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FINAL ASSESSMENT REPORT

Assessment of Development Account Project 06/07 AM
Strengthening national capacities to design and implement sustainable energy policies for the production and use of biofuels in Latin America and the Caribbean

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All comments on the evaluation report by the Evaluation Reference Group and the evaluation team of the Programme Planning and Evaluation Unit were considered by the evaluator and duly addressed in the final report, where appropriate. The views expressed in this report are those of the author and do not necessarily reflect the views of ECLAC.

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ACRONYMS

Acronym	Definition
CAN	Andean Community
DA	United Nations Development Account
DESA	United Nations Department of Economic and Social Affairs
ECLAC	Economic Commission for Latin America and the Caribbean
EIB	European Investment Bank
EQ	Evaluation Question
IDB	Inter-American Development Bank
IPEEC	International Partnership for Energy Efficiency Cooperation
LASBA	Latin American Sustainable Biofuels Alliance
LEAP	Long-range Energy Alternatives Planning System
PARE	Parliamentary Action on Renewable Energy
PPEU	Programme Planning and Evaluation Unit, PPOD, ECLAC
PPOD	Programme Planning and Operations Division, ECLAC
SE4All	United Nations Sustainable Energy for All initiative
SEAP	Sustainable Energy Action Plan
SETs	Sustainable Energy Technologies
SICA	Central American Integration System
TOR	Terms of reference
UNEG	United Nations Evaluation Group

EXECUTIVE SUMMARY

A. About this evaluation

1. About the biofuels project

1. Despite the potential to foster the use of SETs (Sustainable Energy Technologies) and consequently mitigate the adverse environmental impacts of increasing energy consumption in the region, Latin American and Caribbean countries made little progress in promoting renewable energy sources in their energy policies. In order to address this issue, ECLAC launched a three-year project in 2009 with the aim of strengthening national capacities to design and implement sustainable energy policies for the production and use of biofuels. Twelve countries took part in the project, of which five were South American, six were Central American, and one was from the Caribbean region.

2. The specific objectives of the project were to provide Latin American and Caribbean policymakers with comprehensive analysis for promoting sustainable production and use of biofuels; enhance the technical capacity in Latin American countries to design and apply policies for sustainable biofuel production and use to reduce poverty and mitigate global warming; and increase regional collaborations to promote sustainable biofuel production through the creation of a Latin American Sustainable Biofuels Alliance (LASBA). These objectives were to be achieved by ensuring a continuous capacity-building process over the project's lifetime, a process based on prospective energy scenarios using the LEAP energy modelling tool; studies to assess the impact those scenarios would have on the environment, agriculture and related areas; biofuel policy formulation workshops and technical assistance for decision makers from the beneficiary countries; regional seminars to ensure intergovernmental exchanges on biofuels; and exchanges among decision makers as part of LASBA.

2. About this evaluation

3. The evaluation of this project, which comprised three core work phases, was initiated in January 2015 and completed in May 2015. The first phase was the inception phase, which included reviewing the project's documents, mapping the project's stakeholders and developing the evaluation approach and tools. In the second phase, information was collated, further desk research was undertaken, stakeholders were consulted through online surveys and telephone interviews, and the preliminary findings report was developed. Finally, during the third evaluation phase, the data and findings were analysed and the evