECPA’s overall contribution to the policy dialogue on sustainable energy and climate change has been to encourage, initiate or stimulate discussion on necessary changes (regulation, reforms or policies) at both technical and political levels in member states. Through ECPA, energy policy-makers are talking more about energy issues and the interconnections between different aspects of the energy ecosystem where and when all important actors (donors, technicians, civil society, academicians, experts, private sector) are present. The best example of this contribution is the most recent ECPA Ministerial Meeting, in Chile, where dialogue took place simultaneously at the technical and political levels. At the technical level, a series of Steering Committee meetings generated the materials distributed to the ministers, which they reflected on and then adopted. The adoption of the action plan at the ministerial level was the result of technical input and political endorsement, and reflects the approach and philosophy

adopted by ECPA in support of policy dialogue. This inclusive policy dialogue not only facilitates exchanges, but also identifies potential financial and/or technical contribution available. However, policy dialogue can only go so far, and decisions on the timing and implementation of policies and reforms is the member states' responsibility. This is the reality of this type of intervention and direct attribution of results to it remains difficult.

Figure 5: Survey results related to results at the purpose level



When asked about ECPA's contribution to strengthening policy dialogue on sustainable energy and climate change (see Figure 5), respondents to the survey expressed mixed views. Half (50%) stated that the forums promoted by ECPA have been very successful in sustaining discussions on sustainable energy and climate change policy, while 39% thought they were moderately successful. A little more than 10% of respondents thought the forums/dialogues promoted by ECPA were only somewhat or totally unsuccessful at achieving this outcome. Comments supporting this argument indicated that commitments are not specific enough to drive policy action as they are solely focused on in-country actions and do not invite to collective action. Some see it as a gathering to express good intentions without informing specific policies, the trade-offs involved, and commitments from the parties. Others point out that the forums and/or dialogues organized under the ECPA had great participation by many of the member states and there were always significant dialogue exchanges between the countries and the speakers.

Most of the project's outputs have also been achieved. The results for Output 1 are summarized in Figure 6, below.

Figure 6: Results for Output 1

Expected Result	Indicator/Target	Result Achieved
Output 1—Forum provided for dialogue among private sector, governments, academia and NGOs representatives on sustainable energy and climate change policy development.	1.1 At least four dialogues convened with private sector, governments, academia and NGO representatives on sustainable energy and climate change policy development during the project execution period. (MOV: forum agenda, list of participants disaggregated by country and sector).	<p>OAS/DSD in its Clearinghouse/Technical Coordinating Unit (TCU) role convened five events to promote dialogue among stakeholders during the project execution period: Output achieved and exceeded the target</p> <ul style="list-style-type: none"> Regional Dialogue on the Water and Energy Nexus. (Panama City, May 24-25, 2016) Public-Private Dialogue on Energy, organized in partnership with the IDB under the auspices of the Americas Business Dialogue. (Panama City, May 25, 2016) First Preparatory Meeting toward the Third ECPA Ministerial. (Miami, Florida, October 20, 2016). During the event, the Chair of the ABD's Energy Working Group presented the ECPA National Focal Points with the private sector perspective and recommendations for energy market development. Caribbean Water-Energy Nexus Dialogue. (Bridgetown, Barbados, November 15, 2016) Second Preparatory Meeting toward the Third ECPA Ministerial, convened by the Government of Trinidad and Tobago. (Port of Spain, Trinidad and Tobago, April 20, 2017). During the event, the ABD presented the ECPA National Focal Points with a strategy for private sector engagement to be deployed for the ECPA Ministerial in Viña del Mar. Additionally, private sector representatives shared their recommendations for energy market development. <p>A total of 202 people from 28 countries participated in the dialogues. The gatherings facilitated an increasingly active participation of OAS Member States, reaffirming the region's interest to engage in energy transition dialogue focused on national priorities.</p>
	1.2 At the end of each forum, at least 80% of participants consider the event relevant and supportive of their actions on energy and climate.	<p>Output and target not met. Just under 20% of participants attending the fora (40 of 202) completed the surveys. However, of those who did complete the surveys, all stated that the events were relevant to and supported their actions on energy and climate. More than 80% of those who responded found the fora to be of high-quality as well as relevant to their national actions on energy.</p> <p>For the first four dialogues, OAS/DSD conducted surveys within one week following the event through e-mails asking participants to fill out an online survey questionnaire. A total of 150 participants were contacted, of which 16 (or 10.6% of the total number of participants) responded to the request. Several reminders were issued to no avail to increase the rate of response, including phone calls.</p> <p>In an attempt to mitigate the low rate of survey responses, the TCU implemented a different approach for the last dialogue—the second preparatory meeting for the Third ECPA Ministerial. This survey was conducted <i>in situ</i> at the end of the meeting, and 24 out of 52 participants (or 46%) responded to the survey. In the future, OAS/DSD will implement other measures to ensure a higher survey response rate, such as releasing meeting reports upon submission of completed surveys and/or reminding project-funded participants of the obligation to complete a survey form as a condition for funding.</p>

Although the project was successful in meeting its target for the number of dialogues convened, the target to collect feedback from participants on the quality of the fora was not reached. As Figure 6 indicates, a low percentage of respondents answered the survey. For the last dialogue, project staff did attempt to mitigate low response by allocating time at the end for participants to complete the survey, with a resulting increase in the percentage of responses. This strategy has proven to be successful in other conferences and workshops the evaluator has participated in and should be adopted as a practice for subsequent phases of ECPA.

As shown in Figure 7, Output 2, which focused on technical assistance, did not meet its target of providing assistance to 20 countries. This underperformance is related to a determination made at project outset by OAS/DSD in consultation with USOAS to focus on the political activities envisaged under the project. This resulted in a shift in activities and funding toward ECPA's governance, such as supporting Chile as Chair of the Steering Committee, defining ECPA's core guiding principles, and developing an action plan. The Steering Committee also determined that technical assistance would be more effective if delivered under the umbrella of an action plan that was agreed upon and approved by the OAS Member States. Therefore, effort was put into developing the action plan for approval at the 2017 ECPA Ministerial Meeting, and technical assistance was deferred until after the Ministerial to increase its effectiveness.

Figure 7: Results for Output 2

Expected Result	Indicator/Target	Result Achieved
Output 2— Technical cooperation enabled to promote the exchange of best practices and lessons learned in sustainable energy and climate change among key stakeholders.	2.1 By the end of the project at least 20 countries receive technical support to advance energy sustainability and/or low carbon economic growth	<p>Output partially achieved, and target partially reached. The target for this indicator was not reached, as only 14 countries received technical support under this output. This included 11 countries that participated in the Regional <i>Workshop for the Strengthening and Deployment of Renewable Energy in the Americas</i>, held in Santiago, Chile from August 25 to 26, 2015. Another three countries benefitted from the following technical exchange missions: Technical assistance to the Government of Peru in the development of circular economy opportunities in the industrial sector.</p> <ul style="list-style-type: none"> • Support to the Government of Guatemala in implementing its Intended Nationally Determined Contributions (INDCs) with technical assistance from Clean Energy Solutions Center (CESC). • Technical assistance to the Government of Jamaica to implement a national approach to the coordination of Green Economy initiatives.

Results for Output 3, which focused on the dissemination of information via ECPA's online presence were also achieved, as shown in Figure 8.

Figure 8: Results for Output 3

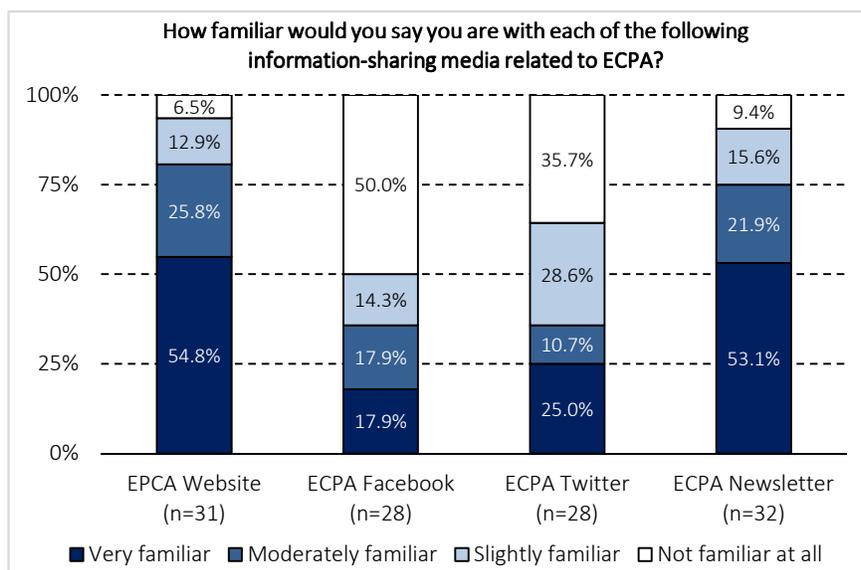
Expected Result	Indicator/Target	Result Achieved
Output 3— Information on ECPA and issues related to energy and climate disseminated.	3.1 Number of new subscriptions to the ECPA newsletter during project execution (at least 3,000)	Output achieved, and targets exceeded. The TCU published 24 monthly newsletters over the project period, during which time the number of subscribers rose by 699 during this time, from 2,400 to 3,099.
	3.2 Number of views on Facebook, Twitter, and ECPA Website (disaggregated by country) during project execution (at least 6,226)	The TCU also maintained ECPA’s website and its presence on social media. During the project period, the number of views on all virtual platforms combined (Facebook, Twitter, and website page views) went from 4,879 per month in May 2015 (based on a 12-month average from June 2014 to May 2015) to an average of 11,591 views per month—almost twice the target for this indicator. Output achieved The Final Report noted that, because several ECPA initiatives ended during the project period, there was less content available for online media. However, it attributed the increase in the uptake of project information to an “aggressive” outreach and communication strategy that included a full-time media content editor and a journalist who produced news articles featuring project activities and energy trends in the hemisphere. Outreach and communication activities were also coordinated with OAS’s Department of Press and Communications to get maximum exposure of project activities and achievements.

In addition to the metrics reported by the project, the survey conducted as part of the project evaluation provided additional insight into users’ perceptions of the usefulness and contribution of ECPA’s website, newsletter and social media presence for supporting awareness and information-sharing on energy and climate issues. Overall, when survey respondents were asked how familiar they were with ECPA’s information-sharing media, those they were most familiar with were the website and the newsletter. Both were “very familiar” to more than half of the respondents (55% and 53%, respectively), and fewer than 10% of respondents were “not familiar at all” with them (6.5% and 9.4%, respectively). See Figure 9 for detail.

Fewer respondents were familiar with ECPA’s social media presence. As Figure 9 shows, half of the survey respondents reported that they were not familiar at all with ECPA’s Facebook page and more than one-third were not familiar at all with its Twitter account. The difference in awareness of the website/newsletter as opposed to the social media could be a reflection of respondents’ online habits (that is, they avoid social media in general), or could indicate their preference for more “formal” sources of online information on energy and climate change; however, the survey does not provide enough information to support either conclusion.

Figure 9

The survey does confirm that users find both the website and the newsletter useful for keeping abreast of the latest news on trends in energy and climate in the Americas. With respect to



promoting the ECPA brand and sharing information and lessons on clean energy and energy efficiency, the most well-regarded media were, again, the website and the newsletter, both of which were deemed “very useful” by approximately 6 out of 10 respondents (60% and 58%, respectively). Opinions on the Twitter account were also generally favourable, with almost three-quarters of respondents finding it “very useful” (46%) or “moderately useful” (25%). However, almost half (45.8%) considered the Facebook page to be only “slightly useful” or “not useful at all.”

ECPA Website

When asked their primary purpose in consulting the ECPA website, more than half of the respondents (52%) reported that it was to access the latest news on energy and climate in the Americas, while only 17% indicated that their primary purpose was to obtain information on those issues. Nearly 1 out of 4 respondents had other motives, such as to support research. When asked, overall, how useful the website was to current ECPA discussions and to the needs of their agency/country, a little more than 8 out of 10 respondents thought it was “very useful” (44%) or “moderately useful” (37%) to both. Fewer than 1 out of 5 (19%) thought it was only “slightly useful” in this regard. Some respondents said they used information from the website because it was up-to-date. Others found it a useful source of information and comparison on what other

countries were doing, a place to promote ECPA events and initiatives, and a source of information on ECPA itself.

More than 8 out of 10 respondents consider the coverage of contemporary energy-related issues on the website as either “moderately comprehensive” (58%) or “very comprehensive” (23%); only 15% find the content “fairly restricted.” Respondents made only a handful of suggestions to improve the website, primarily in relation to the quantity, coverage and accessibility of data/links found on the site.

ECPA Newsletter

Analysis of the survey indicates the newsletter is consulted occasionally by most of those respondents who read it, and extensively by a small minority of them. Estimations drawn from answers supplied by respondents suggest that 54% percent of readers of the ECPA newsletter consult it six times a year or less.

More than half of the respondents (52%) reported that their primary purpose in consulting the ECPA newsletter was to access the latest news on energy and climate in the Americas, whereas only 1 out of 5 consulted it primarily to obtain information on energy and climate. When asked how useful the newsletter was to the current ECPA discussions and to the needs of their agency/country, nearly 9 out of 10 respondents thought it was “very useful” (54%) or “moderately useful” (33%), and only 13% found it “slightly useful.”

Nearly 9 out of 10 respondents considered the newsletter’s coverage of contemporary energy-related issues as “very comprehensive” (42%) or “moderately comprehensive” (47%). Around 1 in 10 found the coverage to be “restrictive” (5.3%) or “very restrictive” (5.3%).

Examples of how their agency/country put the information in the newsletter to use included sharing it with leadership and members and keeping abreast of issues and priorities of other countries. Suggestions to improve the newsletter include configuring the website to send out automatic newsletter notifications on specific topics, and wider coverage of non-ECPA-related energy developments, including news media stories and features relating to energy.

The desk review confirmed that overall, the aggregate number of views on all platforms (Website, Twitter and Facebook) increase more than two times over the project period pointing out not only to the efforts made to keep current information available to viewers but also to the usefulness of the site to keep abreast of ECPA interventions and energy and climate changes issues. A common portal website is a key asset to disseminate and share current information and some informants have underlined “that they would consult ECPA website first before going anywhere else”

Results for Output 4, which was the implementation of ECPA’s governance structure, were also achieved. In fact, the evolution of the Steering Committee, and the leadership role it is beginning

to take in determining actions for intervention, was one of the chief accomplishments of this phase. Results for this output are set out in Figure 10.

Figure 10: Results for Output 4

Expected Result	Indicator/Target	Result Achieved
Output 4—ECPA governance structure implemented	One ECPA Steering Committee comprised of at least five countries established before the end of 2015.	<p>The project achieved this result, establishing a Steering Committee comprised of seven countries (Chile, Costa Rica, Dominican Republic, Jamaica, Mexico, Trinidad and Tobago and United States) that met on 22 occasions between June 2015 and July 2017. Output achieved</p> <p>The Final Report noted that the Steering Committee, and Chile as its chair, exercised strong leadership over the project period. Steering Committee members led the Partnership, proposed and monitored activities relating to clean energy, identified and in some cases provided resources for implementing initiatives, coordinated joint actions, and, in general, made decisions required to ensure that ECPA functions effectively. They debated issues around developing the action plan and guiding principles, supporting Chile in developing the Ministerial agenda (with inputs from all OAS member states), facilitating private sector participation through the Americas Business Dialogue, and identifying areas of cooperation with the Inter-American Development Bank. The Final Report also concludes that engaging OAS diplomats in Washington and their corresponding National Focal Points (typically energy experts from the country's government) has proven effective in facilitating open dialogue on clean energy.</p> <p>OAS/DSD played a key role in designing and orchestrating this arrangement to strengthen technical and policy dialogue on sustainable energy among governments. As noted above, there was a deliberate shift in the use of project resources from Output 2 to Output 4, which required more effort from the TCU than anticipated, particularly to provide support to Chile as the committee chair, to the definition of ECPA's guiding principles, and to the development of the action plan. The TCU also facilitated all Steering Committee meetings.</p>

Initiatives promoting cooperation on energy and climate matters

The promoting low carbon development report published in 2016 by ECPA provides additional information on other initiatives implemented by OAS-DSD during the period that also contributed to the advancement of energy priorities in the region. These included:

The *sustainable communities in Central America and the Caribbean initiative* provide training to more than 100 civil servants and civil society representatives in the Caribbean in matters related to sustainable urban development. The initiative also managed to collect, process and market 116 tons of plastic material, cardboard, paper and metal by creating a self-sustaining recycling enterprise in Honduras. As a result, this initiative prevented the pollution of approximately 2.5 million liters of water.

Metrology System:

The *Renewable Energy and Climate Sciences (RECS)* initiative supports the use of international standards and measurements in the Inter-American Metrology System (SIM) by promoting reliable measures for evaluating progress made with mitigation of greenhouse gas emissions and providing training. These actions are raising awareness in the region of the value of metrological applications. This initiative also facilitates the exchange of knowledge and best practices and fosters new partnerships for cooperation with National Institutes' of Metrology. KII underlined that the support provided in metrology has enabled the training of an impressive number of civil servants (596) in measurement areas identified as a priority for the region—greenhouse gas (GHG) emissions, energy efficiency in buildings, and labeling for renewable energy technology. Nonetheless, metrology development requires the political endorsement of high ranking government officials who make the decision to support global environmental issues. Subsequent initiatives are planned to provide metrology support and training to technical and high-level government officials of participating countries, so they can better respond to different environmental issues such as air quality and GHG and standards associated with sustainable energy technologies

Coordination Mechanism:

The *Caribbean Sustainable Energy Coordination Mechanism* is a collaborative effort between the OAS and the CARICOM Secretariat to support the Caribbean Sustainable Energy Roadmap and strategy platform. This is supporting the establishment of a mechanism to support participatory planning, policy dialogue, technical assistance and exchanges to improve donor's coordination

Energy efficiency in the manufacturing sector:

Finally, the *Closed-Loop Cycle Production Program in the Americas* show the viability of business approach that improve productivity, energy efficiency and environmental performance of the manufacturing sector particularly SMEs (Ecuador, Colombia, Panama, Trinidad Tobago) by using production techniques that neither pollute or produce residual waste.

Other Results

In addition to the planned results achieved, as described above, the Final Report describes a series of “key outcomes” the project achieved:

- Invigorate communications among partners using the network of National Focal Points, which are primary conduits for dialogue between and among governments;
- Foster shared leadership in clean energy by means of the Steering Committee established in June 2015 and comprised of government officials and permanent missions from Chile, Costa Rica, Dominican Republic, United States, Jamaica, Mexico, and Trinidad and Tobago;

- Consolidate ECPA's structure by developing a set of Guiding Principles, which describe the core tenets of the Partnership;
- Develop a clean energy Action Plan, which the ministers of energy review, discuss and approve periodically;
- Identify clean energy priorities at the national and regional level, which are taken into consideration in shaping project activities, developing ministerial agendas, and defining the Action Plan;
- Foster high level public-private policy dialogues among business leaders and governments of the region on the priorities, challenges, and opportunities for economic growth and development; and
- Foster high level hemispheric dialogue on energy at the ECPA Ministerial.

As discussed in the section on project design, these results are not formally defined outcomes—and most are outputs—but they are achievements that have contributed to the project's success.

Project formulation and design

As described in the Project Document, the formulation of Phase IV of ECPA drew on a number of sources, including considerable stakeholder feedback. It considered current trends generating interest among energy stakeholders in the Americas—such as market growth in wind energy, natural gas, and biomass, and electricity interconnections in Central America. It also drew on feedback from OAS member states through a range of venues, including the process for revising the Inter-American Program for Sustainable Development (PIDS), the post-2015 development agenda (particularly the design of sustainable development goals related to energy access and reducing energy poverty). In addition, sub-regional consultations were held with ECPA National Focal Points and government agencies at the International Renewable Energy Forum held in Quintana Roo, Mexico, in May 2014, and at three sub-regional meetings that year: the Caribbean Pre-ECPA Ministerial Meeting held in Miami, in October, the preparatory meetings for the ECPA Ministerial Meeting held in Montevideo in October, and the Central America Pre-ECPA Ministerial Meeting held in Guatemala City in November. Through these meetings, 21 OAS member states provided feedback on ECPA's activities and its seven pillars via their energy ministers and/or ECPA National Focal Points. This information was used to develop the project and clarify the activities for Phase IV of the project. The principal source of stakeholder input was the ECPA Ministerial held in May 2015, where the following priorities emerged: energy efficiency; energy poverty—access; energy infrastructure—electricity interconnections and public consultations; climate change—mitigation and adaptation for cities; renewable energy: potential resource mapping and energy diversification; cleaner and more efficient fossil fuels—natural gas; financing and investment; and the future of ECPA.

Project formulation and design also drew on four public discussion forums convened at OAS headquarters in 2014 that solicited the inputs, feedback and opinions of members of the 34 Permanent Missions to the OAS. The views expressed at these gatherings helped shape the project proposal. At the forums, the member states stressed their specific interests related to strengthened energy security and climate change. The project proposal was also discussed in detail with the Government of the United States, through its OAS Permanent Mission and the Permanent Mission of Trinidad and Tobago to the OAS was informed and engaged in discussion that contributed to project development.

The project formulation process seems to have been robust and participatory. However, although the Project Document draws attention to the need to differentiate the impacts of energy challenges and solutions on men and women—and says that the project will strengthen member states' capacity to integrate gender into their energy work, that it will promote gender equality, diversity and inclusion, and that it will integrate gender issues into project activities—there is no evidence that document reviews or stakeholder consultations considered these issues sufficiently. Project management has acknowledged that gender equality was not well integrated into this phase of ECPA and has expressed an intention to more deliberately feature gender issues in forums and workshops undertaken in the next phase. To ensure that gender equality is fully integrated into a future phase of the project, the formulation process should include a more formal review of current thinking on gender issues related to energy and sustainability, and consultations with organizations that have experience in women's energy issues in various regions of the Americas.

Logical framework and theory of change

Figure 11 depicts the project's logical framework. It has been adapted from the logical framework matrix provided in the Project Document to more clearly analyze the results hierarchy. It outlines a results chain that leads up from four outputs to a purpose and a goal.

As shown, at the highest level of the logical framework, the stated goal of the project is “to contribute to the adoption of clean energy alternatives and climate change mitigation and adaptation strategies and to improve energy and climate security in the Americas.” The Project Document explains that this goal originates in the consensus of leaders at the April 2009 Summit of the Americas that energy and climate change are critical challenges for the region and in their expressed commitment to work together for a clean energy future. It further explains that the project aims to “further information exchange, dialogue, and cooperation among governments, NGOs, the private sector and academia, with the goal of affecting the course of clean energy and climate change policies and actions in the Western Hemisphere.” Although a theory of change has not been explicitly articulated for the project, one implicit assumption underlying the logical framework is that a clean energy future depends on appropriate policies and actions by

Figure 11 ECPA Logical Framework Matrix

Goal(s): To contribute to the adoption of clean energy alternatives and climate change mitigation and adaptation strategies and to improve energy and climate security in the Americas. ¹³			
Purpose: Strengthening dialogue and technical cooperation on sustainable energy and climate change practices, policies, laws and regulations, among governments, private sector, financiers, academicians and other stakeholders.			
Output 1: Forum provided for dialogue among private sector, governments, academia, and NGOs representatives on sustainable energy and climate change policy development strengthened	Output 2: Technical cooperation enabled to promote the exchange of best practices and lessons learned in sustainable energy and climate change among key stakeholders	Output 3: Information on ECPA and issues related to energy and climate disseminated	Output 4: ECPA's governance structure implemented
Activity 1.1: 5 Public discussion forums to facilitate sustained dialogue among governments and key stakeholders in the themes of energy, climate and other topics	Activity 2.1: Six workshops to foster technical cooperation and training on sustainable energy and climate change among energy and climate practitioners from government, academia and the private sector	Activity 3.1: Publications and promotional materials to promote ECPA as a brand associated with energy and climate, reach out to stakeholders and practitioners, and disseminate information on the Partnership, its initiatives and its partners	Activity 4.1: Development and implementation of an ECPA governance structure
	Activity 2.2: Four senior expert visits to share best practices and expertise in sustainable energy and climate change with governments, academia, NGOs, and the private sector.	Activity 3.2: Maintenance and updates of the ECPA website to reach out to a diverse audience of energy and climate stakeholders	
	Activity 2.3: Four technical exchange missions on policy, regulatory and finance aspects of energy and climate between government agencies and institutions in charge of energy and climate in the Americas	Activity 3.3: Maintenance and update of social media networks to ensure continued active interaction with the target audience.	

government, in collaboration with a range of stakeholders. Another is that the efforts of this project alone will not be enough to achieve the goal. ECPA is expected to be just one of many efforts by donors, governments, and other stakeholders that together and over time will contribute to change in the sector across the hemisphere. Both assumptions seem sound.

At the next level of the framework, the project purpose is “strengthening dialogue and technical cooperation on sustainable energy and climate change practice, policies, laws and regulations, among governments, private sector, financiers, academicians and other stakeholders.” Dialogue is a key aspect of the project, and one that is demonstrating success, as evidenced by the Steering

¹³ The project is highly relevant to the donor, the Governments of the United States of America, as it is a country of the Western Hemisphere, the proponent of ECPA, and a nation which actively engages in policy and dialogue geared toward low carbon economic growth, energy security, and climate change reduction and adaptation. SID1408 page 26

Committee meetings, the preparatory meetings, and the Ministerials. However, the connection between the purpose and the goal is weak. How and why strengthening dialogue and technical cooperation will lead to the adoption of clean energy alternatives and climate change is not clear, making the pathway to achieving the goal uncertain. Moreover, while the project purpose indicates the reason for doing the project, it does not describe a measurable change (or “outcome”) that the project is expected to achieve.

At the lowest level of the framework, four outputs provide what seems to be a well-rounded package of support to member states comprised of a forum for dialogue, technical assistance, information dissemination, and support to an emerging governance structure. All the outputs can be logically expected to contribute to strengthening dialogue and technical cooperation—on their own and in combination. Based on information from key informant interviews, these outputs have also proven to be flexible enough to accommodate a broad range of stakeholder needs and adapt to changing circumstances. The outputs are grounded in tools OAS/DSD built under previous phases of ECPA, and include regional technical workshops, public discussion forums, a bilingual website and monthly newsletter, and social media presence on Facebook and Twitter. The project document implies an underlying theory of change that “this combination of tools allows implementation of both bottom-up (i.e., ministerial and high-ranking officials meetings) and top-down (workshops and forums targeting, NGOs, municipalities) approaches to Partnership dialogue, collaboration and trust.” However, how and why this bi-directional approach will effect change, and why it is the most appropriate approach for this project is not explained.

Recommendations for improvement

The key weakness of the logical framework and the project’s implied theory of change is the lack of clearly defined outcomes. Outcomes define the specific changes a project aims to effect or influence over different periods of time, and achievement of outcomes is the true measure of a project’s success and impact. Figure 12 defines three levels of outcomes:

Figure 12: Outcome statements in the results chain

Ultimate Outcome: The highest-level change to which a project or program contributes, usually representing its *raison d’être* and taking the form of a sustainable change in state. This outcome is usually achieved after the project has concluded and is often the result of the contributions of multiple interventions, rather than of one project or program alone.

Intermediate Outcome: A change in behaviour, practice, or performance among intermediaries and beneficiaries; these are medium-term changes that can be expected to be achieved by the end of a project or program. Achievement of these outcomes contributes achievement of the ultimate outcome.

Immediate Outcome: A change in capacity that is expected to occur once one or more outputs have been delivered. These are short-term changes that occur at various points within the project timeframe and normally involve increase in knowledge, awareness, skills, or access. Achievement of immediate outcomes are expected to

contribute to achievement of one or more intermediate outcomes.

Source: *Results-Based Management for International Assistance Programming: A How-to Guide*. Global Affairs Canada, 2016.

Overall, the logical framework for ECPA IV puts the principal focus on outputs, which are the short-term products of the project; this is understandable given the project's two-year timeline, but it limits the ability of the project to effect and/or track its impact on a desired change in outcomes. To overcome this constraint, OAS/DSD may want to consider developing a program-level logical framework and theory of change that spans perhaps six years, with shorter-term, derivative logical frameworks and workplans implemented over two-year project periods. This approach would enable the project to better steer toward its long-term goal and to course-correct and respond to change as needed.

The goal as currently stated encompasses three separate goals: the adoption of clean energy alternatives, the adoption of climate change mitigation and adaptation strategies, and improving energy and climate security in the Americas. However, goal or outcome statements are stronger when they focus on one thing. According to the definitions provided above, outcomes at this level are also meant to represent a change in state, condition, or well-being. Thus, a more appropriate goal or outcome statement at this level would be "improved energy and climate security in the Americas," to which the adoption of clean energy alternatives and the adoption of climate change mitigation strategies both contribute.

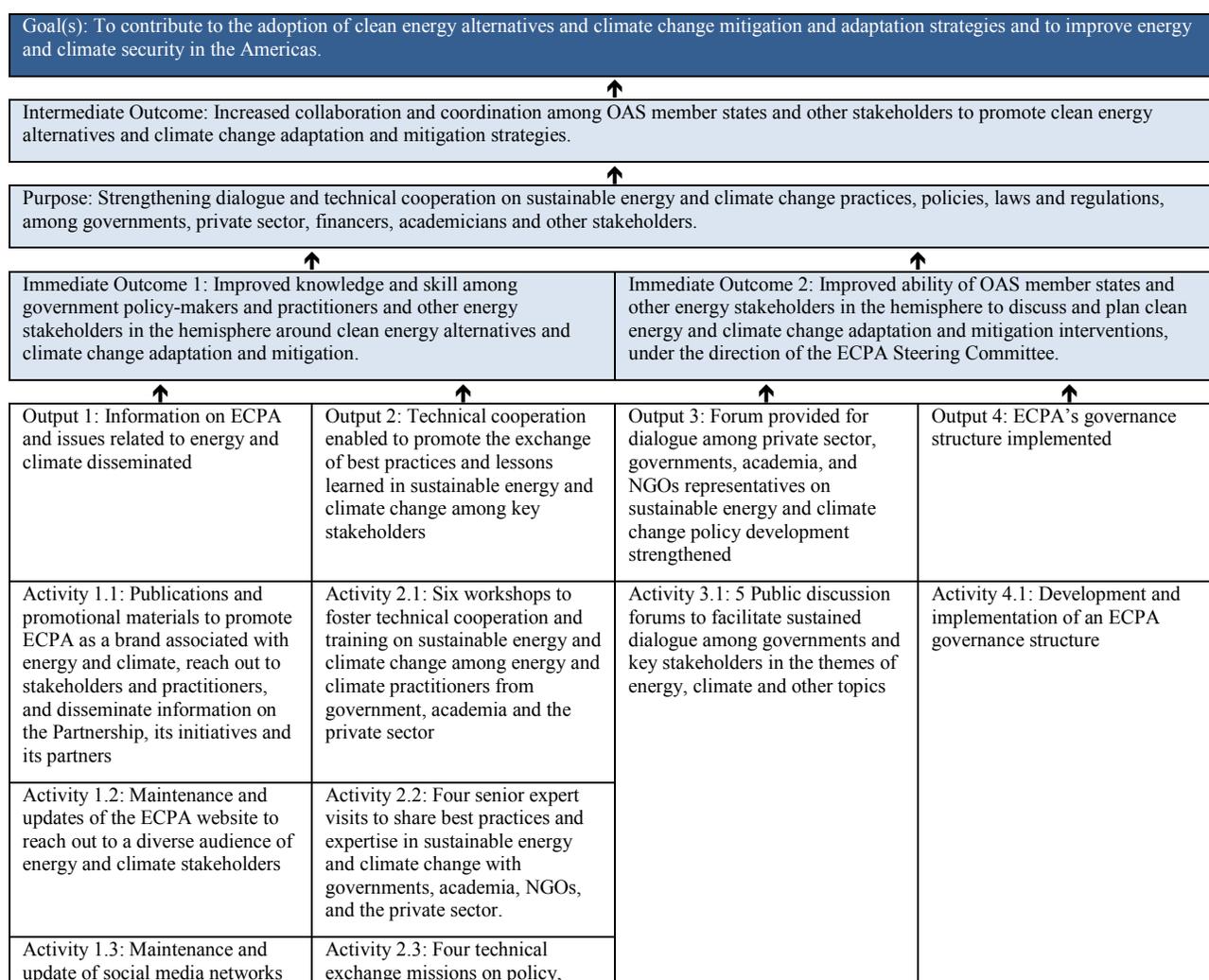
Between the outputs and the goal, there are no clearly defined outcomes at either the intermediate or immediate levels. As discussed above, the purpose statement focuses on the activity of strengthening, rather than articulating a desired change in behaviour or practice among targeted stakeholders (although the indicators hint at the types of practices desired, in the form of things like new policies, laws and regulations). The additional "key outcomes" referenced on page 20 are unplanned results that undoubtedly contributed to the project's success. However, the term "outcome" is used loosely there, and those results do not represent clearly defined, measurable outcomes. "Invigorated" communications, for example, is a difficult term to assess. The remaining six outcomes, on closer observation, are actually outputs.

The lack of outcomes represents a logical gap between results, leaving the pathway to change incomplete and results difficult to measure. This gap is more pronounced at the higher levels. Between the outputs and the purpose, it is easy to assume the contributions dialogue, technical assistance, information, and self-governance can make to strengthening dialogue and technical cooperation. What is less clear is the way in which these elements need to be strengthened (that is, what changes in capacity, behaviour and practice are required among stakeholders) and how strengthening them will lead to the adoption of clean energy and climate change alternatives and strategies and improve energy and climate security in the Americas.

It is unclear whether the OAS’s logical framework format allows for outcome statements). However, defining specific, measurable outcomes—that is, desired changes in behaviour, practice, capacity, and/or access—that bridge the gap in the results chain between the outputs, purpose and goal would improve the project’s ability to measure its longer-term effects. As recommended above, because of the limitations imposed by the project’s two-year timeline, these outcomes could be part of a logical framework at the program level that spans at least five or six years and can be broken down into two-year implementation periods.

Figure 13 shows one approach that could be taken to revising the logical framework to include intermediate and immediate outcomes. This is meant only to provide an example of what could be done, based on the existing logical framework; development of a revised logical framework at the program level is best done as part of a facilitated, participatory exercise that examines the specific challenges facing the sector and developed desired outcomes based on the knowledge and experience of the ECPA TCU and other key stakeholders.

Figure 13: Option for EPCA Logical Framework at the Program Level



to ensure continued active interaction with the target audience.	regulatory and finance aspects of energy and climate between government agencies and institutions in charge of energy and climate in the Americas		
--	---	--	--

4.3 Efficiency

Under the criteria of efficiency, the evaluation assessed the governance structure, and how economically resources and inputs (including time, money, and technical support) were converted to results. Significant effort was invested during ECPA IV to operationalize the governance structure, develop the guiding principles and define the action plan.

The desk review and KII confirmed that overall the project was cost-efficient in its implementation and that the project management staff made effective use of funds through this structure, based on the audit of financial statements. Six program staff (two full time and four part-time) are involved in the operations of ECPA IV. In general project expenditures were kept within +/- 10% of budget estimates.

Governance structure of ECPA

A mapping study carried out in 2014¹⁴ underlined the necessity for ECPA to have clear objectives and the right governance structure to support its goals and address its expectations, work plan, resources and capabilities. At the second ministerial meeting of the Americas, held in Mexico in May 2015, the governments reaffirmed their commitment to a sustainable future, identified priority areas of action, and recognized the need to boost ECPA's operational aspects; they therefore established the ECPA Steering Committee to advance the Partnership's endeavors. This led to the establishment of the governance structure shown in Figure 14. KII and the desk review have confirmed that the governance structure improved significantly over the two years of this project phase--it has become more participatory and more predictable with regular meetings and forward-looking agendas.

¹⁴ Katalina Mayorga & Will Schmitt, *Mapping Study Energy and Climate Partnership of the Americas (ECPA) Partnership*, Washington DC, February 2014



Figure 14: ECPA governance structure

Source: ECPA's Guiding principles, September 8, 2017

The Technical Coordination Unit (TCU) is responsible for communications and for publicizing the activities of the ECPA partners. It also provides administrative assistance to the Steering Committee; organizes debates, workshops, and technical exchanges; published the newsletter; and maintains the website.

The principal functions of the Steering Committee are to advance ECPA activities with the support of the TCU, promote political dialogue, foster the exchanges of best practices, contribute to capacity building and facilitate regional coordination and diplomacy in matters relating to energy and climate. Seven member states sit on the Steering Committee^{15,16} under the Chairmanship of Chile. The desk review confirmed that over the last two years the Steering Committee members have led the Partnership, proposed and monitored activities relating to clean energy, identified and in some cases provided resources for implementing initiatives, coordinated joint actions facilitating private sector participation through the Americas Business Dialogue, identified areas of cooperation with the Inter-American Development Bank, supported Chile in developing the Ministerial agenda with inputs from all OAS member states and made decisions required to ensure that ECPA functions effectively.

Members of the Steering Committee are expected to take the lead on at least one specific pillar and related areas selected on a voluntary basis. Leading a pillar or related area may include identifying priorities, as well as technical and financial cooperation, coordinating with key partners, and hosting events such as workshops, policy dialogues, discussion fora, and webinars, among others. This incentivizes participants in the governance structure to serve as champions of ECPA as, for example, Chile, which did so by hosting the ministerial meeting.

¹⁵ Chile, Costa Rica, Dominican Republic, Jamaica, Mexico, Trinidad and Tobago and United States.

Meetings of the Steering Committees are held once a month. At these meetings, the countries are represented by one representative from their respective Permanent Missions to the OAS. Each Permanent Mission representative is joined by one officially-appointed national focal point of his or her country. Typically, national focal points are energy experts from the Ministries of Energy who participate in the Steering Committee meetings by phone. This form of engagement of OAS diplomats in Washington and energy experts from the region's governments has not only proven effective in facilitating open dialogue on clean energy, but also is an effective channel to strengthen technical and policy dialogue on sustainable energy among governments.

Development of an action plan and adoption of guiding principles

The evaluation confirmed that two of the most important endeavours of the Steering Committee have been the work leading to the development of an action plan and of its approval at the 2017 Ministerial Meeting, as well as the adoption of guiding principles. Based on desk review and KII interviews, representatives at the Steering Committee bring a wealth of experience and leadership to move the political dialogue forward and focus on what is happening and what needs to be done in energy and climate change. It is a group of committed people that drive the process and discussions. Steering Committee meetings are well attended and discussion between focal points and countries representatives is an effective channel to strengthen technical and policy dialogue on sustainable energy among governments. The Chairman of the Steering Committee was a champion in organizing and hosting the last ECPA Ministerial Meeting and is now using this experience to support the host (Jamaica) of the next Ministerial Meeting. KII have confirmed that the Steering Committee is moving in the right direction to support sustainable energy and promote dialogue among member states, and to facilitate technical assistance and exchanges of information and experience to move the sustainable energy agenda forward

The action plan produced by the Steering Committee aimed to structure hemispheric cooperation and organize ECPA's efforts within a given timeframe by establishing activities for each of ECPA's seven pillars and identifying participating countries. To support the design of an effective ECPA action plan, the Steering Committee solicited the inputs of the OAS member states about their most pressing national priorities in energy during the first preparatory meeting for the ECPA Ministerial Meeting held in Miami. A total of 27 countries provided their inputs to feed the preparation of the ECPA action plan, as well as the design of the 2017 ECPA Ministerial agenda.

Furthermore, at the Second Preparatory Meeting, the national focal points presented their countries' national energy priorities and it was agreed that the next step was to translate these priorities into specific activities to be included in the action plan for 2018-2019. The action plan is built around the pillars and crosscutting themes of ECPA, which also tie in with international objectives, such as the Sustainable Development Goals (SDGs) and the Sustainable Energy for All Initiative (SE4ALL), both of which are sponsored by the United Nations (see Appendix 8).

The guiding principles adopted by the Steering Committee in September 2017 clarified ECPA's vision and mission and as noted by key informant interviews, supplied a more legitimate forum and mechanism to drive decision-making and consensus among key partners around actions to be taken. The principles also avoid overly bureaucratic or burdensome processes that could stifle ECPA's ethos as a voluntary and flexible mechanism. Regardless of the level of engagement, all countries are encouraged to become involved on a technical level to share their experience. Participation in ECPA is open to all the countries in the Americas and does not entail membership fees or other mandatory contributions. Nonetheless, countries are encouraged to commit their own resources toward their participation and/or the leadership of ECPA initiatives.

Successful outreach to regional and national stakeholders

The outreach to regional and national energy stakeholders increased interest in the preparatory ministerial process, with a greater number of countries attending the preparatory meetings, increasing from 19 countries at the first preparatory meeting in October 2016 to 28 in 2017.¹⁷ Key informant interviews also noted that this increased interest from stakeholders was accompanied by a small financial contribution (20,000 USD) from the Inter-American Development bank (IDB), and that both IDB and the World Bank facilitated access to 50,000 USD to support the Ministerial meeting. This demonstrates the interest and financial momentum gained by ECPA over the last two years.

Selection process for technical assistance projects

ECPA's current approach to selecting countries for technical assistance is country-driven and based on demonstrated country ownership. ECPA prefers to respond to specific needs that member countries identify and build an intervention to address those needs. This helps to ensure that the country will assume full ownership of the process and the results. Consideration is also given to the possibility to replicate the intervention at the regional level to generate synergies and multiplier effects. Moreover, the limited project budget means that ECPA needs to be realistic about what can be funded and has to invest smartly to support initiatives and involve stakeholders in order to leverage funding possibilities.

Monitoring and Evaluation

The logical framework matrix provided in the Project Document identifies a set of indicators for each level of result, as illustrated in Figure 15, below.

At the output level, the indicators are specific, measurable, relevant, and time-bound, and should have been achievable within the project period. As has been explained elsewhere in this report, the targets for indicators of Output 2 were not achieved because focus was deliberately moved to Output 4. In addition, there were challenges in assessing participants' perceptions of the fora

¹⁷ SID 1408 *Final report*, 2017

provided under Output 1, leaving indicators for that output incomplete. However, in all other cases, the targets set for output indicators was reached or exceeded.

The quality of the indicators at the purpose level, and for some of the outputs, could be improved by including qualitative as well as quantitative indicators. In addition, if ECPA is envisioned as a long-term program of succeeding phases, the TCU should identify, and track indicators related to the project goal that can be monitored over time. Moreover, if OAS/DSD sincerely wants to integrate gender perspectives into the work of the project, it will need to collect gender-disaggregated data and set targets for the participation of women and inclusion of women's issues in project activities.

Although the monitoring plan is clearly set out in the Project Document, the process that was actually used for monitoring the project during implementation is not clear. Over the two-year period, the project produced six quarterly narrative progress reports, as well as two Reports on Progress of Project Implementation (RPPI). These documents reported the delivery of activities and outputs, but without specific reference to the monitoring framework or to results at the purpose level. Much of the activity reported had to do with preparation of the action plan and support to the preparatory meetings for the Ministerial, activities that were not accounted for in the project's logical framework.

Project reporting and monitoring would be more effective if information and data were more clearly linked to project outputs and outcomes, with matrices updated each quarter to show

progress towards results targets.

Figure 15: ECPA Phase IV Indicators

Result	Indicator	Means of Verification
Goal: To contribute to the adoption of clean energy alternatives and climate change mitigation and adaptation strategies and to improve energy and climate security in the Americas.	No indicators specified	
Purpose: Strengthening dialogue and technical cooperation on sustainable energy and climate change practices, policies, laws and regulations, among governments, private sector, financiers, academicians and other stakeholders.	1. At least four new actions (project proposals, draft laws, draft policies, or draft regulations) relating to water-energy nexus, circular economy, metrology and renewable energy undertaken by participating countries by the end of the project. (verified by official documents from countries, such as project proposals, draft laws, draft policies, or draft regulations. Assumptions: Permanent Missions and National Focal Points identify national priorities in energy and climate and provide inputs used to guide project activities)	1. Official documents from countries, such as project proposals, draft laws, draft policies, or draft regulations
Output 1: Forum provided for dialogue among private sector, governments, academia, and NGOs representatives on sustainable energy and climate change policy development strengthened	1.1 At least four dialogues convened with private sector, governments, academia, and NGO representatives on sustainable energy and climate change policy development during the project execution period. 1.2 At the end of each forum, at least 80% of participants consider the event relevant and supportive of their actions on energy and climate.	1.1 Forum agenda 1.2 Survey
Output 2: Technical cooperation enabled to promote the exchange of best practices and lessons learned in sustainable energy and climate change among key stakeholders	2.1 By the end of the project at least 20 countries receive technical support to advance energy sustainability and/or low carbon economic growth (MOV: List of countries and type of technical support provided).	2.1 List of countries and type of technical support provided
Output 3: Information on ECPA and issues related to energy and climate disseminated	3.1 Number of new subscriptions to the ECPA newsletter during project execution. (MOV: ECPA mailing list and ECPA website. The newsletter is digital. In some instances, it may also be printed. Printed ECPA newsletters are uncommon as the Partnership thrives to produce digital content only as a means to save on costs, reduce the use of materials, and curb its own GHG emissions.) 3.2 Number of views on Facebook, Twitter, and ECPA Website (disaggregated by country) during project execution. (MOV: Analysis of website traffic report).	3.1 ECPA mailing list and ECPA website. 3.2 Analysis of website traffic report
Output 4: ECPA's governance structure implemented	4.1 One ECPA Steering Committee comprised of at least five countries established before the end of 2015. (MOV: Minutes of Steering Committee meetings).	4.1 Minutes of Steering Committee meetings

The Final Report notes that a deliberate shift in focus and resources was made to support the Steering Committee and its Chair in undertaking meetings, developing an action plan, and preparing for the 2017 ministerial meeting. This shift took effort and resources away from work

under Output 2 and explains why the target for the output was not met. This is an understandable and rational decision that probably added value to the project—the consolidation of the Steering Committee and the production of the action plan were important achievements, the second of which will have an impact on Output 2, perhaps even in the current two-year phase. However, although explained in the Final Report, this decision is not clearly documented in the quarterly reports, and no revision was made to the logical framework to accommodate the change. As recommended in the final verification report, in the future, project management staff should articulate and justify variances from the planned results in the relevant progress report and make adjustments to the logical framework and the monitoring framework, as required.

Gender

The Project Document for ECPA IV explained that energy projects had, until recently, been considered and treated as gender neutral, based on the assumption that energy challenges and solutions have similar impacts on men and women. However, failure to look at the distinct situation of women and men in relation to energy generation and consumption patterns has led to projects that do not meet the needs of women. Phase IV, therefore, intended to contribute to strengthening member states' capacities to integrate gender into energy policy, planning and programs for sustainable development. However, although several sectors, such as indoor pollution, biomass collection and productive use of energy, have been the subject of gender analysis, little effort was made to include gender mainstreaming in the discussions on energy or to present gender perspectives considering issues such as the distinct situation of women and men in relation to energy generation and consumption patterns. Nonetheless, both men and women are affected by lack of access to affordable energy. A sub-component of a future phase could look at how to apply a gender sensitive approach to energy reform or management in the Americas.

Mainstreaming gender into energy policy planning and programs would require first internalizing gender assessment and analysis produced so far, identifying the main constraints to women actively participating in the energy sector, and adopting a more robust approach to discussion and selection of gender indicators, disaggregation, targets to be able to follow up on progress achieved. This would require the technical support of a gender specialist, at least for the selection of indicators and development of monitoring tools.

Budget Cost and Management

Over its two years, the project operated with a budget envelope of 1,217,016 USD. Of this amount, 1,199,816 USD (95% of the budget) was funded by the United States Permanent Mission to the Organization of American States (USOAS) and the OAS in-kind contribution to the project has totalled 67,200.00 USD. Payments were made in installments (transfers) from July 2015 to February 2017. Money is well spent, and any money is accounted based on the review of the verified statements consulted.

The verified statements of expenditures provide a detailed breakdown of expenses, set out in Figure 16:

Figure 16: Project expenditures

Profile of expenditures For the period June 2015 to September 2017	
Personnel contracts (2 FTS)	330,890
Travel	191,656
Publications and documents	6,769
Equipment supplies and maintenance	6,730
Performance contracts (outreach communications, web and social media maintenance and events organizations – 2 consultants)	374,616
Indirect cost recovery	131,982
Other expenses	10,895
Total	1,053,538

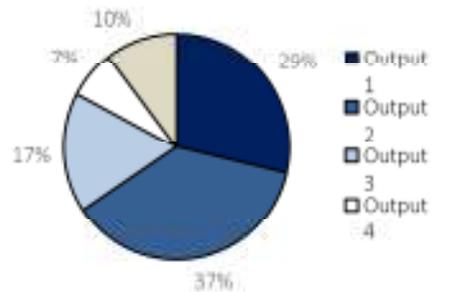
An unspent balance of 151,004 USD has been returned to the donor. During the life of the project, OAS received an estimated 75,000 USD in financial (IDB, Government of Italy) or in-kind (event cost-sharing) support. This accounted for much of the project's total savings, which were approximately 150,000 USD.

As illustrated in Figures 7 and 8 below, 32% of expenditures were allocated to outreach communications, website and social media maintenance and events organizations. This activity is the backbone of the ECPA clearinghouse and therefore a well justified and worthwhile investment.

An analysis of the costs breakdown for the project indicate that 83% of the financial resources were allocated to support the main outputs of the project (Policy dialogue 29%, technical cooperation 37% and information on ECPA and energy issues 17%). It is not surprising to see that the biggest share of resources went to technical cooperation involving the organization of workshops and/or direct support to governments to advance energy sustainability and/or low carbon economic growth. As much as possible ECPA has tried to leverage in-house expertise and build on synergies and financial contribution from other sources to cover part of the technical assistance expenses This is an efficient way to leverage ECPA's human and financial resources and is a best practice that should be encouraged.

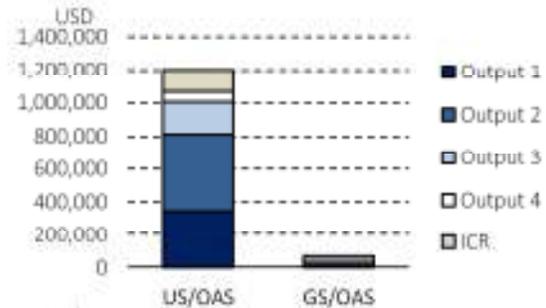
One of the items usually overestimated is airfare costs associated to these activities. Based on information available, it is extremely difficult to predict how much an airplane ticket will cost.

Figure 17 Breakdown of costs, by output



Legend:
 Outputs – 1: Forum provided for dialogue among private sector, governments, academia, and NGOs representatives on sustainable energy and climate change policy development; 2: Technical cooperation enabled to promote the exchange of best practices and lessons learned in sustainable energy and climate

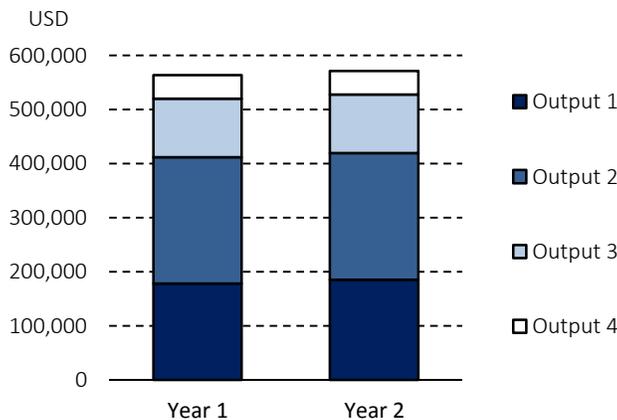
Figure 18 Breakdown of total cost, by output and funding source



Legend:
 Outputs – 1: Forum provided for dialogue among private sector, governments, academia, and NGOs representatives on sustainable energy and climate change policy development; 2: Technical cooperation enabled to promote the exchange of best practices and lessons learned in sustainable energy and climate change among key stakeholders; 3: Information on ECPA

The airfare cost for any given flight may vary widely depending on the route, date and time. OAS is usually presented with the most competitive fares and those are usually the ones paid for. In addition, OAS regulations require travel to be done in economy classes. According to the verified statements, the expenses associated with travels totalled 191,656 USD.

Figure 19 Breakdown of total cost, by output and year



Legend:
 Outputs – 1: Forum provided for dialogue among private sector, governments, academia, and NGOs representatives on sustainable energy and climate change policy development; 2: Technical cooperation enabled to promote the exchange of best practices and lessons learned in sustainable energy and climate change among key stakeholders; 3: Information on ECPA and issues related to energy and climate disseminated; 4: ECPA governance structure implemented.

As illustrated in figure 19, the breakdown of total costs by outputs and by year has been similar for both years, which suggests rigorous financial management and that this project was not only carried out in accordance with the initial timeframe and within the allocated budget, but also that financial and human resources appear to have been used efficiently in a way that promotes a saving culture and economic use of resources. Moreover, only 7% of the costs have been

allocated to governance support demonstrating good value for money as the governance is key to ensure legitimacy and leadership in the eyes of Member States as well strategic directions of the ECPA clearing house.

ECPA's strategy to support hemispheric energy cooperation based on needs and priorities identified by countries themselves has enabled the project to invest smartly and support activities that bring to the table other organizations and foster synergies with potential stakeholders that could likely finance new endeavours and leverage funding. This also indicates ECPA's concern with spending wisely.

During the life of the project, OAS received an estimated 75,000 USD in financial (IDB, Government of Italy) or in-kind (event cost-sharing) support. This accounted for much of the project's total savings, which were approximately 150,000 USD.

Funding

To date, the ECPA Clearinghouse has been funded solely by the United States government (95% of budget). As mentioned previously in this report, there have been additional in-kind contributions from various partners in the form of staff time, space, and other hosting responsibilities. Securing financial resources for the implementation of energy projects in Latin America and the Caribbean remains a challenge. Nonetheless, the establishment of a clear governance structure with guiding principles and a clear vision and mission should help facilitate the solicitation of donations and attract other donors' interests and funding in the future. Given the proven relevance and value added of the ECPA platform to support policy dialogue in sustainable energy and climate change for OAS and member states, securing financial resources from OAS regular fund to support staff costs could be considered. A step in that direction would demonstrate the financial and political support of the larger OAS membership to sustain the work of the ECPA Clearinghouse.

4.4 Sustainability

The following section provides an overall assessment of the sustainability of the ECPA Clearinghouse project and highlights some areas of strength and areas for improvement in terms of project sustainability.

One of the aspects frequently cited as likely to ensure sustainability over time is the active involvement and participation of stakeholders in all phases of the project. The ECPA Clearinghouse built its interventions with the involvement, collaboration and active participation of an extensive array of stakeholders from member states, including representatives of government, country focal points, academia, civil society and the private sector. Based on the results of key informant interviews, this consultative and collaborative process at the level of policy dialogue and technical assistance seem to be supporting and enhancing ownership and,

therefore, ensuring the continuity and sustainability of activities once the interventions are complete.

Key success factors contributing to the sustainability of ECPA interventions included:

- access to information, expertise, technical assistance and knowledge sharing, as well as dissemination, contributing to an increased awareness of energy and climate change issues;
- a project design that built on the achievements of previous ECPA phases and synergies with other OAS interventions, considering lessons learned to better respond to needs of OAS member states and stakeholders;
- consolidation of ECPA's governance structure with a Steering Committee and development of a set of guiding principles;
- the “ECPA/OAS brand” and its governance model, which guide sectoral interventions (plan of action) and generate trust among member countries and a conducive external environment.

Survey respondents confirmed that a strong network has been formed among the participating countries, and there is a desire to continue working together within ECPA. They also recognized that ECPA is a fundamental platform in the Americas that will lead the energy transition process.

Factors that may affect ECPA’s sustainability include issues related to project design, monitoring and evaluation, implementation and timing, as well as limited funding. The expectation that a two-year project can influence energy and climate change practices, policies, laws and regulation among government and stakeholder is ambitious. Contribution to policy dialogue is a capacity building and iterative process that requires taking a long-term perspective that goes beyond two years. This is corroborated by survey respondents who clearly stated that they were not sure there is supporting evidence that there has been new policy development as a direct consequence of the ECPA initiative. They add that there might be anecdotal evidence of dialogues that may have indirectly informed policy formulation, but to their knowledge there is no hard evidence of direct correlation. Informing policy formulation would require a longer project timeframe and baseline information to be able to collect adequate information to determine the adoption of regulation, procedures and policies.

Although survey respondents confirm that ECPA is effective at strengthening ongoing policy and regulatory reform processes, they also indicate that limited funding curtails ECPA’s ability to make direct contributions to policy and regulatory reform. One respondent noted that without additional financing by other countries besides the US, and without the full political support of the larger OAS membership, it will be difficult to sustain the momentum of the ECPA Clearinghouse. Given its scarce financial resources, ECPA could maximize its comparative advantages and act as a broker of exchanges on clean energy issues to facilitate the access of

member states to multilateral institutions (IDB, World Bank), and the private sector so that they provide the kind of financial resources required for energy sector mobilization.

Tracking the results of policy dialogue will also require having the right indicators and monitoring tools. These indicators should be realistic and measure a range of immediate, intermediate and long-term results. Perceptions of stakeholders should be collected to assess the relevance of the support and identify potential adjustments to increase the effectiveness of the interventions. To develop appropriate indicators, it will also be necessary to describe the specific results anticipated. At the policy dialogue level ECPA, could use both quantitative and qualitative indicators to document the perception of stakeholders. For instance, it could use a coordination and consultation score to track the results of international, regional or national events to measure how discussions and directions there translate into practical action at the national level. This could use a simply scoring system whereby meetings that lead to relevant national/international action score a point, and no action scores zero points. Key actors could be interviewed to complement the score and provide valuable information on the attributed influence of ECPA in the changes happening in the field of sustainable energy. For technical assistance, results achieved through project sustained by ECPA in the Americas (i.e. Metrology and the Closed-Loop Cycle Production Program) clearly illustrate achievements in sustainable energy and climate change and should be clearly link to project achievements.

Key informant interviews underlined that OAS believes in the value of the ECPA Clearinghouse and that energy remains a priority, and that therefore, the EPCA Clearinghouse has an important role to play to support policy dialogue

With the establishment and functioning of the Steering Committee and the elaboration of guiding principles, ECPA has gained in leadership and legitimacy. The adoption of an action plan identifying the countries and priorities to be addressed provides a good insight into future interventions and is laying the foundation for sustainability. With the consolidation of the governance structure, the adoption of guiding principles and the Action Plan for 2018-2019 the ECPA model is sustainable. This Plan of Action could be used to follow up on progress achieved by Member States. This would require first to prioritize interventions and secondly input from Members States to track and provide information on achieved progresses. This would contribute to the recognition of ECPA efforts towards the advancement of policy dialogue and technical assistance to support energy efficiency. The Steering Committee could play a role in the collection of that information.

Survey respondents believed that capacity building and awareness raising at the technical level should help sustain some of ECPA's achievements. Approximately four out five respondents to the survey believed that the odds of seeing ECPA's achievements (such as consolidation of the governance structure, adoption of guiding principles, and bringing policy and technical people together to discuss sustainable energy and climate change) endure over time are very high (35%)

or moderately high (46%). On the contrary, a little under 20 percent of respondents think these odds are low or very low.

Although it is at present impossible to quantify the social and economic benefits generated by ECPA, we can foresee that policy dialogue coupled with technical assistance provided to the Member States will have a multiplier effect in the long term and contribute to: the adoption of regulatory framework, policies and practices towards energy efficiency and climate change; support the development of renewable and nonpolluting technologies; improved access to affordable electricity or diversified and sustainable energy sources; increase percentage of households with electricity connection, increase number of energy efficient and nonpolluting facilities; improve awareness on energy efficiency; increase knowledge and strengthen networks and participatory process to discuss energy efficiency and/or climate change issues; create employment opportunities in the energy sector; and, build stakeholders 'capacities. All the above ensuring that women and men benefit equitably from the energy investments and technologies, improving their quality of life and contribute to economic development and sustainable development.

It is fair to say that ECPA has built on its advantages and strengths to push forward the policy dialogue. It has also been able to leverage the human and financial resources available to it. Being housed in the OAS is a great advantage for ECPA and provides direct access to high-level officials and governments (every country in the Western Hemisphere represented in one building) that can help ECPA partners push forward their climate change and energy agendas. ECPA is perceived by stakeholders as an entity that now has the experience (after four phases) and some resources to help create consensus among different governments. The project also provides organizations trying to work in several countries a one-stop shop helping them to quickly access information about the local context and to identify reputable organizations or individuals with which they can partner. The technical cooperation component not only provides access to a global network of technical experts that can support and transform local capacity, but also enables the project to foster synergies among countries and interested stakeholders (civil society, academia, private sectors). The uniqueness of the project is in its ability to bring together frequently and thoughtfully technical and political actors of the energy sector in the Americas by leveraging all its potential

5. LESSONS LEARNED

The following lessons are drawn from the evaluation and are intended to serve as useful information for reflecting on this project and for developing and implementing future phases of ECPA and other, similar projects.

- ECPA has a comparative advantage as a broker of exchanges: ECPA's principal comparative advantage is its ability to broker exchanges among stakeholders in the Americas and beyond to support sustained dialogue and technical cooperation on energy and climate change in

the Western Hemisphere. Drawing on the reputation and infrastructure of the OAS, ECPA is uniquely positioned to provide links to information, organizations, and individuals that can and do lead to collaboration and synergy. This includes being able to facilitate member states' access to a wide range of funders, including multilateral institutions (such as the IDB and the World Bank), bilateral donors (such as Italy) and private sector sources.

- ECPA is able to maximize its own resources for technical assistance by involving other actors: Capability to identify, link and incorporate diverse actors who can provide complementary support in the targeted sectors—through technical expertise and other in-kind and financial contributions—maximizes the technical assistance it is able to provide. This is an efficient way to leverage ECPA's human and financial resources and is a best practice that should be encouraged.
- ECPA's flexibility enables it to take advantage of opportunities as they arise: ECPA's design and structure has been flexible enough that it was able to take advantage of additional funding, such as that provided by the Government of Italy—ECPA's lack of burdensome procedures and processes made it easier for the donor to provide one-off financial support. The practice of developing technical assistance that responds to requests for support by member states also allows ECPA to harness the energy of local initiative and to address locally-identified need.
- Policy dialogue is a long-term, participatory process: Multistakeholders dialogue leading to policy, regulation, and legislative change takes much longer than the two-year term of the project. For a policy to be "owned" and implementable, a vast array of stakeholders must be involved to weigh the positive and negative potential effects of a given policy. ECPA provides an established platform to support such a participatory process, but would benefit from a longer-term, programmatic approach that aggregates the incremental results of each two-year phase.
- Policy dialogue and technical support can be mutually reinforcing if special care is taken to ensure that sensitization and capacity building is targeting both technical staff, policy planner and or decision makers .Support in metrology focused on providing metrology training and awareness on measurements and compliance capabilities to technical and high-level government officials in charge of implementing regulations on energy efficiency to ensure that both technical and political people comprehend the systemic changes needed and work collaboratively to adopt appropriate measures . Having a credible entity acting as a broker of information, identifying and coordinating expertise and networking with public and private stakeholders as well as civil society and academia will help to ensure the proper leverage of resources. ECPA has been successful in linking policy dialogue and technical assistance that promotes energy and climate change.

6. RECOMMENDATIONS

The following recommendations are inspired by findings of this evaluation and, in some cases, build on analysis made in various sections of this report.

- The logical framework and supporting theory of change should be revisited to identify outcomes at the intermediate and/or immediate levels to define the specific changes the project aims to influence. Without these, it will be difficult for the project to effect and measure changes in behaviour, practice, performance, capacity or access that will be necessary to achieve the purpose. Even if the OAS logical framework format does not allow for outcomes, it would still be beneficial for the project to develop them as part of a clearly articulated theory of change. This process will require a facilitated participatory process that engages the DSD team in identifying problems, analyzing them for solutions, and clarifying underlying assumptions and risks.
- The type of policy change ECPA aims to influence is only achieved over a sustained period of time. ECPA IV's two-year timeline puts the focus on outputs that can be achieved within that period but limits the project's ability to effect and track change at the outcome level. For this reason, OAS/DSD may want to consider approaching ECPA as a program, developing a program-level logical framework and theory of change that spans perhaps six years and integrates two-year implementation periods. This would better enable ECPA to achieve long-term goals while maintaining reasonable flexibility within each two-year project phase.
- Securing financial resources from OAS regular fund to support staff costs could be considered given the proven relevance and value added of ECPA platform to support policy dialogue in sustainable energy and climate change. A step in that direction would demonstrate the financial and political support of the larger OAS membership to sustain the work for the ECPA Clearinghouse.
- Improve the quality of project reporting and monitoring by linking information and data to project outputs and outcomes with matrices updated each quarter to show progress towards targets. The quarterly report should be more clearly linked to the logical framework and structured to ensure that information collected documents progress toward outputs and higher-level results associated with each project component and that changes can be made as soon as possible when targets are not being met.
- Strategies to increase respondent feedback on the quality of ECPA's fora and workshops could be enhanced by allocating time at the end of each session with a short paper-based questionnaire to be filled out on the spot before the participants leave the premises. Inputting of the information should be the responsibility of the technical coordination unit. This

strategy has proven to be successful in increasing the rate of return for other workshops and events and will facilitate better information gathering on participants' perceptions.

- A future project may decide to adopt a gender-sensitive approach to energy reform or management in the Americas. Integrating a gender perspective into ECPA programming would require internalizing gender assessment and analysis, identifying the main constraints for women to actively participate in the energy sector, and adopting robust gender indicators to follow up on progress achieved. All the above will require professional expertise to develop assessment and monitoring tools (such as gender-specific indicators) to guarantee that gender issues are documented and evaluated thoroughly and systematically.
- Capturing progress achieved in policy dialogue requires not only quantitative indicators, but also qualitative ones that can capture the perceptions of stakeholders. Without such indicators and monitoring tools at hand, successes and experience cannot be documented to the extent required, nor can they be adequately shared as lessons learned. Indicators also need to be realistic and measure a range of immediate, intermediate and long-term results. To develop these indicators, it is also necessary to go beyond stating policy dialogue objectives by outlining specific results anticipated.

APPENDIX 1 – TOR FOR CONSULTANCY



SECRETARY GENERAL
ORGANIZATION OF AMERICAN STATES

PROJECT EVALUATION
TERMS OF REFERENCE

“Evaluation of the Efficiency and Effectiveness of the Energy and Climate Partnership of the Americas Clearinghouse (ECPA Clearinghouse)”

WASHINGTON DC

(Individual Consultant)

I. BACKGROUND

1.1 At the request of the US Permanent Mission the Department of Planning and Evaluation (DPE) is coordinating an external assessment of the program Energy and Climate Partnership of the Americas Clearinghouse (ECPA Clearinghouse), phase IV. This assessment is part of the DPE greater efforts to conduct formative and summative evaluations of projects and programs executed by the OAS. Such efforts, coordinated and supervised by the DPE, began over 7 years ago with the evaluation of initiatives financed by the Spanish Fund for OAS and has been extended to operations financed by other donors, such as Canada and the United States of America. These evaluations, in addition to systematizing and documenting the results of the interventions, have the goal of capitalizing on these experiences for the improvement of future project and program formulations and designs, and institutionalizing best practices in monitoring and evaluation within the Organization.

Energy and Climate Partnership of the Americas Clearinghouse (ECPA Clearinghouse)

1.2 The ECPA has its beginnings at the April 2009 Summit of the Americas in Port of Spain, Trinidad and Tobago, where the leaders of the Americas underscored that energy is among the most important issues confronting the future of the Americas and reaffirmed their commitment to work together toward a clean energy future. The ECPA Clearinghouse project was developed to address

these concerns and systematize information exchange, dialogue and cooperation among governments, NGOs, the private sector and academia with the goal of affecting the course of clean energy and climate policies and actions in the Western Hemisphere. To this end the project and the OAS took advantage of their network of energy experts, government officials, NGOs, and businesses to engage them in on-going dialogue through a ministerial meeting, workshops and specialized forums, direct engagement with stakeholders at the national, regional and international levels as well as social networks. It was expected then that this combination of tools would allow for the implementation of both bottom-up and top-down approaches to Partnership dialogue, collaboration and trust.

- 1.3 The OAS Department of Sustainable Development (DSD) has operated the ECPA Clearinghouse since 2009. In this capacity, it has facilitated sustained dialogue and technical cooperation on energy among key stakeholders through over 30 meetings, workshops, forums and other gatherings, as well as through half a dozen projects. In April 2010, the OAS also hosted the Energy and Climate Ministerial of the Americas jointly with the Inter-American Development Bank and worked in close collaboration with the Government of Mexico to support a second ECPA ministerial in Merida, Yucatan, on May 25-26, 2015, in conjunction with the 6th Clean Energy Ministerial.
- 1.4 In addition the OAS/DSD has built several tools to enable regional dialogue, foster knowledge sharing and support the implementation of energy initiatives across the Americas under the ECPA umbrella. These tools include regional technical workshops, public discussion forums, a bilingual website and monthly newsletter, and social media sites on Facebook and Twitter. Additionally, the OAS has established highly productive working relationships with a wide cross-section of partners at the behest of ECPA, thereby contributing to enhanced regional dialogue. Through technical cooperation, the OAS has built a robust network of national focal points, which are essential conduits for dialogue among nations seeking to establish priorities, share best practices, and promote common clean energy goals.

ECPA Clearinghouse Phase IV project (SID-1408) (US\$1.07 million)

- 1.5 The objective of the project's Phase IV was to strengthen dialogue and technical cooperation on sustainable energy practices, policies, laws and regulations, among governments, private sector, financiers, academicians and other stakeholders. The subcomponents that were executed are as follows:
 - i) Foster dialogue and awareness on sustainable energy policy development and practices among governments, academia, NGOs, and the private sector.
 - ii) Increase the capacity of OAS member states through technical assistance and the exchange of best practices and lessons learned in sustainable energy among key stakeholders.
 - iii) Promote ECPA as a hemispheric forum for dialogue and cooperation through the creation of information platforms.
 - iv) Implement a new ECPA governance structure.
- 1.6 Phase IV is to finalize operations on June 2017 and a final evaluation will be required to assess its performance.

II. OBJECTIVE OF THE CONSULTANCY

2.1 The objective of the Consultancy is to evaluate the relevance, efficiency, effectiveness and sustainability of the Phase IV of the ECPA Clearinghouse. The evaluation will specifically focus on the delivery of the main Outputs, and the Immediate and Intermediate Outcomes for the project.

A. Scope of the evaluation.

2.2 To achieve the objective the Consultant shall:

- Conduct a summative evaluation to identify the main achievements and results of the project.
- Determine the relevance of the project vis-à-vis the OAS mandates and priorities in the countries benefited by the interventions.
- Determine the efficiency and effectiveness of the project as best reflected in the available results.
- Critically analyze the formulation, design, implementation and management of the project and make recommendations as needed.
- Assess the institutional and financial sustainability of the interventions financed by the project.
- Document lessons learned related to the formulation, design, implementation, management and sustainability.
- Make recommendations, as appropriate, to improve the formulation, design and implementation for future similar interventions.
- Assess if and how the project addressed the crosscutting issue of gender perspective and to what results.
- Identify the social costs and economic and social benefits of the project to properly assess whether the benefits outweigh the costs of the operation.

2.3 In addition to the above, the consultancy will make every attempt to answer the following performance questions:

- i) Was the project's implicit Theory of Change effective?
- ii) Were the project's objectives achieved?
- iii) Were the identified outcome indicators appropriate to measure success?
- iv) Are the project's achievements sustainable institutionally and financially?
- v) Are the project's indicators S.M.A.R.T.?
- vi) Did the project team apply results-based management principles from inception to conclusion? Please describe which ones.

- vii) Was the process for the selection of beneficiaries conducted based on pre-established criteria? And, were the criteria appropriate?
- viii) Were best practices considered during the design and applied during the implementation?
- ix) Were lessons learned from previous operations considered during the design and applied during the implementation of Phase IV?
- x) Did the project include specific requirements for conducting follow-up of training activities to measure: increased capacity on energy matters, increased skills, awareness and abilities among recipients; and the strengthening of institutions where such individuals work, among others?
- xi) Was the monitoring mechanism used as an efficient and effective tool to follow-up on the progress of project's actions?
- xii) Has the project fostered the development of key partnerships among public, private and academic institutions to serve the purpose of ECPA?
- xiii) Have best practices and lessons learned been shared and exchanged among participating stakeholders?
- xiv) Are there clear examples of results that came from such partnerships and knowledge exchanges?

B. Information sources.

2.4 Among other sources the Consultant will review the following:

- i) Project profile and project document.
- ii) Progress implementation reports.
- iii) Completion report.
- iv) Project indicators identified and used throughout the execution.
- v) Products derived from the implementation of the project and means of verification.
- vi) Any other document deemed relevant for the completion of the work.

C. Stakeholders.

2.5 Among other stakeholders the Consultant will consider the following:

- i) Project Team.
- ii) Member states.
- iii) Local and national counterparts.
- iv) Donors.
- v) U.S. State Department

- vi) Department of Planning and Evaluation, OAS.
- vii) Beneficiaries, individual and member states.

III. ACTIVITIES

3.1 This consultancy will be coordinated and supervised by the Department of Planning and Evaluation (DPE).

3.2 The evaluation process will take a participatory approach and take account of the views of all key stakeholders. In general, the evaluation will be based on interviews, analysis of documents, use of relevant evaluation instruments (i.e. application of surveys, focus groups, etc.) and all available data sources, as required. All conclusions and recommendations must be based on evidence.

A. Phase I: Preparatory activities.

3.3 To achieve the objectives of the Terms of Reference, the consultancy shall carry out the following activities, without prejudice to other tasks that are necessary to complete the work:

- i) Conduct initial conference calls with key stakeholders such as members of the Project Team, and the U.S. Permanent Mission to the OAS officials; and assess more accurately the scope of the work and request the necessary information to perform effectively. As a result, the consultancy will submit a preliminary work plan to the DPE/OAS, the work plan will include the description and chronology of the activities to be carried out, the reports to be submitted and the deliverables of the evaluation.
- ii) Develop an Evaluation Framework (EF) after conducting the first wave of interviews, which will contribute to determine if the project was implemented efficiently and effectively and generated the expected results. The EF shall include the following sections among other:
 - (a) A description of the methodology or design of evaluation strategy, including the sampling framework to be used for the collection of data; and the evaluation matrix. The evaluation methodology must consider qualitative and quantitative measurements.
 - (b) Data collection protocols and analysis of information.
 - (c) The identification of data collection instruments.
 - (d) The identification and measurement of output and outcome indicators (initial, intermediate and final) to measure the project's efficiency and effectiveness, in addition to those previously identified during the design of the project, if any. Both groups of indicators are expected to include their definition and methodologies for the collection and calculation.
 - (e) The instruments for the collection of information and related materials.
 - (f) The updated work plan for the consultancy, including the collection, analysis and production of reports (see paragraph 3.3 (i));
 - (g) A proposal of the table of contents of the final report, among others.

B. Phase II: Collection and analysis of information, and Midterm Report.

- iii) Review all the relevant documentation including those produced during the formulation and design of the project.
- iv) Conduct interviews and collect information from additional key stakeholders, including: government officials, and direct and indirect beneficiaries, among others (see paragraph 2.5).
- v) Conduct interviews and focus groups to validate the implicit chain of results (Logic Model) for the project, by determining if it was adequate and valid for the expected and actual results.
- vi) Establish the project's efficiency and effectiveness, identifying lessons learned and making recommendations for future executions. This assessment should include a cost-benefit analysis of the project to determine the economic feasibility of the proposed model of intervention.
- vii) Assess the management of the project in the use of planning and implementation tools, such as annual operations plan, logical framework, and project monitoring reports among others.
- viii) Assess the technical and economic feasibility of the project, including the sustainability of its benefits.
- ix) Determine the relevance of the criteria used for the targeting of beneficiaries; including member countries and agencies benefiting from the project and make appropriate recommendations for similar initiatives in the future.
- x) Analyze how and if the project incorporated a gender perspective approach in the execution of its components, and if there were any such efforts, determine how consequential they were. Were they relevant?
- xi) Measure the project's performance in terms of efficiency and effectiveness. The consultancy shall review and suggest adjustments to the indicators identified in the Logical Framework. In addition, the consultancy shall identify, propose and measure indicators that were not considered in the design. The consultancy shall analyze the extent to which the expected results were achieved, as well as identify unplanned results that may have occurred.
- xii) Produce a midterm report describing the progress of the evaluation and the findings to date. The report will be accompanied by a Power Point presentation.
- xiii) Conduct one mission to OAS headquarters to present the midterm report.

C. Phase III: Presentation of final report.

- xiv) Produce a final report analyzing and describing the execution, outputs and outcomes of the supported actions; lessons learned, recommendations and conclusions; a section for sustainability and beneficiaries, among others. The report will be accompanied by a Power Point presentation.
- xv) Conduct one mission to OAS headquarters to present the final report.

IV. PRODUCTS AND DELIVERABLES

- 4.1 The Consultant will produce and deliver the following documents taking into consideration each of the activities described in the above section:

- i) A detailed preliminary work plan and the evaluation Framework within 10 days of signing the contract.
- ii) A midterm report on the progress of the consultancy including, a revised Logical Framework, the theory of change and a Power Point to be presented in OAS headquarters at a date to be agreed upon.
- iii) Final Evaluation Report including a cost-benefit analysis, all products mentioned above and a Power Point Presentation to be presented in OAS headquarters at a date to be agreed upon.

V. CONSULTANCY CHARACTERISTICS

5.1 Type of consultancy: Individual Consultant

5.2 Duration: approximately 5 months.

5.3 Place of work: Washington DC, Member Countries and Consultant's place of residence.

5.4 Qualifications: The Consultant must demonstrate a minimum 10 years of expertise in project and program evaluation. Experience in energy matters, and/or institutional strengthening will be a plus. The Consultant should also have attained a graduate degree in public policy, economics, management or related area; and experience working in Latin America and the Caribbean. The Consultant must be proficient in English, both oral and written. Proficiency in Spanish is not required but desirable. Experience working with an international organization in the Americas and in the evaluation of similar projects is a plus.

VI. TIMEFRAME & PAYMENT SCHEDULE

6.1 It is expected that the consultancy will require a total of 40 non-consecutive working days between July and September 2017.

6.2 The payment schedule is as follows:

- 15% Upon signing the contract.
- 20% Upon delivery of a detailed Work Plan and Evaluation Framework
- 30% Upon delivery of a midterm report accompanied by a Power Point presentation.
- 35% Upon delivery of the Final Evaluation Report accompanied by a Power Point presentation

VII. PROCUREMENT PROCESS

7.1 The contracting will follow the procurement processes outlined by OAS tender regulations, ensuring the application of competitiveness and transparency principles.

APPENDIX 2 – EVALUATION MATRIX

Criteria/questions	Sub-questions	Indicators	Data sources	Data collection methods
1. Relevance				
What is the relevance of the project vis-à-vis the mandates of the executing agency, donors and beneficiaries?				
1.1 To what extent are the ECPA Phase IV project objectives aligned with the mandates and priorities of the OAS, donors and beneficiary countries? ¹⁸	<ul style="list-style-type: none"> • How relevant are ECPA’s objectives to the OAS’s mandate and priorities? • Do the ECPA project objectives and priorities align with the priorities of the donors (Government of the United States of America)? • To what extent are the ECPA project objectives aligned with the mandates and priorities of the OAS, donors, and governments in the beneficiary countries? 	<ul style="list-style-type: none"> • Degree of alignment between the ECPA project objectives with the mandates/priorities of OAS, donors and beneficiary countries • Level of consistency between the ECPA project objectives and the priorities and policies of the counterpart agencies of participating Member States and beneficiary countries 	<ul style="list-style-type: none"> • Representatives of the OAS, ECPA project team, beneficiaries, and donor • Documents outlining the priorities of the OAS, members countries and beneficiaries (strategic plans, work plans, developmental planning agendas and other project documents) 	<ul style="list-style-type: none"> • Key informant interviews • Desk review • Survey
1.2 Was the project’s <u>implicit</u> theory of change effective? How do you think the project was supposed to effect change and why?	<ul style="list-style-type: none"> • Are the activities and outputs of the programme consistent with the intended impacts and effects? • Are there clear assumptions along the theory of change? • Any changes stemming from lessons learned from the different phases of the ECPA that could feed the TOC? 	<ul style="list-style-type: none"> • Existence of a results chain and key assumptions • Stakeholder’s perception of the logic of the results chain 	<ul style="list-style-type: none"> • Project documents • Representatives of the OAS and ECPA project team 	<ul style="list-style-type: none"> • Key informant interviews • Desk review
1.3 Was the process for the selection of technical assistance projects/ beneficiaries conducted based on pre-established criteria? Were the criteria appropriate?	<ul style="list-style-type: none"> • Was a standardized approach/process used to select technical assistance projects/ beneficiaries? • Were the criteria relevant? • What were the strengths and weakness of the criteria? • Were the criteria routinely applied to all components of the ECPA project? 	<ul style="list-style-type: none"> • Existence of a standardized approach/process for selecting beneficiary countries • Degree of application of the standardized approach for selecting beneficiary countries 	<ul style="list-style-type: none"> • Project report/documents • Memos with recommendations for the selection of beneficiaries for specific activities (if applicable) • Meeting minutes of selection processes (if applicable) • Representatives of the OAS and ECPA project team, 	<ul style="list-style-type: none"> • Key informant interviews • Desk review

¹⁸ Edited question to include donors

Criteria/questions	Sub-questions	Indicators	Data sources	Data collection methods
2. Effectiveness				
To what extent were the objectives achieved? What were the major factors influencing the achievement or non-achievement of the objectives?				
2.1 To what extent was the project objectives achieved?	<ul style="list-style-type: none"> In what ways and to what extent is ECPA influencing /affecting energy policies, practices and actions? Was the ECPA project able to strengthen dialogue and technical cooperation on sustainable energy practices, policies, laws and regulations among key stakeholders? Has the project fostered the development of key partnerships among public, private and academic institutions to serve the purpose of ECPA? Are there clear examples of results that came from such partnerships and knowledge exchanges? What were the factors influencing achievement or non-achievement of the overall objective? How well the ECPA is perceived/recognized as a “hemispheric forum for dialogue and cooperation? How is the ECPA contributing to the advancement of knowledge on energy? (survey) 	<ul style="list-style-type: none"> Stakeholder perception of the level of achievement of the overall objective of the ECPA Stakeholder perception of the quality of dialogue and technical cooperation on sustainable energy supported through ECPA Stakeholder perception of the impact of the ECPA on sustainable energy practices, policies, laws and regulation. Type of energy practices/ innovations channelled through ECPA Type and number of policies and or regulations adopted. Type and number of events organized to systematize information exchanges and dialogue and cooperation among governments, Level of engagement of targeted stakeholders - governments, private sector, financiers, academicians Type and number of partnership developed with public private and academic institutions Success factors or type of constraints affecting the achievement and/or non-achievement of objectives 	<ul style="list-style-type: none"> Representatives of the OAS, ECPA project team, beneficiaries, Project progress reports Registration forms of events supported by the ECPA (disaggregated by sex and type of agency) Membership listing of the ECPA website (disaggregated by sex and type of agency) 	<ul style="list-style-type: none"> Key informant interviews Desk review Survey
2.2 Have best practices and lessons learned been shared and exchanged among participating stakeholders?	<ul style="list-style-type: none"> To what extent are the technical assistance and exchanges of best practices/ lessons learned contributed to an increase of capacity for the OAS member states? What best practices and lessons 	<ul style="list-style-type: none"> # of workshops convened # of expert visits completed # of technical exchange missions undertaken # of public discussion forums convened 	<ul style="list-style-type: none"> Workshop evaluation reports Workshop and mission agendas Mission reports of key experts Attendance register of all workshops/meetings – sex distribution and types of agencies 	<ul style="list-style-type: none"> Key informant interviews Online survey – level of satisfaction with ECPA for promoting best practices and

Criteria/questions	Sub-questions	Indicators	Data sources	Data collection methods
	<p>learned have been shared and exchanges through ECPA?</p> <ul style="list-style-type: none"> • To what extent has the technical cooperation (workshops, expert visits and technical exchange missions) activities contributed to the sharing of best practices and lessons? • To what extent has the website been useful and effective in promoting awareness of best practices and lessons related to energy and climate? • To what extent have the public discussion forums promoted dialogue and sharing of lessons among key stakeholders? • What were the factors influencing achievement or non-achievement of the sharing of best practices and lessons? 	<ul style="list-style-type: none"> • Level of satisfaction with the website, workshops, expert visits, technical exchanges and public discussion forums for promoting dialogue and best practices • # of factors influencing achievement and/or non-achievement of this result 	<p>represented at meetings and workshops</p> <ul style="list-style-type: none"> • Website metrics/statistics • Membership listing of the ECPA website (disaggregated by sex and type of agency) 	<p>lessons</p> <ul style="list-style-type: none"> • Desk review
<p>2.3 To what extent has the governance structure of the ECPA been effective?¹⁹</p>	<ul style="list-style-type: none"> • Has the governance structure been able to further ECPA’s goals, support energy and climate dialogue and foster an inclusive hemispheric cooperation agenda? • Is there evidence of co-hosting, cost-sharing and co-branding of workshops? 	<ul style="list-style-type: none"> • Stakeholder perception of the effectiveness of the ECPA governance structure • Degree of alignment of the scope and work of the committees with the purpose of the ECPA • Number of committee meetings co-hosted • Number of committee meetings co-funded • Number of leads in the SC-ECPA to support the implementation of the action plan 	<ul style="list-style-type: none"> • TOR of committees • Reports of committee meetings • Attendance register of committee meetings (if any) • Steering Committee report/briefs • Representatives of the OAS, ECPA project team, beneficiaries, committee members 	<ul style="list-style-type: none"> • Key informant interviews • Desk review • Survey

¹⁹ New question – the governance is a key area that was supported by this phase of the ECPA

Criteria/questions	Sub-questions	Indicators	Data sources	Data collection methods
2.4 To what extent has the ECPA brand been promoted through various media? ²⁰	<ul style="list-style-type: none"> To what extent has the ECPA brand been promoted on social media such as Facebook and twitter? To what extent has the ECPA brand been promoted on the website? To what extent has the ECPA brand been promoted using publications and other promotional materials? How effective and relevant are the social media information to the current discussion on clean energy/energy efficiency? 	<ul style="list-style-type: none"> Number and type of mediums used to promote the ECPA brand Level of usefulness of the mediums (Facebook, twitter, website, publication etc.) for promoting the ECPA brand Number and type of website visitors (readers: specialists, professional researchers, general reader?) Degree of satisfaction of stakeholders regarding currency of contents disseminated Suggested improvements if any to the social media information 	<ul style="list-style-type: none"> Metrics/statistics on the social media sites and website Representatives from the OAS, ECPA project team, beneficiaries, social media and website administrator, 	<ul style="list-style-type: none"> Online survey Desk review Survey
2.5 Has the ECPA project generated any unintended results? ²¹	<ul style="list-style-type: none"> What are the positive unintended results, if any? What are the negative unintended results, if any? Why did these positive/negative results occur? 	<ul style="list-style-type: none"> Number and type of positive or negative unintended results stemming from the implementation of the ECPA project 	<ul style="list-style-type: none"> Representatives of the OAS, ECPA project team, beneficiaries, Stakeholders in beneficiary countries Final progress reports M&E reports 	<ul style="list-style-type: none"> Key informant interview Desk review Survey
3. Efficiency and Implementation				
Did the ECPA project operate efficiently with the allocated resources and inputs? How efficient are the overall ECPA project implementation, ECPA project coordination, and collaboration among stakeholders? Was the ECPA project cost-efficient? Retrospectively has as the project spent in the right component to generate a maximum of positive and lasting changes? Country specific changes				
3.1 Was the project implemented in the most efficient way? ²²	<ul style="list-style-type: none"> Did the project operate efficiently with the allocated resources and inputs? Was the procurement of goods and services driven by an assessment of value for money or the most 	<ul style="list-style-type: none"> Type of best practices developed to ensure greater project efficiency Number of OAS staff dedicated to ECPA (full time/part time) Evidence that procurement of goods and services was driven by an 	<ul style="list-style-type: none"> Representatives of the OAS and ECPA project team Financial reports of ECPA Verification reports produced by the DPE 	<ul style="list-style-type: none"> Key information interview Desk review

²⁰ New question – output 3 is heavily focused on promoting awareness of the ECPA as a brand

²¹ New question – important question for any evaluation

²² New question

Criteria/questions	Sub-questions	Indicators	Data sources	Data collection methods
	<p>economical bid? Were the costs justified?</p> <ul style="list-style-type: none"> • Could anything have been done to improve ECPA project efficiency? • Has the project been able to channel additional funds to finance ECPA? 	<p>assessment of value for money or most economical bid/ option</p> <ul style="list-style-type: none"> • Evidence of new funds channelled through the project 		
3.2 Was the estimated cost of implementation similar to the actual cost of implementation? ²³	<ul style="list-style-type: none"> • Were any budget lines over-budgeted? • Were any budget lines under-budgeted? 	<ul style="list-style-type: none"> • Variance in budget versus actual expenditure 	<ul style="list-style-type: none"> • Representatives of the OAS and ECPA project team • Financial reports of ECPA 	<ul style="list-style-type: none"> • Key informant interviews • Desk review
3.3 Were key outputs and objectives achieved on time? ²⁴	<ul style="list-style-type: none"> • Were any problems or bottlenecks encountered? What were they? • Were there any external factors (political or social) that may have effected implementation? • Has the project met established deliverables on time? • How realistic were the original project timelines? • Were any mechanisms were put in place to ensure adherence to the project timelines? 	<ul style="list-style-type: none"> • Type of external/internal factor that influenced project implementation • # and type of problems or bottlenecks encountered over the course of the project • Degree to which results were achieved according to the expected timeframe and against expected targets. • Type of variances between planned and achieved results • Type of adjustment made, or corrective measures taken. 	<ul style="list-style-type: none"> • ECPA Implementation Plan • Progress reports • Representatives of the OAS and ECPA project team 	<ul style="list-style-type: none"> • Key informant interviews • Desk review
3.4 Were lessons learned from previous operations considered during the design and applied during the implementation of Phase IV?	<ul style="list-style-type: none"> • Is documenting lessons a part of the reporting process? • Is there a process for incorporating lessons in subsequent year's work programming? • How many key lessons were noted and addressed during the implementation of Phase IV? • Have the recommendations from the 	<ul style="list-style-type: none"> • # and type of lessons identified • Rate of implementation of recommendations from the 2013 evaluation 	<ul style="list-style-type: none"> • Progress reports • Representatives of the OAS and ECPA project team • Evaluation report (2013) 	<ul style="list-style-type: none"> • Key informant interviews • Desk review

²³ New question

²⁴ New question

Criteria/questions	Sub-questions	Indicators	Data sources	Data collection methods
	2013 evaluations been disseminated and implemented?			
How adequate were mechanisms and tools in place to track the ECPA project's achievements and to follow-up on project actions?				
3.5 Was the monitoring mechanism used an efficient and effective tool to follow-up on the progress of project's actions?	<ul style="list-style-type: none"> Did the project team apply results-based management principles from inception to conclusion? Please describe which ones. Is a robust M&E system in place to collect useful data on a regular basis? Is the monitoring system easy to use and low-cost? What could be improved for M&E in future interventions? Did the project include specific requirements for conducting follow-up of training activities to measure: increased capacity on energy matters, increased skills, awareness and abilities among recipients; and the strengthening of institutions where such individuals work, among others? 	<ul style="list-style-type: none"> Quality of result frameworks Quantity of disaggregated data collected Extent to which the project's M&E systems allows adequate collection, storage and analysis of data with regarding ECPA project planning and implementation Degree of satisfaction of project team and country reporting authority on the monitoring and evaluation system and selected indicators Level of resource allocation for M&E for the ECPA project 	<ul style="list-style-type: none"> M&E plans/frameworks M&E reports Representatives of the OAS and ECPA project team 	<ul style="list-style-type: none"> Key informant interviews Desk review
3.6 Were the identified outcome indicators appropriate to measure success?	<ul style="list-style-type: none"> Are the project's indicators S.M.A.R.T.? Was there difficulty collecting data for any of the indicators? 	<ul style="list-style-type: none"> Quality of the indicators 	<ul style="list-style-type: none"> M&E reports Representatives of the OAS and ECPA project team 	<ul style="list-style-type: none"> Key informant interviews Desk review
4. Sustainability				
Are the project's achievements sustainable institutionally and financially?				
4.1 To what extent does the ECPA model have the capacity to sustain itself into the future with respect to organizational, structural and management	<ul style="list-style-type: none"> What are the institutional mechanisms in place to sustain ECPA? What results have been sustained 	<ul style="list-style-type: none"> Stakeholder perspectives on capacity to sustain benefits Level of viable financing options to sustain the benefits 	<ul style="list-style-type: none"> Representatives of the OAS, ECPA project team, beneficiaries, 	<ul style="list-style-type: none"> Key informant interviews Focus group discussion (TBD)

Criteria/questions	Sub-questions	Indicators	Data sources	Data collection methods
capacity? ²⁵	since the end of the project by beneficiary countries and their partners? <ul style="list-style-type: none"> • What supporting factors have contributed to sustaining results? • Are there new resources identified to sustain the ECPA objectives into the future? • What external factors (political or social) may affect sustainability in the future? 	<ul style="list-style-type: none"> • Type of external/internal factor that can affect sustainability • Evidence that results will be maintained beyond project completion 		<ul style="list-style-type: none"> • Desk review • Survey

²⁵ New question

APPENDIX 3 – LIST OF DOCUMENTS TO BE REVIEWED

Project Documents

1. Energy and Climate Partnership of the Americas Clearinghouse Phase IV (2015-2017) SID1408 Project Document. Prepared by Juan Cruz Monticelli, December 14, and Project Profile dated May 15, 2015
2. ECPA 2015-2017 Logical Framework and Actual Data
3. Energy and Climate Partnership of the Americas Clearinghouse Phase IV (2015-2017) Project Profile, May 2015
4. SID1408 - Energy and Climate Partnership of the Americas Clearinghouse Phase IV (2015-2017) Approved Budget

Progress Reports

5. Financial Report for ECPA Project for Period June 2015-July 2017
6. Report on Progress of Project Implementation (RPPI)
7. Verification Final Report for ECPA 2015-2017, Prepared by DPE, September 2017
8. Final Report for ECPA 2015-2017, Prepared by j. Monticello, June 2017

Project Outputs/Reports

9. ECPA Guiding Principles and Conceptual Framework, September 2017
10. National Priorities for Advancing the Energy Transition in the Americas, September 2017
11. National Inputs for the Definition of the 2018-2019 ECPA Action Plan
12. ECPA Action Plan, August 2017
13. ECPA ACTION PLAN 2018-2019, October 2017
14. Web and Social Media Performance Report for ECPA, Prepared by Rosangela Arbieta, August 2017
15. Listing of ECPA Newsletter Subscribers
16. Listing of ECPA Newsletters and date circulated
17. Contact Information of ECPA National Focal Points

Letters of Support

18. Letter confirming IDB's contribution and scope to the ECPA Project, May 2016
19. Coordination of CARICOM's Caribbean Sustainable Energy Roadmap and Strategy (C-SERMS) Approval Letter, August 2016

20. Confirmation Letter of USOAS Funding to support Advancing Metrology for Energy Efficient Measurements and Compliance in Central America and Dominican Republic, November 2016
21. Confirmation Letter of USOAS Funding to support Advancing Metrology for Energy Efficient Measurements and Compliance in the Western Hemisphere, November 2016

Meeting Reports

22. Financial Report for the Activity “Support for the Energy and Climate Partnership (ECPA) Water Energy Nexus” (Government of Italy)
23. Report of the First Preparatory Meeting of the Third ECPA Ministerial Preparatory Process (Miami), October 2016
24. Report of the Second Preparatory Meeting of the Third ECPA Ministerial Preparatory Process (Trinidad and Tobago), April 2017
25. Report of the Meeting of the Caribbean Water – Energy Nexus Dialogue, Barbados, November 2016
26. Report of Technical Assistance Workshop in Chile on Renewable Energy in the Americas, Chile, August 2015
27. Report of Technical Assistance Workshop in Peru on Renewable Energy in the Americas, Peru, October 2015
28. Endorsement Letter and Proposal for the Technical Assistance to Jamaica, October 2016
29. Compendium of Minutes of the ECPA Steering Committee Meetings Period: July 2015 – June 2017
30. Concept Notes for the Third ECPA Ministerial Meeting Outlining the National Energy Priorities
31. Chair Summary from the Third Ministerial Meeting for Energy and Climate Partnership of The Americas (ECPA), September 2017
32. Ministerial Declaration, Third Ministerial Meeting of the Energy and Climate Partnership of the Americas, September 2017

Studies/Papers/Concept Notes

33. Energy and Climate Partnership of the Americas (ECPA) Partnership Mapping Study, Prepared by Katalina Mayorga & Will Schmitt, February 2017
34. Proposal for Private Sector Engagement. Prepared by the Americas Business Dialogue. Presented at the Third Ministerial Meeting. Chile, 2017
35. Concept Note – Promoting the Water-Energy-Food (WEF) Nexus in Central America

APPENDIX 4 – KEY INFORMANT INTERVIEW PROTOCOL

Dear Participant,

The Energy and Climate Partnership of the Americas (ECPA) Phase IV aimed to contribute to the adoption of clean energy alternatives and climate change mitigation and adaptation strategies and to improve energy and climate security in the Americas. The purpose of the project is strengthening dialogue and technical cooperation on sustainable energy and climate change practices, policies, laws and regulations, among governments, private sector, financiers, academicians and other stakeholders. There are four outputs that have been targeted for the 24-month duration of the project to be able to support the goal and purpose of the ECPA. These are:

- Output 1: Forum provided for Dialogue among private sector, governments, academia, and NGOs representatives on sustainable energy and climate change policy development.
- Output 2: Technical cooperation enabled to promote the exchange of best practices and lessons learned in sustainable energy and climate change among key stakeholders
- Output 3: Information on ECPA and issues related to energy and climate disseminated.
- Output 4: ECPA governance structure implemented.

This formative and summative evaluation aims to investigate the relevance, efficiency, effectiveness and sustainability of Phase IV of the ECPA Clearinghouse project and to provide the OAS with findings, recommendations and critical lessons learned during the roll-out of the project.

Your feedback is highly important in supporting OAS’ future strategic decision making, clarifying further programming possibilities, and highlighting learning made throughout the project cycle. **All the information that you provide will be kept confidential.**

Do we get your consent to take part in this interview?

- Yes
- No

QUESTIONS FOR KEY INFORMANT INTERVIEWS								
Lead-in question for selected evaluation questions	Follow-up questions	Type of informants						
		OAS/EOAS/DPE /DSD	ECPA Staff	Ministry of Energy	Other Governments	NGO	Private Sector	Partner - WB, IDB etc.
1. Relevance								
1.1 How relevant is the ECPA project objectives and priorities to the OAS’s mandate and programming?	What specific policies and plans does the ECPA support?	<input checked="" type="checkbox"/>						
1.2 To what extent is the ECPA objectives aligned with donors/ participating government /countries priorities in advancing sustainable energy?	What specific national/agency policies and plans does the ECPA support?			<input checked="" type="checkbox"/>				
1.3 If you have to summarize in one sentence the ECPA theory of change what would it be?	How do you think the project was supposed to effect change and why? Do you think all the activities and outputs that were the focus of this project were suitable to achieve the intended outcomes and impacts? Is the results chain of the ECPA clear and logical in your opinion? Are there clear assumptions between results?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					

QUESTIONS FOR KEY INFORMANT INTERVIEWS									
Lead-in question for selected evaluation questions	Follow-up questions	Type of informants							
		OAS/VOAS/DPE/DSD	ECPA Staff	Ministry of Energy	Other Governments	NGO	Private Sector	Partner - WB, IDB etc.	Donor
1.4 Was a standardized approach/process used to select countries / beneficiaries for technical assistance support?	If yes, do you think that the selection criteria are relevant or appropriate? What are the strengths and weakness of the selection criteria? Were the criteria routinely applied to all components of the ECPA project or where applicable?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>						
2. Effectiveness									
2.1 To what extent did ECPA contribute to the strengthening of dialogue on sustainable energy/climate change?	Can you provide concrete examples of results that came from partnerships and knowledge exchanges that were promoted through the ECPA project? How well the ECPA is perceived/recognized as a "hemispheric forum for dialogue and cooperation?"	<input checked="" type="checkbox"/>							
2.2 To what extent has ECAP contribute to the strengthening of technical cooperation on sustainable energy /climate change?	Please provide examples of how the ECPA project is contributing to the advancement of knowledge sharing on sustainable energy practices?	<input checked="" type="checkbox"/>							
2.3 To what extent has ECPA contribute to the strengthening of policies, laws and regulations among stakeholders?	In your opinion, how has the ECPA project influenced or affected energy policies, practices and actions? Please provide detailed examples.	<input checked="" type="checkbox"/>							
2.4 Have best practices and lessons learned been shared and exchanged among participating stakeholders?	To what extent are the technical assistance and exchanges of best practices/ lessons learned contributed to an increase of capacity for the OAS member states? What best practices and lessons learned have been shared and exchanges through ECPA? To what extent has the technical cooperation (workshops, expert visits and technical exchange missions) activities contributed to the sharing of best practices and lessons? To what extent has the website been useful and effective in promoting awareness of best practices and lessons related to energy and climate? To what extent have the public discussion forums promoted dialogue and sharing of lessons among key stakeholders? What were the factors influencing achievement or non-achievement of the sharing of best practices and lessons?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
2.5 To what extent has the governance structure of the ECPA been effective?	Do you think the frequency of the meetings of the steering committee was adequate to support dialogue, planning and decision-making for advancing the ECPA objectives? Are the guiding principles that describe the tenets of the partnership clear, relevant and appropriate?	<input checked="" type="checkbox"/>							

QUESTIONS FOR KEY INFORMANT INTERVIEWS								
Lead-in question for selected evaluation questions	Follow-up questions	Type of informants						
		OAS/VOAS/DPE/DSD	ECPA Staff	Ministry of Energy	Other Governments	NGO	Private Sector	Partner - WB, IDB etc.
2.6 To what extent has the design and implementation of the governance structure of the ECPA been relevant and useful?	Do you think the membership (size and representatives) of the steering committee is suitable for the purpose and intent set out? Is the work of the steering committee sufficiently shared with other members of the ECPA? Is there evidence of strong buy-in and support for the work of the steering committee among the committee members? (For instance, consistent participation from members, demonstrated leadership for themes/topics etc.) Is there evidence of co-hosting, cost-sharing and co-branding of meetings? Please provide an example, if possible.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
2.7 To what extent has the project addressed the crosscutting issue of gender perspective and to what results	To what extent was gender equality considered during project design or in M&E. What is the sex distribution of panelists/presenters at technical cooperation events? What was the sex distribution of senior experts used to support countries? Were gender issues addressed at the workshops convened? To what extent was gender equality considered in the practices and lessons learned that were shared through exchanges and technical assistance.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
2.8 What is the quality of the Clean Energy Action Plan that was developed though Phase IV?	Do you think the clean energy action plan is current and reflective of the priorities of the beneficiary countries (is it relevant)? Please explain your answer. Is it supportive of the goals and intent of the ECPA project?	<input checked="" type="checkbox"/>						
2.9 Has the ECPA project generated any unintended results?	What are the positive unintended results of ECPA, if any? What are the negative unintended results of ECPA, if any? Why did these positive/negative results occur?	<input checked="" type="checkbox"/>						
3. Efficiency and Implementation								
3.1 Was the project implemented in the most efficient way?	Whose procurement policies and procedures were utilized for the project? Do the procurement policies and procedures promote the selection of the most economical options such as higher weighting for costs for bids; purchase of the most economical airfare for participants for workshop etc.; or guided by the value for money principle? To what extent were the costs related to the implementation of the ECPA activities justified, given the changes/effects/benefits that have been achieved? Please give details. Were any cost saving strategies implemented? Please provide details	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
3.2 Was the estimated cost of implementation similar to what was the actual cost of implementation?	Were any budget line items underestimated or overestimated? If so, do you know what was the rationale for this? Is there anything that can be done differently to improve budgeting for similar projects in the future? Were there significant differences in support (monetary terms) provided to beneficiary countries? If yes, what was the reason for this?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
3.3 Has the project been able to channel additional funds to finance the ECPA?	What about in-kind contributions?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					

QUESTIONS FOR KEY INFORMANT INTERVIEWS									
Lead-in question for selected evaluation questions	Follow-up questions	Type of informants							
		OAS/VOAS/DPE /DSD	ECPA Staff	Ministry of Energy	Other Governments	NGO	Private Sector	Partner - WB, IDB etc.	Donor
3.4 Were key outputs and objectives achieved on time?	Were any of the project deliverables delayed? If so, did it have any implications on the overall costs and effectiveness in the program delivery? Were there any external factors (political or social) that may have effected implementation? How realistic were the original project timelines? Were any mechanisms were put in place to ensure adherence to the project timelines? Is there anything that you would have done differently to improve the efficiency of the project?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
3.5 Were lessons learned from previous operations considered during the design and applied during the implementation of Phase IV?	Is documenting lessons a part of the reporting process? Is there a process for incorporating lessons into the subsequent year's work programming? Any changes stemming from lessons learned gathered from the different phases of the ECPA that have been integrated in the Phase 5 planning? Have the recommendations from the 2013 evaluations been disseminated and implemented?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
3.6 Was the monitoring mechanism used an efficient and effective tool to follow-up on the progress of project's actions?	Is the existing monitoring system for the ECPA project easy to use and low-cost? Did the M&E system collect useful data on a regular basis to inform planning and decision making? Did the project include specific requirements for conducting follow-up of training activities to measure: increased capacity on energy matters, increased skills, awareness and abilities among recipients; and the strengthening of institutions where such individuals work, among others? If yes, how well were they designed? What could be improved? What could be improved for M&E in future interventions?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>						
4. Sustainability									
4.1 To what extent does the ECPA model have the resources to sustain itself into the future?	Are there any new resources identified to sustain the ECPA objectives into the future?	<input checked="" type="checkbox"/>							
4.2 Are there external factors that can affect sustainability?	What economic, political or social factors may affect sustainability in the future? Will it be a positive or negative impact on sustainability?	<input checked="" type="checkbox"/>							
4.3 To what extent does the ECPA model have the capacity to sustain itself into the future (e.g. with respect to organizational, structural and management capacity)?	Do you think there are adequate leadership, ownership and capacities at the national level to sustain the benefits made at the national level, if any? What are the institutional mechanisms in place to sustain ECPA? Were any results sustained since the end of the project by beneficiary countries and their partners? What worked well to allow this?	<input checked="" type="checkbox"/>							
4.4 Do you have any operational improvements suggestions to convey to ECPA and or recommendations?		<input checked="" type="checkbox"/>							

APPENDIX 5 – SURVEY QUESTIONS

SECTION 1. INTRODUCTION

Dear Participant:

This online survey deals with Phase IV of the Energy and Climate Partnership of the Americas (ECPA) Clearinghouse project. The purpose of the survey is to inform a formative and summative evaluation of the project that is currently being conducted by an independent consultant commissioned by the Organization of American States (OAS). The evaluation aims to investigate the relevance, efficiency, effectiveness and sustainability of Phase IV of the ECPA Clearinghouse, and to provide the OAS with findings, recommendations and critical lessons learned during the roll-out of this project. Summary information on the project is supplied below.

Reminder of Project Goal, Purpose and Outputs

Phase IV of the ECPA Clearinghouse project aims to contribute to the adoption of clean energy alternatives and climate change mitigation and adaptation strategies and to improve energy and climate security in the Americas. The purpose of the project is to strengthen dialogue and technical cooperation on sustainable energy and climate change practices, policies, laws and regulations, among governments, the private sector, financiers, academia and other stakeholders. To support the goal and purpose of ECPA, four outputs have been targeted for the 24-month duration of the project. These are:

- Output 1: Forum provided for Dialogue among the private sector, governments, academia, and NGO representatives on sustainable energy and climate change policy development.
- Output 2: Technical cooperation enabled to promote the exchange of best practices and lessons learned in sustainable energy and climate change among key stakeholders
- Output 3: Information on ECPA and issues related to energy and climate disseminated.
- Output 4: ECPA governance structure implemented.

This online survey should take no more than 20 to 30 minutes to complete. It seeks to assess your personal perspective on the relevance and performance of the project and on the quality of key outputs such as the ECPA website and newsletter. Your feedback will be critical to support future strategic decision making by the OAS, to clarify further programming possibilities, and to highlight learning achieved throughout the project cycle. **Any information that you provide will remain strictly confidential and will only be used by the consultant to draw high-level findings and key recommendations.** The consultant's email address will be given at the end, in case you wish to share some comments or raise some concerns about the survey.

- Q1. Do you agree to take part in the survey?
- Yes -> Go to Section 2
 - No -> Exit survey

SECTION 2. GENERAL INFORMATION

- Q2. Which of the following categories best describes the capacity in which you acting to answer the survey?
- Representative of OAS/UOAS/DPE/DSD
 - Member of the ECPA staff
 - Representative of the Ministry of Energy of one of the participating countries
 - Representative of another government body of one of the participating countries
 - Representative of a non-governmental organization
 - Member of a private sector company
 - Representative of a partner institution (WB, IDB, etc.)
 - Representative of a donor
 - Other (please describe): _____

SECTION 3. RELEVANCE OF THE ECPA CLEARINGHOUSE PROJECT

Q3a. How much of a priority would you say the objectives and outputs of ECPA are for your agency?

- Very high priority
- Moderately high priority
- Fairly low priority
- Not at all a priority
- Don't know/I'd rather not say

Q3b. What makes you say that? _____

SECTION 4. ACHIEVEMENT OF KEY OBJECTIVES OF THE ECPA CLEARINGHOUSE PROJECT

Q4a. How large a contribution would you say ECPA has made to the strengthening of dialogue on sustainable energy?

- Very large contribution
- Moderately large contribution
- Fairly small contribution
- No contribution at all
- Don't know/I'd rather not say

Q4b. What examples, if any, could you give of the ECPA's contribution to the strengthening of dialogue on sustainable energy? _____

Q5a. How large a contribution would you say ECPA has made to the strengthening of technical cooperation on sustainable energy?

- Very large contribution
- Moderately large contribution
- Fairly small contribution
- No contribution at all
- Don't know/I'd rather not say

Q5b. What examples, if any, could you give of the ECPA's contribution to the strengthening of technical cooperation on sustainable energy? _____

Q6a. How large a contribution would you say ECPA has made to the strengthening of sustainable energy policies, laws and regulations among governments, the private sector, financiers, academia and other stakeholders?

- Very large contribution
- Moderately large contribution
- Fairly small contribution
- No contribution at all
- Don't know/I'd rather not say

Q6b. What examples, if any, could you give of the ECPA's contribution to the strengthening of sustainable energy policies, laws and regulations among governments, the private sector, financiers, academia and other stakeholders? _____

Q7a. How large a contribution would you say ECPA has made to the development of key partnerships among public, private and academic institutions to promote sustainable energy practices, policies, laws and regulations?

- Very large contribution
- Moderately large contribution
- Fairly small contribution
- No contribution at all
- Don't know/I'd rather not say

Q7b. What examples, if any, could you give of the ECPA's contribution to the development of key partnerships among public, private and academic institutions to promote sustainable energy practices, policies, laws and regulations? _____

Q8a. How large a contribution would you say ECPA has made to the advancement of knowledge on energy?

- Very large contribution
- Moderately large contribution
- Fairly small contribution
- No contribution at all
- Don't know/I'd rather not say

Q8b. What examples, if any, could you give of the ECPA's contribution to the advancement of knowledge on energy? _____

Q9a. On the whole, how successful would you say that ECPA-supported technical cooperation activities (workshops, expert visits, technical exchange missions, etc.) have been at facilitating the sharing of best practices and lessons learned in sustainable energy and climate change among key stakeholders?

- Very successful
- Moderately successful
- Somewhat unsuccessful
- Totally unsuccessful
- Don't know/I'd rather not say

Q9b. What makes you say that? _____

Q10a. How successful would you say that forums/dialogues promoted by ECPA have been at sustaining discussions on sustainable energy and climate change policy development among stakeholders from the private sector, governments, academia, and NGOs?

- Very successful
- Moderately successful
- Somewhat unsuccessful
- Totally unsuccessful
- Don't know/I'd rather not say

Q10b. What makes you say that? _____

SECTION 5. ECPA WEBSITE AND SOCIAL MEDIA

Q11. How familiar would you say you have with each of the following information-sharing media related to ECPA?

	Very familiar	Moderately familiar	Slightly familiar	Not familiar at all	Don't know/I'd rather not say
a. ECPA website	<input type="checkbox"/>				
b. ECPA Facebook	<input type="checkbox"/>				
c. ECPA Twitter	<input type="checkbox"/>				
d. ECPA Newsletter	<input type="checkbox"/>				

Q12. On the whole, how useful would you say the following information-sharing media related are to promote the ECPA brand and to share information and lessons on the current discussion surrounding clean energy/energy efficiency?

	Very useful	Moderately useful	Slightly useful	Not useful at all	Don't know/I'd rather not say
a. ECPA website	<input type="checkbox"/>				
b. ECPA Facebook	<input type="checkbox"/>				
c. ECPA Twitter	<input type="checkbox"/>				
d. ECPA Newsletter	<input type="checkbox"/>				

Q13a. To the best of your recollection, did you consult the ECPA newsletter at least once in the last 12 months?

- Yes
- No -> Go to Q18

Q13b. How many times (or how frequently, on average) would you say you have consulted the ECPA newsletter during these last 12 months? _____

Q14. What is your primary purpose for consulting the ECPA newsletter?

- To obtain information on energy and climate
- To access the latest news on energy and climate in the Americas
- To support research
- To support advocacy and/or policies discussion
- Other (please describe): _____
- I never consult the ECPA newsletter
- Don't know/I'd rather not say

Q15. How would you qualify the coverage of contemporary energy-related issues in the ECPA newsletter?

- Very comprehensive
- Moderately comprehensive
- Fairly restricted
- Very restricted
- Don't know/I'd rather not say

Q16a. On the whole, how useful would you say the ECPA newsletter is to the current ECPA discussion and to the needs of your agency/country?

- Very useful
- Moderately useful
- Only slightly useful
- No useful at all
- Don't know/I'd rather not say

Q16b. What examples, if any, could you give of how information found in the ECPA newsletter was put to use by your agency/country?

Q17. What suggestions, if any, would you have to improve the ECPA newsletter?

Q18a. To the best of your recollection, did you consult the ECPA website at least once in the last 12 months?

- Yes
- No -> Go to Q24

Q18b. How many times (or how frequently, on average) would you say you have consulted the ECPA website during these last 12 months? _____

Q19. What is your primary purpose for consulting the ECPA website?

- To obtain information on energy and climate
- To access the latest news on energy and climate in the Americas
- To support research
- To support advocacy and/or policies discussion
- Other (please describe): _____
- I never consult the ECPA newsletter
- Don't know/I'd rather not say

Q20. How would you qualify the coverage of contemporary energy-related issues in the ECPA website?

- Very comprehensive
- Moderately comprehensive
- Fairly restricted
- Very restricted
- Don't know/I'd rather not say

Q21a. On the whole, how useful would you say the ECPA website is to the current ECPA discussion and to the needs of your agency/country?

- Very useful
- Moderately useful
- Only slightly useful
- No useful at all
- Don't know/I'd rather not say

Q21b. What examples, if any, could you give of how information found in the ECPA website was put to use by your agency/country? _____

Q22. What suggestions, if any, would you have to improve the ECPA website?

SECTION 6. UNINTENDED RESULTS

Q23. In your view, has the ECPA project had any unintended results?

- Yes (please describe): _____
- No
- Don't know/I'd rather not say

SECTION 7. SUSTAINABILITY

Q24a. What would you say are the odds that the achievements of ECPA will endure over time?

- Very high
- Moderately high
- Fairly low
- Very low
- Don't know/I'd rather not say

Q24b. What makes you say that? _____

Thank you very much for taking the time to answer. If you have any questions about this survey or about the evaluation, please email Ms. Maryvonne Arnould at maryvonne.arnould@advisem.ca.

APPENDIX 6 – PROPOSED OFFICIAL MEMO FOR ECPA ON-LINE SURVEY

Dear Colleague:

The OAS is pleased to inform you that the final evaluation of the Energy and Climate Partnership of the Americas (ECPA) Phase IV Project is now under way. In this context, we are contacting you today to formally invite you to take part in an online survey, conducted in support of the evaluation.

As you know, ECPA Phase IV aimed to contribute to the adoption of clean energy alternatives and climate change mitigation and adaptation strategies, in addition to improving energy and climate security in the Americas. The final evaluation is a formative and summative study that seeks to investigate the relevance, efficiency, effectiveness and sustainability of ECPA Phase IV and to provide the OAS with findings, recommendations and critical lessons learned during the roll-out of the project.

The online survey has been developed to collect your views on key project outputs. You have been selected to participate because you are a trusted collaborator and because your feedback is highly important to inform ECPA's future strategic decision-making, clarify further programming possibilities, and highlight learning achieved throughout the project.

The online survey should take more than 30 minutes of your time to complete. Due to time constraints associated with the evaluation exercise, we kindly request that you complete the survey by January 10, 2018. To do so, simply click on the link below and follow the instructions that will appear on the screen. Any information that you provide will remain strictly confidential.

The lead evaluator for this study is Ms. Maryvonne Arnould; should you have any questions about the online survey, you may contact her at maryvonne.arnould@advisem.ca. If, for some reason, you cannot answer the survey, feel free to share it with your colleagues by forwarding them this message.

We look forward to your support and participation in the survey and would like to take this opportunity to thank you in advance.

With warm regards,

Juan Monticelli
Department of Sustainable Development
Executive Secretariat for Integral Development
Organization of American States

CLICK HERE TO BEGIN SURVEY:

Survey link:

<https://www.surveymonkey.com/r/F83NSYH>

APPENDIX 7 – ECPA ACTION PLAN 2018-2019

General aspects

The Action Plan is a tool that facilitates participatory monitoring of actions related to clean, efficient, and affordable energy in the region. It aims to organize hemispheric energy cooperation within a given timeframe by establishing activities for each of the pillars and crosscutting planks of the ECPA, taking note of countries participating in collaborative activities or national energy priorities and establishing implementation periods and expected results.

Period covered

The ECPA Action Plan covers a two-year period –although some actions may have a longer duration- and updates for the subsequent period are approved at ministerial meetings.

Contents

The Action Plan is built around the pillars and crosscutting planks of ECPA, which also tie in with international objectives, such as the Sustainable Development Goals (SDGs) and the Sustainable Energy for All Initiative (SE4ALL), both of which are sponsored by the United Nations:

Pillar 1: Energy Efficiency

Pillar 2: Renewable Energy

Pillar 3: Efficient Use of Fossil Fuels

Pillar 4: Energy Infrastructure

Pillar 5: Energy Poverty

Pillar 6: Regional Energy Integration

Pillar 7: Energy Research and Innovation

The biennial Action Plan contains concrete initiatives to advance in a collaborative manner –with other countries of the hemisphere- or on the national level, according to the priorities expressed by the countries of the Americas in the context of the regional energy transition.

ECPA 2018-2019 ACTION PLAN MATRIX – “TOWARD ENERGY TRANSITION IN THE AMERICAS”

I. COLLABORATIVE ACTIONS

PILLAR 1: ENERGY EFFICIENCY							
Country Leading the Initiative	Specific Topic	Objective	Participating Countries/Potential Partners	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
Brazil	Implementation of ISO 50.001 in industries	To implement ISO 50.001 as an effective instrument recognized worldwide for continuous improvement	USA, Mexico, Colombia or other interested countries.	-Promotion of ISO 50.001 to consumers through workshops. -Certification of auditors of Management System. -Promotion of accreditation mechanisms for institutions that carry out conformity assessment. -Training of professionals in 40 small and medium industries and 9 major industries. -Demonstrative case of implementation of ISO 50,001 in three industries, two medium and large. -Dissemination of results.	2 years	International organizations, for instance, UNIDO, ECPA, UNEP, Coordination: Mines and Energy Ministry	. Energy savings, increase of number of certified organizations on ISO 50.001 or of ISO 50.001 implementations, building capacity and dissemination of benefits of ISO 50.001 implementation.
Colombia	Education in energy efficiency	To support the inclusion of energy efficiency and renewable energy issues in formal education at the pre-primary, elementary, and middle school levels)	United States and Mexico or multilateral banks.	Preparation, editing, printing, and distribution of 5,000 copies of the Methodological Guide drawn up on the subject for teachers at the pre-primary, elementary, and middle school levels and the holding of 5 events (workshops) in 5 cities (one per city) to promote it.	First half 2018	Technical coordination by the Mining/Energy Planning Unit (UPME). The idea is to obtain multilateral bank (IDB, World Bank, etc.) or cooperation agency (USAID, AMEXCID, or similar) financing for the preparation, editing, printing, and distribution of the proposed material.	Easier “ownership” of the methodology by teachers with a view to promoting its regular use in day-to-day activities and guaranteeing that the new generations being shaped today acquire a well-structured knowledge of energy efficiency and renewable energy issues.
Costa Rica	Electrification of public and private transport.	To encourage and reinforce the use of electric transportation in order to reduce the use of fossil fuels, environmental pollution, and adverse impacts on health.	Partnerships between countries interested in joint pilot projects and access to cooperation.	-Establishment of a regional network for cooperation and exchange of experience acquired with the electrification of transportation. -Technical studies for developing charging infrastructure, communication platforms, and electric transportation business models. -Implementation of pilot projects for compiling experiences with the use of	5 years	-Access to international cooperation and technology transfer resources. -Technical assistance for capacity building and the carrying out of technical studies relating to electric transportation, variable energy sources,	-Cooperation network and exchanges of experiences among countries interested in the electrification of transportation. -Achievement of technology transfer of the electric car and bus industry. - Technical studies for developing infrastructure, communication platforms, and electric

PILLAR 1: ENERGY EFFICIENCY							
Country Leading the Initiative	Specific Topic	Objective	Participating Countries/Potential Partners	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
				<p>new technologies in public and private transport.</p> <p>-Maintenance of an electricity grid with a high percentage of renewable sources to ensure the availability of clean energy for the electrification of transportation.</p> <p>-Ensuring the reliability of the electricity system with a high percentage of variable renewable energies by developing smart networks and storage systems.</p>		smart networks, and power storage.	<p>transportation business models.</p> <p>- Pilot projects for compiling experiences with the use of new regional technologies.</p> <p>-Electricity grid with a high percentage of renewable sources to ensure the availability of clean energy for the electrification of transportation.</p> <p>-Electricity system with a high percentage of variable renewable energies by developing smart networks and storage systems.</p>
Chile	Energy efficiency in the use of firewood for heating homes.	To exchange experiences with the efficient use of firewood for heating homes in Chile and Uruguay, in order to strengthen public policies in this area in the two countries.	Chile, Uruguay	<ol style="list-style-type: none"> 1. Carrying out a diagnostic assessment of public policies pursued in Chile and Uruguay with respect to efficient use of firewood for heating purposes. 2. Presenting cases of successful application of public policies regarding the efficient use of firewood for heating. 3. Forming of working groups for knowledge transfer and strengthening public policies on the use of firewood in the two countries. 4. Generating a cooperation report for the two countries aimed at boosting public policies in the area of the efficient use of firewood for heating purposes. 	2018-2019	AUCI, AGCI (the Uruguayan and Chilean International Cooperation Agencies), Ministry of Energy of Chile, Ministry of Industry, Energy, and Mining of Uruguay	Based on the learning process, the establishment or improvement of public policies for more efficient and less polluting use of firewood and its by-products.
Chile	Electric mobility	To develop education and knowledge of electric mobility; costs and benefits.	Chile, Mexico, and Peru (financed), and interested EPCA countries.	Promotion of electric mobility focusing on infrastructure and training of the workforce through workshops and other activities.	2018-2019	APEC, Ministry of Energy of Chile	Training of the workforce of the countries involved, in order to foster the diversification of the fuel energy matrix with a higher percentage of electric mobility.
Mexico	Efficiency Program in the Federal Public Administration (APF).	To share Mexico's and Chile's experience with promoting efficient use of energy in the public sector and to	Belize, Costa Rica, Guatemala, El Salvador, Honduras, Nicaragua, Panamá, Dominican Republic,	With the support of the National Commission for the Efficient Use of Energy (CONUEE) and the Energy Efficiency Division of the Ministry of Energy of Chile, three separate	10 months	Technical Coordination Unit (TCU) of EPCA for conducting Webinars Potential partners: IDB/ECLAC/OLADE/PM	X number of programs implemented/under way in public sector entities in ECPA in 2019.

PILLAR 1: ENERGY EFFICIENCY							
Country Leading the Initiative	Specific Topic	Objective	Participating Countries/Potential Partners	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
		strengthen capacities in participating countries for designing and implementing energy efficiency programs in public sector buildings and vehicle fleets.	Guyana, Chile, Argentina ²⁶	<p>activities may be carried out:</p> <p>1. Introductory seminars: To address background, content, and general administrative provisions that form part of the APF Efficiency Program. Besides, the Chilean experience about the program "Gestion Energría" will be shared.</p> <p>2. Training in implementing an Energy Efficiency in Government Facilities. Program.²⁷</p> <ul style="list-style-type: none"> - Internal governance for operating the program. - Familiarity with alternative technologies for replacing lighting and other devices. - Familiarity with energy management systems and traineeship networks. <p>3. Implementation of pilot programs: assistance and follow-up to identify financing opportunities with international organizations.</p>		(sic; WB?)	
Peru	Implementation of energy efficiency measures.	To achieve a sustainable reduction in national demand for energy.	Countries participating in ECPA	<ul style="list-style-type: none"> -Design of financial mechanisms to support investment in energy efficiency measures. -Dissemination and promotion of energy efficiency labeling. -Preparation of Minimum Energy Efficiency Standards-MEES. -Transformation of the lighting market towards more energy-efficient technologies. -Mandatory audits in the public sector. -Encourage the constitution of certified suppliers for energy audits. -Promotion of energy management systems. -Promotion of sustainable 	2018-2019	Technical and financial resources; synergies and partnerships with ECPA countries.	Reduction of the demand for energy through energy-efficient technologies.

²⁶ Initial proposal pending confirmation with the technical counterparts of CONUEE and open to the participation of all EPCA member countries.

²⁷ The Energy Efficiency Program for public facilities in Mexico considers buildings, vehicle fleets and industrial facilities.

PILLAR 1: ENERGY EFFICIENCY							
Country Leading the Initiative	Specific Topic	Objective	Participating Countries/Potential Partners	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
				construction standards related to energy efficiency.			
Peru	Inclusion of electric vehicles.	To reduce energy consumption in the transportation sector.	Brazil, United States	<ul style="list-style-type: none"> - Development of an energy NAMA to promote clean transportation and innovative and sustainable technologies. - Carrying out of pilot schemes in certain parts of the country to verify its technical and financial viability. - Promotion of electric vehicles. 	2018-2019	UNDP; synergies and partnerships with ECPA countries.	Increased use of electrical vehicles.
Uruguay	Description of the vehicle fleet and the use made of it.	To develop a methodology for surveying the vehicle fleet and its use.	Partnership with countries in the region facing the same issues.	<ul style="list-style-type: none"> a) Preparation of a survey methodology to be applied throughout the region to gauge the size and nature of the vehicle fleet. b) Design of surveys for each transportation segment in order to determine: the vehicle fleet, routes, age, average consumption and other characteristics associated with its use in the transportation sector. c) Preparation of a manual to be updated from time to time. d) Establishment of specific indicators for monitoring and evaluating policies pursued in the transportation sector. e) Capacity-building within institutions for conducting studies, either directly or in a counterpart capacity. 	3 years	<ul style="list-style-type: none"> -Cooperation between countries with experience in this field and advances with regard to methodology. -Ministry of Industry, Energy, and Mining with assistance from the “interagency group on energy efficiency in transportation.” 	<ul style="list-style-type: none"> - Standardized methodology for surveys of the vehicle fleet and ways it is used. - Manual on periodic updating of the methodology. - Specific indicators for the transportation sector. - Personnel trained in this field.
Uruguay	Development of electric transportation.	To explore the potential for expanding electric transportation in Uruguay.		<ul style="list-style-type: none"> a) Adjusting vehicle fleet projection methodology and determining the potential for electronic transportation, taking into account technical and economic aspects of the technologies involves and the socioeconomic characteristics of the country. b) Studying the spillover effects of introducing electric transportation. c) Developing a regional methodology for the leasing or purchase of electric vehicles. d) Developing standardized charging 	4 years	<ul style="list-style-type: none"> -Need for an expert of countries with electric transportation expansion policies. -Cooperation with countries to develop regulations in cooperation with the technical standardization agency, via regional workshops and meetings. -Cooperation among countries to develop 	<ul style="list-style-type: none"> -Potential for the expansion of electric transportation in Uruguay. -Spillover effects from introducing electric transportation. -Specifications/conditions for the purchase of electric vehicles. -Regional standardization of the charging system.

PILLAR 1: ENERGY EFFICIENCY							
Country Leading the Initiative	Specific Topic	Objective	Participating Countries/Potential Partners	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
				systems in the region to facilitate electric traffic between countries.		specifications through technical exchanges and workshops. -Experts in studies of spillover effects (externalities).	

PILLAR 2: RENEWABLE ENERGY							
Country Leading the Initiative	Specific Topic	Objective	Participating Countries/Potential Partners	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
Antigua and Barbuda	Waste to Energy applications.	To reduce pressure on existing waste disposal facilities, reducing pollution and reducing fossil fuel use and imports through harnessing of renewable energy sources.	Antigua and Barbuda and potentially other eastern Caribbean countries.	Feasibility assessments of appropriately scaled waste to energy facilities and financing of the venture.	24 months	International technical and financial assistance agencies; national waste management, health, and energy authorities; private sector waste entrepreneurs.	Harnessing of available base load energy from nationally generated wastes leading to reduced pressures on waste disposal facilities, and reduced coastal and land-based pollution, as well as generation of electricity from renewable sources.
Argentina	Access to modern and affordable energy services in Latin America and the Caribbean.	-To gather the latest findings and experiences from organizations like OLADE and the IDB around the subject matter. -Focus on the issue of affordability of energy services in emerging economies. -Complement the G20 Access to Energy Action Plans for Sub-Saharan Africa and East Asia.	G20 member countries	This activity will be jointly developed by OLADE and the IDB under the leadership and supervision of the G20 Argentine Presidency. During the first half of 2018, progress will be reported at the G20 Energy Sustainability Group meetings, where the rest of the G20 members will make their contributions and recommendations.	October 2017-September 2018	Coordinated by Argentina in collaboration with OLADE and IDB	G20 Access to Energy Action Plan for Latin America and the Caribbean.
Chile	Unconventional renewable energies.	To share knowledge and experience with regard to regulating and managing renewable energies.	Chile, Argentina	Binational seminar to exchange lessons learned and best practices with respect to: - Changes to regulations that have impacted the development of Unconventional Renewable Energies	2017-2018	GIZ, Ministry of Energy of Chile, Ministry of Energy and Mining of Argentina	Shared learning experiences between both countries on regulatory amendments, regulation, strategy, and changes in the handling of

PILLAR 2: RENEWABLE ENERGY							
Country Leading the Initiative	Specific Topic	Objective	Participating Countries/Potential Partners	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
				<ul style="list-style-type: none"> -Regulation of Small Energy Distributed Generation, Net-billing, and self-consumption without grid-injection. Role and rights of the actors involved, remuneration system. - Development and trends. - Strategy implemented to develop distributed generation for self-consumption (Net-billing, DG without injection): Regulation – Monitoring-Supply-side stimulation – Demand activation -Public solar roofs program. 			unconventional renewable energies, with a view to establishing and improving public policies in these areas.
Peru	Increasing the share of renewable energy sources in the energy matrix.	To diversify the energy matrix in order to ensure reliable, regular, ongoing, and efficient satisfaction of the national demand for energy; promote sustainable development; and support energy planning.	Countries participating in ECPA	<ul style="list-style-type: none"> - Promoting investment in electric power generation using renewable energy. - Evaluating the energy matrix after introducing unconventional renewable energy resources (RER). - Promoting distributed generation to encourage self-generated electricity using renewable sources and cogeneration. - Promoting smart networks. - Drawing up of the National Energy Plan to evaluate diversification of the matrix and the increase in generation using RER. 	2018-2019	Technical and financial resources, synergies, and partnerships with EPCA countries.	Greater diversification of renewable energy sources.

PILLAR 3: EFFICIENT USE OF FOSSIL FUELS							
Country Leading the Initiative	Specific Topic	Objective	Participating Countries/Potential Partners	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
Canada	Cleaner Oil and Gas Working Group.	Rename the existing Heavy Oil Working Group to the “Cleaner Oil and Gas Working Group” and expand its scope beyond heavy oil to include all oil and gas production. The working group will	Canada, with potential participation from countries that partook of the Heavy Oil Working Group: Brazil, Colombia, Ecuador, Mexico, Trinidad and Tobago,	<p>Activities would build upon the foundation established through previous meetings of the Heavy Oil Working Group. It is proposed that the Working Group focus on information exchange and knowledge-sharing related to:</p> <ul style="list-style-type: none"> •clean technology innovation to mitigate emissions; •policy and regulatory best practices; 	2018 and 2019	Participation in the Working Group will be open to all ECPA members, including industry. The participation of oil and gas industry and international organizations will be	Clean technologies and practices to mitigate emissions and increase energy efficiency in the oil and gas sector are highly transferable across jurisdictions and will help enhance the environmental, economic and social sustainability of this sector. Collaboration under the

PILLAR 3: EFFICIENT USE OF FOSSIL FUELS							
Country Leading the Initiative	Specific Topic	Objective	Participating Countries/Potential Partners	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
		promote best practices for managing the development of all oil and gas resources through clean technology and innovation with a focus on reducing emissions associated with their development. Efforts to increase the sustainability of the oil and gas sector will encourage investment and support the creation of a more resilient industry.	and the U.S. (subject to confirmation).	and •the role of the public and private sectors to support clean technology development and uptake. The first meeting of the newly expanded working group would focus on sharing information and knowledge gained from methane and black carbon mitigation projects in Canada and Mexico. Natural Resources Canada is currently collaborating with Mexico on a project to identify high-impact emission reduction opportunities in the oil and gas sector and develop jurisdictional emissions reduction strategies that are both cost-effective and of sufficient impact to quantifiably and verifiably reduce emissions.		encouraged.	proposed new working group will seek to: •improve emissions monitoring and reporting; •identify opportunities to cost-effectively improve resource recovery and environmental performance; •inform regulatory/policy development and research/clean technology development priorities; and •enable access to capital for implementation of emission reduction projects.
United States	Remote or In-Person Workshop on Methane emissions reduction.	Sharing best practices in support of the ECPA pillar of cleaner and more efficient use of fossil fuels.	Hemispheric.	(Proposed) Remote/DVC or In-Person Technical Workshop on methane emissions reduction.	2018.2019	USDOE, Office of Fossil Energy; Open to partnerships.	Facilitate sharing of best practices on methane emissions reduction.

PILLAR 4: ENERGY INFRASTRUCTURE							
Country Leading the Initiative	Specific Topic	Objective	Participating Countries/Potential Partners	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
Ecuador	Promoting energy security in the electricity system.	To diversify the energy matrix with renewable energies, strengthening the generation system. - To strengthen protection of electricity infrastructure from external threats	Open to countries in the region with experience and interest in this field	- Establishing the complementarity and stability criteria to be considered when planning an expansion of energy generation. - Analyzing external threats and establishing methodologies for incorporating them in planning. - Analyzing policies and incentive mechanisms to promote generation using unconventional renewable	2018-2020	Ministry of Electricity and Renewable Energy	- Planning processes strengthened, and capacities built. -Policies and incentive mechanisms implemented

PILLAR 4: ENERGY INFRASTRUCTURE							
Country Leading the Initiative	Specific Topic	Objective	Participating Countries/Potential Partners	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
		(climate change, cyber-attacks, technological shifts, natural disasters)		sources (geothermal, solar, wind, biomass). - Exchanging of information regarding successful experiences and lessons learned in the region.			
Ecuador	Promoting private participation in the electricity sector.	-To promote public-private partnerships in the electricity generation segment. -To develop competitive bidding processes for constructing and operating generation projects	Open to countries in the region with experience and interest in this field.	-Exchanging experiences among countries. -Designing and implementing transparent, competitive, and efficient public selection processes.	2018-2023	Ministry of Electricity and Renewable Energy	By 2023: several generation projects carried out on a public-private partnership basis.

PILLAR 5: ENERGY POVERTY							
Country Leading the Initiative	Specific Topic	Objective	Participating Countries/Potential Partners	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
Chile	Strengthening of energy capacities	To provide technical cooperation to boost energy capacities in Haiti	Chile, Haiti, and other ECPA countries interested in providing technical assistance and counseling for Haiti.	Establishing a Technical Cooperation program for providing assistance in the areas of energy efficiency, access to energy, and institutional support	2018-2019	AGCI, Ministry of Energy of Chile	Provision of technical know-how on energy matters to the Republic of Haiti with a view to forging effective public energy-related policies.
Uruguay	Right to energy	To exchange best practices and lessons learned in implementing regularization, access, and energy sustainability policies in the urban residential sector.	ECPA countries.	-Network for cooperation and the sharing of experiences in this field among countries of the region. -Workshops in which technical personnel share their experiences with implementing: 1) Energy regularization and access policies. 2) Key components and tools for ensuring sustainability in access to energy.	2018-2019	Technical cooperation among countries. Experts on energy policies for the residential sector.	-Network of countries implementing initiatives aimed at guaranteeing secure access to (modern) energy for the entire population. -Manual of best practices to be replicated and lessons learned. -Monitoring indicators.

PILLAR 5: ENERGY POVERTY							
Country Leading the Initiative	Specific Topic	Objective	Participating Countries/Potential Partners	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
				3) Approach and socio-educational experiences with communities regarding energy efficiency. 4) Impact monitoring and assessment methodologies.			
Uruguay	Right to energy	To exchange best practices and lessons learned in implementing regularization, access, and energy sustainability policies in the urban residential sector.	ECPA countries.	-Network for cooperation and the sharing of experiences in this field among countries of the region. -Workshops in which technical personnel share their experiences with implementing: 1) Rural electrification policies. 2) Rural electrification experiences with isolated systems: design of installations, complementarity of sources, technology transfer and user "ownership" of the technology, criteria for setting tariffs, the right equipment for users, and so on. 3) Socio-educational training for users and the community to familiarize them with the systems and with energy efficiency, to ensure that isolated solutions are sustainable. 4) Impact monitoring and assessment methodologies.	2018-2019		-Network of countries implementing initiatives aimed at universalizing secure access to (modern) energy for the whole of the population. -Manual of best practices to be replicated and lessons learned. -Monitoring and evaluation indicators.

PILLAR 6: REGIONAL ENERGY INTEGRATION							
Country Leading the Initiative	Specific Topic	Objective	Participating Countries/Potential Partners	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
Chile	Electricity interconnection.	To move ahead with bilateral and multilateral electricity interconnection projects with countries in the region.	Chile, Peru, Argentina, and interested ECPA countries.	- Studies of electricity connection options between Chile and Peru, and between Chile and Argentina. -Workshops to disseminate the conclusions of electricity interconnection reports.	2018-2020	IDB, CAF, Ministry of Energy of Chile, Ministry of Energy and Mines of Peru, Ministry of Energy and Mining of Argentina	Studies completed assessing the economic benefits of electricity interconnection among participating countries and distributed among other ECPA countries interested in the subject.
Ecuador	Strengthening of	To foster and	Open to all countries	- Developing mechanisms for	2018-2023	Ministry of Electricity	By the end of the

PILLAR 6: REGIONAL ENERGY INTEGRATION							
Country Leading the Initiative	Specific Topic	Objective	Participating Countries/Potential Partners	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
	international electricity interconnections.	consolidate electricity exchanges in the region.	in the region	coordinated planning between and among countries. - Developing regulatory frameworks for promoting integration of electricity markets. - Establishing funding mechanisms for implementing interconnection projects.		and Renewable Energy	implementation period, the regional will enjoy a stronger, secure, and stable electricity system, supported by energy policies conducive to the sustainability of the sector.
Central America and Mexico	Electricity interconnection and market integration.	Advance bilateral and regional electricity interconnections and trade.	Central America, Colombia, Mexico with support from the U.S.	Central America power: System operator budget methodology; renewable energy integration; contracts and financial transmission rights, regional grid reliability.	2012-2022	CDMER, EOR, CRIE, IDB and U.S. government.	Studies assess the feasibility, economic benefits and potential expansion of electricity interconnection among participating countries. Technical Assistance to strengthen the regional electricity market (MER)
United States	Advancing Metrology for Sustainable Energy Technologies and the Environment in the Western Hemisphere - Second Phase.	To support the deployment of sustainable energy technologies and foster low carbon economic growth in the Americas.	Hemispheric	Metrology for sustainable energy technologies and the environment. To strengthen metrology capabilities of technical stakeholders in the fields of energy efficiency, renewable energy, air quality and greenhouse gases in beneficiary countries through short and long technical exchanges, trainings and webinars.	2016-2020	National Institute of Standards and Technology (NIST).	-Improved metrology's infrastructure to support GHG emission measurements, air quality, energy efficiency, and renewable energy. -Increased technical skills on metrology applications for sustainable energy technologies and air quality. -Reinvigoration of the role of Metrology to support the adoption of international standards and measurements needed to advance the adoption of sustainable energy technologies and improve air quality. -Knowledge exchange and best practices among hemispheric technical agencies increased communication to bridge gap between sustainable energy, air quality and policy making. -Knowledge exchange to prepare government officials and metrology communities to

PILLAR 6: REGIONAL ENERGY INTEGRATION							
Country Leading the Initiative	Specific Topic	Objective	Participating Countries/Potential Partners	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
							respond to the technical needs that are arising as part of the implementation of the commitments to reduce GHG.
United States	Advancing Metrology for Energy Efficient Measurements and Compliance in Central America and Dominican Republic.	To strengthen capabilities of government officials and technical stakeholders to perform energy efficiency measurement and compliance assessments in equipment and appliances, as means to contribute to a sustainable energy policy development in the context of the Central America Integration System (SICA).	SICA member states.	Metrology for the promotion of energy efficiency in SICA member states. To support the implementation of the Central America Technical Regulation on Energy Efficiency (RTCA) for household appliances and equipment through technical training, awareness, knowledge sharing, best practices, technical exchanges and regional cooperation.	2017-2020	National Institute of Standards and Technology (NIST).	<ul style="list-style-type: none"> -Improved metrology's infrastructure for energy efficiency. -Institutional strengthening on technical capabilities needed for regulation development, accreditation and certification of energy efficiency. -Increased communication between regulators and technical agencies involved on energy and policy-making. -Increased knowledge on testing, conformity assessment, energy performance standards, labeling and enforcement protocols for energy-efficiency. -Regional integration and cooperation to tackle energy and standards harmonization issues. -Engage government officials and metrology communities to respond to the technical needs arising as part of the implementation of the commitments to reduce GHG emissions and improve air quality.

PILLAR 7: ENERGY RESEARCH AND INNOVATION							
Country Leading the Initiative	Specific Topic	Objective	Participating Countries/Potential Partners	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
Uruguay	Electrical storage	To analyze the		a) Feasibility study for regional	2 years	Technical assistance	- Feasibility of developing

PILLAR 7: ENERGY RESEARCH AND INNOVATION							
Country Leading the Initiative	Specific Topic	Objective	Participating Countries/Potential Partners	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
	batteries.	possibility of developing regional production of batteries.		production of storage batteries for use in transportation and/or storage systems. b) Alternative uses of batteries that have reached the charge cycles recommended for electrical vehicles. c) Development of regulations governing the use and disposal of batteries. d) Studying of Quickdrop recharging systems using battery switch.		from academic institutions specializing in the subject. Cooperation among countries to develop regulations, jointly with standardization agencies.	regional production of batteries. - Options for second uses of batteries - Regulations governing the use and final disposal of batteries. -Feasibility of rapid battery switches.

CROSS-CUTTING PLANKS							
Country Leading the Initiative	Specific Topic	Objective	Participating Countries/Potential Partners	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
Chile	Sustainable development: Energy communes.	To develop a sustainable local energy development model to promote and replicate the Chilean Ministry of Energy's Energy Commune program.	Chile, Uruguay	1. Conducting a diagnostic assessment of the institutional and regulatory framework of the current status of local energy development in the two countries. 2. Transferring methodologies, experiences, best practices to local (public-private and civil society) actors, to foster a sustainable local energy development model. 3. Identifying critical factors for a sustainable local energy development model in the two countries. 4. Generating bilateral cooperation ties. Exchanges, workshops, compilation of best practices, lessons learned, and shared challenges in developing sustainable local energy.	2018-2019	AGCI, AUCL, Ministry of Energy of Chile, Ministry of Industry, Energy, and Mining of Uruguay	Chile and Uruguay share learning experiences with respect to regulations, energy-related institutional organization, and critical success factors for formulating or improving public policies relating to the development of sustainable local energy that can be replicated to interested ECPA countries.
United States	Governance: Shared leadership and cooperation in clean energy at	To promote political dialogue, foster the exchange of best practices, contribute to capacity-building, and	Hemispheric	A mechanism conceived for fostering partnerships for greater dialogue, collaboration and awareness on energy and climate. In charge of the ECPA's communications and outreach efforts	2017-2020	World Bank IDB Governments, Multilateral energy organizations	A region with a more accommodating policy and technical environment for adapting and incorporating cleaner and sustainable energy

CROSS-CUTTING PLANKS							
Country Leading the Initiative	Specific Topic	Objective	Participating Countries/Potential Partners	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
	the regional level (ECPA Technical Coordination Unit).	facilitate regional coordination and diplomacy on matters relating to energy.		and organizer of high-level and technical events.		Universities Civil society organizations.	technologies and practices.
United States	Sustainable Energy: Donor and resource coordination for sustainable energy and energy security in the Caribbean.	To contribute to the efforts of Caribbean States to meet the demands for modern, secure, reliable, efficient, cost-effective energy services and energy security.	Caribbean Sustainable Energy Roadmap and Strategy (C-SERMS) Platform. (CARICOM member states)	To increase the efficiency and efficacy of donor, investor, and developer endeavors in order to advance adequate and appropriate energy governance and regulatory structures, leading to increased investments, private sector engagement, and infrastructure modernization.	2017-2019	CARICOM Secretariat World Bank IDB CDB GIZ	-Sustainable energy targets and policy and regulation aspects identified at the national level through the Policy and Regulation Thematic Working Group (TWG). -Caribbean Renewable Energy and Energy Efficiency Matrix established as technical assistance coordination mechanism -Caribbean clean energy knowledge portal created. -Provide recommendations on key areas of policy, technology and technical assistance provided to CARICOM member states via the Technical Advisory Group. -Provide advice on ways to strengthen the governance of the C-SERMS platform. -Convene the biannual Caribbean Sustainable Energy Forum (CSEF)-

II. NATIONAL ACTIONS

PILLAR 1: ENERGY EFFICIENCY						
Executor country	Specific Topic	Objective	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
Antigua and Barbuda	Sustainable transportation	To reduce growth in fossil fuel use in the transportation sector by	Replacement of public sector vehicles and support for electric vehicles in the	36 months	Multilateral financing agencies, national	Greater public awareness of benefits to be obtained from

PILLAR 1: ENERGY EFFICIENCY						
Executor country	Specific Topic	Objective	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
	options including adoption of electric vehicles.	enabling a shift to energy efficient transportation modes including electric vehicles being charged from renewable energy sources.	private sector through direct financing support for select public vehicles and availability of concessionary financing for electric vehicles in the private sector.		government authorities, and private sector energy entrepreneurs.	sustainable transportation options, adoption of sustainable transportation modes in private and public sectors, and reduction in transportation fossil fuel demand.
Antigua and Barbuda	Energy efficiency in the Tourism Sector.	To improve the economic performance of the tourism sector through adoption of energy efficiency technologies and methodologies.	Implementation of a continuous capacity building program to facilitate best energy practices within the tourism sector.	24 months	Multilateral financing agencies, national government authorities, and various tourism sector entrepreneurs including hotels, restaurants, and transportation and tour providers.	Greater energy efficiency in the tourism sector resulting in improved macro-economic competitiveness and enhanced returns for tourism sector investors. An overall reduction in greenhouse gas emissions and reduced importation of fossil fuels.
Ecuador	Standardization and labeling of electrical devices.	To update and develop standards and technical specifications needed to classify the various products and devices that consume electricity according to their level of efficiency.	<ul style="list-style-type: none"> -Review and updating of existing standards. -Strengthening of quality requirements in national testing laboratories. -Strengthening of quality assessment agencies. -Coordinating with the government departments concerned the inclusion of energy labeling in government procurement. -Agreements with manufacturers, assemblers, and importers. - Dissemination campaigns. 	Electrical devices: 2017-2019	Ministry of Electricity and Renewable Energy (MEER), Ministry of Industries and Productivity (MIPRO), Foreign Trade Committee (COMEX), Ecuadorian Standardization Service (INEN), Ecuadorian Accreditation Service (SAE).	By 2019: Energy labeling and badge indicating maximum energy efficiency implemented for electrical devices consuming most energy.
Ecuador	Strengthening of the institutional and regulatory framework for promoting energy efficiency.	<ul style="list-style-type: none"> - To consolidate the legal framework for promoting and developing energy efficiency in the country, providing the certainty needed by potential investors. -To strengthen the Interagency Committee on Energy Efficiency. 	<ul style="list-style-type: none"> -Strengthening and reforming the institutional structure around the various energy efficiency actions identified in the PLANEE. - Analyzing legal, regulatory, administrative, and organizational hurdles. - Establishing the legal and regulatory framework for promoting energy efficiency. 	2017-2018	MEER	<ul style="list-style-type: none"> -Institutional arrangements strengthened in such a way as to guarantee coordination, articulation, and comprehensive formulation of energy efficiency policies and actions. - By2018: An energy efficiency law enacted with the regulatory framework for its implementation.
Ecuador	Replacement of devices consuming the most energy.	To replace obsolete technologies that generate high levels of energy consumption with new, more efficient devices.	<ul style="list-style-type: none"> - Continuation of the voluntary renewal of refrigerators, stoves and lighting devices programs. -Further efforts to replace gas stoves with more efficient induction cookers. 	Stage 1: 2017-2020	MEER, MIPRO; Electricity distribution enterprises; manufacturers, assemblers, importers, and distributors of household appliances;	By 2020: Implement the replacement program.

PILLAR 1: ENERGY EFFICIENCY						
Executor country	Specific Topic	Objective	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
			<ul style="list-style-type: none"> - Expansion of the scope of the device renewal programs. - Survey of information relating to inefficient devices in participating industries. -Evaluation of the criteria for selecting devices/participating industries. -Establishment of incentives for promoting private sector involvement. 		manufacturers' associations, and professional societies.	
Ecuador	Implementation of power management systems in buildings and industries.	To implement power management systems in energy-intensive industries and government institutions, by promoting adoption of ISO 50001.	<ul style="list-style-type: none"> -Identification of those involved with implementation of ISO 50001. - Training and technical assistance program needed to implement power management systems (SGEn) and certification in the area of energy efficiency and best practices. -Coordination of training courses in SGEn and optimization of systems used in specialized institutions. - Follow-up, monitoring and generation of SGEn reports to the indicators system for management of energy efficiency programs. 	Stage 1: 2017-2020	MEER MIPRO; CGREG; professional societies; manufacturers' associations	
Honduras	Development of own electricity generating projects in order to lower prime time consumption expenses.	To establish energy policy conditions by fostering public-private investments aimed at achieving efficient provision of energy to meet constantly growing demand.	Promoting the economic and sustainability benefits of self-supply energy policies.	2018-2032	Honduras	<ul style="list-style-type: none"> -Stable supply of energy to electricity grids. -Installation of alternative self-generation systems. -Medium- and long-term financial benefits.
Dominican Republic	Energy efficiency and technology.	Professional capacity-building.	<p>Local capacity-building, knowledge transfer by international experts, implementation of show-case projects and promotional activities on energy efficiency issues to meet technical needs derived from the implementation of such measures as:</p> <ul style="list-style-type: none"> - Investment to promote energy efficiency. - Reducing greenhouse gas emissions (GGE). - Increasing the rational use of energy. - Increasing renewable energy 	2018-2019	Technical assistance – international cooperation	<ul style="list-style-type: none"> -Trained personnel- Training courses replicated across the region. -Technical assistance for pilot projects.

PILLAR 1: ENERGY EFFICIENCY						
Executor country	Specific Topic	Objective	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
			efficiency. - Air quality testing. -On-site inspections, measurements and oversight of government institutions.			
Dominican Republic	Energy efficiency standardization policies	To establish performance indicators for evaluating energy efficiency policies.	Assessment of the impact of existing and future energy efficiency programs via implementation of ISO 50001.	2018-2019	Technical assistance – international cooperation.	-Fostering of energy efficiency in the private sector. - Regional sharing and adoption of indicators.
Dominican Republic	Energy efficiency in buildings	Development of energy efficiency standards in buildings.	-Development of policies and regulations related to energy efficiency (EE) in public sector buildings, through preparatory studies as a basis for the implementation of strategies and normative instruments that contribute to efficiency and savings in public institutions. -Design and implementation of a pilot energy efficiency program within public buildings. By means of the identification of technological changes in public buildings, energy investment and monitoring measures will be carried out, allowing substantial reductions in energy consumption and mitigation of greenhouse gases. -Monitoring and evaluation of the Project; dissemination of lessons learned through exchange of information, publications in the media, and documents systematizing results and lessons learned.	2018-2019	Technical assistance – international cooperation.	Updated, modern and efficient standards, adapted to better international uses.
Saint Lucia	Building Retrofits	To reduce energy consumption in government buildings by 20%.	Undertake building energy retrofits at a number of government buildings.	2017	Renewable Energy Division: - Technical Support.	Reduction in consumption of the building in which energy efficiency retrofits are undertaken.
Saint Lucia	Street Lighting	To reduce consumption of energy from street lighting.	Replacement of the 21, 000 street lights with more efficient LED lights.	2018 -2021	Renewable Energy Division / St. Lucia Electricity Services Limited -Technical Support.	This is expected to lead to over 5300 MWh reduction in consumption per year once this retrofit is completed.
Saint Lucia	Transport	Transition of current Government fleet of vehicles to a more efficient one using suitable	Development of a Fleet Transition Strategy and Roadmap to transition the current Government fleet of vehicles to	2017-2018	Renewable Energy Division: -Technical Support. Economic Commission for	To reduce energy consumption in the public sector through the use of electric vehicles.

PILLAR 1: ENERGY EFFICIENCY						
Executor country	Specific Topic	Objective	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
		technology.	a more efficient one using suitable technology.		Latin America and the Caribbean (ECLAC): -Technical Support. Government of Italy: -Financial Support.	
Saint Lucia	Green Architecture Pilot Promotion	To improve energy efficiency and reduce national greenhouse gas (GHG) emissions, through the use of green design principles, and green technologies. To document and promote best practices in green design.	-Efficient renewable energy generation, including installation of solar photovoltaic systems. -Water management, including rain water harvesting to provide non-portable water to be used in efficient toilets & bathroom fixtures, and for irrigation. -Climate resilient agriculture through greenhouse infrastructure using gravity-fed irrigation sourced from harvested rain water. -Provide LEED certification training for architects.	2017-2018	Renewable Energy Division: -Technical Support Financial Support: -Japan Caribbean Climate Change Project	-Green Architecture incorporated in designs island wide. -Increased use of green technology in Agriculture and buildings.
Trinidad and Tobago	Energy Efficiency (EE) in buildings	To increase Energy Efficiency in commercial and residential buildings through the development and national adoption of a Regional Energy Efficiency Building Code (REEBC)	Format: -Development of working draft and project schedule established. -Comments solicited from Member States (MS), and included in the Standard to produce a Final Draft CARICOM Standard (FDCS). -MS review and consult with relevant stakeholders. -Final editing and publication of the approved Standard takes place. -Public Consultation and National adoption of Code – voluntary basis. -Decision on making the EE Code mandatory. -Standards are systematically reviewed after five (5) years.	1 year – 1.5 years (Q1 2019)	GIZ, REETA, IDB, CDB	-Development of a Regional Energy Efficiency Building Code. -Development of Standards for energy efficiency in buildings with all technical requirements set out. -Harmonization and Socialization with the rest of the CARICOM regarding the REEBC -Support the reduction of electricity consumption in residential and commercial buildings through the development and implementation of the REEBC. -Training and development of local personnel with replication on a Regional level with specific skill sets required for implementation of the EE Code. -Energy Efficiency promotion in the private sector.

PILLAR 2: RENEWABLE ENERGY						
Executor country	Specific Topic	Objective	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
Antigua and Barbuda	Development of Wind Energy	To harness Antigua and Barbuda's wind energy resource in order to reduce fossil fuel imports and the country's contribution to greenhouse gas emissions.	Feasibility study and installation of wind energy at select sites across the nation, to transition Barbuda's electricity production towards green energy.	24 months	Multilateral financing agencies, national utility, national government, local government authorities.	Diversification of A&B's energy mix with the Integration of wind energy into Antigua and Barbuda's electricity network resulting in technology transfer, reduction of greenhouse gas emissions and reduction of imported fossil fuels.
Dominica	Development and Commissioning of a 7 Mega Watt Geothermal Power Plant by the end of December 2017.	-To provide low-cost, reliable, consistent and sustainable electricity to domestic consumers of electricity. -To provide a high level of energy security in Dominica.	CARICOM; OECS; OAS; European Union; Government of France; French Overseas Departments of Guadeloupe and Martinique; Government of the United Kingdom; Government of New Zealand; World Bank; SIDS SOCK; United Arab Emirates (CREF); To harness indigenous geothermal resources to generate power and fulfill the energy needs of the population while ensuring competitive energy costs, limiting impact on the local environment and reducing greenhouse gases emissions.	Under implementation commissioning scheduled for December 2019.	-Sources of funding scheduled are the World Bank (IDA and CTF), UK/DIFID, SIDS, the Government of New Zealand (technical assistance) and the Government of Dominica. Further funding sources include the UAE-Caribbean Renewable Energy Fund.	-Sustainable use of a local natural and "renewable" resource. -Consistent and reliable supply of high quality, low cost electricity. -Reduction in electricity tariffs. -Increased and acceptable level of energy security in Dominica. -Significant reduction in CO2 in Dominica. -Internationally approved and recognized application of a sustainable energy resource in a SIDS. -Increase in the policy, regulatory, and technical capacity for renewable (geothermal) energy development. -Increased local and foreign direct investment and economic activity.
Ecuador	Expansion of generation with renewable systems and their complementarity with traditional sources.	To apply sustainable energy technologies in exploiting renewable sources of energy to generate electricity, giving priority to projects with high monthly plant capacity factors supplementing conventional generation.	-Developing and optimizing a portfolio of supplementary renewable generation and power storage projects for continental Ecuador and the Galapagos Islands. -Updating solar and wind power resource atlases. -Helping with the generation projects required for the National Interconnected System (S.N.I.) and for the Galapagos Islands, as per the 2016-2025 Generation Expansion Plan, by exploiting local energy resources. Interagency cooperation to maximize proposed objectives.	2008-2015	MEER; INER; ELECGALAPAGOS, CNEL, INAMHI	Ecuador's wind-power and solar resource atlases updated by 2018/Portfolio of supplementary renewable energy generation projects available by 2018.
Ecuador	Replacement of	To change the energy matrix so as	Changing from fossil fuel to renewable	2017-2022	Ministry of Electricity and	60% of fossil fuels replaced by

PILLAR 2: RENEWABLE ENERGY						
Executor country	Specific Topic	Objective	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
	fossils fuels by renewable energy.	to boost the productive sector with a focus on sustainable domestic agroindustry for export.	energy in order to strengthen the shrimp, banana, cocoa and corn sectors.		Renewable Energy and electricity companies.	renewable energy.
Ecuador	Norms and labelling for renewable energy systems	To develop the necessary norms, mechanisms and tools to determine the participation of renewable energy sources in supplying the energy consumption of buildings, specifically sanitary hot water.	To develop the chapter- of the Ecuadorian Building Regulation (NEC) - Renewable Energies - Thermal Solar Systems for Sanitary Hot Water - Applications Below 100°C. To elaborate the Ecuadorian Technical Norm: NTE INEN 2507 "Thermal performance of solar collectors. Requirements." To develop the Project Copant 152-010 (Esp) - Energy Efficiency - Systems and Equipment for Solar Water Heating - Specifications and Labelling	2015-2017	MEER, MIDUVI, INEN, INER, MIPRO, ESPE, EPN, PUCE, Metropolitan Public Habitat and Housing Company- EPMHV, Construction Industry Chamber -CAMICON, College of Mechanical Engineers of Pichincha- CIMEPI, College of Architects of Ecuador-CAE, College of Civil Engineers of Pichincha- CICEP, Association of Ecuadorian Municipalities- AME, Incoayam Cia. Ltda., Technova Sol Cia. Ltda., Natural HeaT.	By 2017 to have approved technical regulations for: NEC - Renewable Energies – Thermal Solar Systems for Sanitary Hot Water – Applications Under 100 °C. Ecuadorian Technical Norms: NTE INEN 2507 "Thermal performance of solar collectors. Requirements". Copant 152-010 (Esp) - Energy Efficiency - Systems and Equipment for Solar Water Heating - Specifications and Labelling
El Salvador	Promotion of biogas for small-scale electricity generation.	Use agricultural, agro-industrial, residential and industrial waste for small-scale electric power generation and develop final waste treatment mechanisms to promote a cleaner and more comfortable environment to the population located in the vicinity of agricultural and industrial complexes.	Produce a proposal and develop a tender process for electric energy focused on small electric generation projects that use bio-waste produced biogas as a primary input of generation.	2017-2018	A multi-institutional team composed by the Regulated entity, the institution responsible for assessing energy policy, the Ministry environment, and electricity distribution companies.	To contract for a period of 10 to 20 years the energy produced by the biogas-based generation plants, thereby disseminating the economic, environmental and social benefits of generating electricity using biogas produced from biological waste, which would eventually promote the development of biogas-based technology generation projects.
Honduras	Promotion of unconventional sources of energy.	To diminish the environmental impact on the various ecosystems through systematic collection of solid waste.	Energy production using domestic and industrial solid waste.	2018-2031	Honduras / International cooperation	Habitat recovered. Conservation of water bodies. Employment generation. Preservation of biodiversity. Reduction in pollutant gases.
Dominican Republic	Study for the "Design of a Wind-power -Solar Prospecting Project"	To identify areas with comparative advantages for developing wind-powered and solar energy projects.	Attempting to develop a measurement system with exact data on areas with comparative advantages for developing wind-powered and solar energy projects.	2017-2018	Technical assistance International cooperation.	Design of an hourly measurement system to determine wind and solar energy potential.

PILLAR 2: RENEWABLE ENERGY						
Executor country	Specific Topic	Objective	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
Dominican Republic	Pilot project for meeting basic electricity needs of households in areas not served by grids.	To provide electricity using solar photovoltaic technology to the Yacahueque and Catalamata communities in the Carrera de Yegua district of the Municipality of Las Matas de Farfán, in San Juan province.	Rural electrification using solar panels for the Yacahueque and Ranchito communities, in Las Matas de Farfán, San Juan, DR	2017-2018	RURAL ELECTRIFICATION UNIT (UERS)	Installation of photovoltaic electrification systems to improve electric power supply to communities with precarious access to it.
Dominican Republic	Study to determine micro- and mini-hydroelectric potential nationwide.	To quantify micro- and mini-hydroelectric potential in river basins and sub-basins in the Dominican Republic.	Surveying and quantification of sites with most potential for installing hydroelectric power generation systems.	2018-2020	Technical assistance International cooperation.	Discovery of places suitable for mini hydroelectric plants.
Dominican Republic	Plant for manufacturing briquettes from biomass on the DR-Haiti border.	To study biomass potential for a briquette manufacturing plant using forest biomass in the DR-Haiti border area, as a way of increasing wood industry value-added.	Conducting studies for and installing a pilot plant.	2018-2019	Inter-American Development Bank (IDB)	Technical advice and support for implementation of the briquette plant, sales, and marketing.
Dominican Republic	Project to reduce greenhouse gas emissions in the energy industry.	To transition to a cleaner, safer, and sustainable energy matrix.	Capacity-building for key players involved with climate and energy policies, with a view to meeting national climate-related goals and international commitments.	2018-2020	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	Progress toward the achievement of national climate-related goals and relevant international commitments through support for key institutions involved with climate and energy sector policy.
Dominican Republic	Implementation of an urban solid waste pilot plant.	To have a plant producing energy from biomass, specifically in the solid waste sector.	Installation of a pilot plant.	2018-2020	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	Construction costs worked out, new technologies implemented, clean energy, experience with handling urban solid waste (USW).
Dominican Republic	Study on the use of smart networks.	To integrate renewable energy in existing networks.	Obtaining information for improving the integration of renewable energies into electricity grids, including regulatory changes and data regarding management and use.	2018	Technical assistance - International cooperation.	Improved energy efficiency and increased opportunities for economic growth through smart networks.
Saint Kitts and Nevis	Developing the human resource capacity to operate a geothermal plant.	Training for locals to be employed in the operation and maintenance of these plants will be required with a particular aim of engaging them at the highest level in this industry.	-Training on Geothermal plant administration. -Training on geothermal plant operations. -Training on geothermal plant maintenance. -Attachments to geothermal plants.	3 years	International org., for instance, UNIDO, ECPA, PNUD, Coordination: Ministry of Infrastructure, Post, Urban Development and Transport.	Nationals of St. Kitts and Nevis who are capable of managing the operations, and maintenance of geothermal plants.

PILLAR 2: RENEWABLE ENERGY						
Executor country	Specific Topic	Objective	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
Saint Lucia	Geothermal Energy	To increase renewable energy penetration, energy security and energy independence through indigenous sources of energy.	To follow the geothermal roadmap through implementation of a 30 MW Geothermal Plant.	2015-2023	Technical Support: Government of New Zealand and: Clinton Climate Initiative Financial Support: GEF through the WB.	A 15- 30 MW Geothermal Plant in operation.

PILLAR 3: EFFICIENT USE OF FOSSIL FUELS						
Country Leading the Initiative	Specific Topic	Objective	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
Dominican Republic	Natural gas	To facilitate the massification of the use of natural gas in the different productive sectors of the Dominican Republic.	Feasibility study on bringing natural gas to homes, replacing intensive use of liquefied petroleum gas (LPG). -Evaluation and adjustment of the regulatory framework and formulation of national policy on the import, storage, sale, and uses of natural gas.	2018	Technical assistance – International cooperation	-Study completed with the proposed recommendations. -Study results shared with other countries in the region. -Regulatory framework adjusted and national policy formulated.
Dominican Republic	Natural gas	Increase the supply of natural gas at competitive prices and facilitate its adoption in the different productive sectors of the Dominican Republic.	Feasibility study for building a new natural gas terminal in the northern part of the country.	2018	Technical assistance – international cooperation.	Study completed with its findings and recommendations proposed.
Ecuador	Incentives for the incorporation of new technologies in transport, and the generation of local technical abilities in efficient driving.	-To establish mechanisms that encourage the importation/domestic manufacture of vehicles that are hybrid, electric or with new technologies. -Generation of local technical abilities in efficient driving. -To provide accurate information on the fuel performance of vehicles and the associated CO2 emissions. To establish mechanisms that promote the importation/domestic manufacture of vehicles that are hybrid, electric or with new technologies.	-To promote the importation/domestic manufacture of vehicles that are hybrid, electric or with new technologies. -Create agreements with manufacturers, assemblers and importers. -To develop regulations for new vehicle technologies, that include follow-up and oversight. -Training in efficient driving as a requirement to obtain a driver's license. -Executions of a training program in efficient driving (Eco Driving). -To articulate training with driving schools and specialised centres. Monitoring, follow-up and oversight of the commercialisation of labelled vehicles. -To drive the importation/domestic	2020-2032	MTOP, ANT; AMT, AME; GADs; AEADE; COMEX; ; Driving schools; Academia; Transport cooperatives	By 2020: Natural introduction of new technologies in the market. Development of regulations. By 2035: Energy avoided 144.76 Mbep By 2019: Norms exist and Eco Driving measures Normativa existente y medidas de Eco Driving taught in driving schools. By 2035: Energy avoided by efficient construction measures equivalent to 71.60 Mbep By 2032: Energy performance labelling implemented in new vehicles. By 2035: Energy avoided through the incorporation of new transport technologies is 173.41 Mbep.

PILLAR 3: EFFICIENT USE OF FOSSIL FUELS						
Country Leading the Initiative	Specific Topic	Objective	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
			<p>manufacture of vehicles that are hybrid, electric or new technologies.</p> <p>-To continue with the implementation of the energy labelling program for electric equipment and new vehicles.</p> <p>-Development of regulations for new vehicle technologies.</p> <p>-Identification of vehicle baseline.</p>			

PILLAR 4: ENERGY INFRASTRUCTURE						
Country Leading the Initiative	Specific Topic	Objective	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
Antigua and Barbuda	Upgrading and modernization of transmission and distribution networks.	Replacement of aged electricity transmission and distribution network to improve upon energy efficiency and enhance climate resilience.	Sourcing, installation and operationalization of new equipment for the national electricity infrastructure.	20 months	Multilateral financing agencies, national utility, national government.	Significant reduction in line losses and improvements in energy efficiency leading to lower greenhouse gas emissions, fuel imports, and reduced costs for electricity consumers.
Honduras	Rural electrification with Renewable Distributed Generation (RDG), according priority to remote areas.	-To combine interconnected system expansion projects with distributed generation projects and self-production, making the most of local renewable energy sources to improve national electricity systems.	-Rural Energization Program with small energy generation projects, above all those with studies at the feasibility or more advanced stage that can be constructed in the short term. Participation of the local population in the management of its energy resources, enhancing of local capacities, and efforts to make systems sustainable.	2018-2023	Honduras / International cooperation	-Demand for electricity consumption met. -Socioeconomic development of communities in remote areas

PILLAR 5: ENERGY POVERTY						
Country Leading the Initiative	Specific Topic	Objective	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
Ecuador	Rural electrification in remote areas using renewable sources.	To increase electricity coverage in remote rural areas of Ecuador using renewable energy.	The Ministry of Electricity and Renewable Energy is currently implementing the Rural Electrification with Renewable Energies in Remote Areas project, jointly with the electricity distribution companies whose concession areas contain remote	2013-2018	MEER; IDB; Global Environment Facility; Multilateral Investment Fund; Empresa Eléctrica Ambato S. A; Empresa Eléctrica Regional Centro Sur S. A; EP CNEL UN Sucumbíos; Empresa Eléctrica	By 2018, service will be provided to 49 communities in the Ecuadorian Amazon Region thanks to the installation of 623 separate photovoltaic systems and 19 photovoltaic systems in micro networks, providing total installed

PILLAR 5: ENERGY POVERTY						
Country Leading the Initiative	Specific Topic	Objective	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
			communities without conventional forms of energy. The project focuses on installing photovoltaic systems in rural communities in the Ecuadorian Amazon Region.		Regional Sur S.A; ARCONEL.	capacity of 397.10 kWp.
Honduras	Promotion of appropriate technologies for reducing firewood consumption.	To promote access to modern clean energy services and appropriate technologies to safeguard public health and reduce adverse impacts on the environment.	Provision of improved cooking systems, such as eco-stoves.	2018-2023	Honduras / International cooperation	-Increased awareness among the population of the consequences of using firewood as a fuel in terms of greenhouse gas emissions. -Reduced per capita consumption of firewood.

PILLAR 7: ENERGY RESEARCH AND INNOVATION						
Country Leading the Initiative	Specific Topic	Objective	Activity Description	Implementation Period	Coordination / Sponsorship	Expected Results
Ecuador	Implementation of cogeneration.	To encourage industrial sectors to implement cogeneration systems by establishing a favorable environment.	<p>Promoting studies for pilot schemes.</p> <ul style="list-style-type: none"> -Promoting the implementation of cogeneration systems in industries. -Analyzing policies and incentive mechanisms to promote the implementation of cogeneration measures in the various different industrial sub-sectors, as a way to increase competitiveness. -Sharing the findings of the study on the National Potential for Cogeneration and Trigeneration, which includes mechanisms and calculation methods, as well as case studies. -Establishing private sector monitoring and follow-up mechanisms for assessing progress made with energy efficiency nationwide. -Exchanges of information on successful experiences, especially as regards financing mechanisms for cogeneration technologies. 	2017 -- 2020	MEER MIPRO; MAE; manufacturers' associations.	By 2022: Implementation of cogeneration pilot projects in selected industries.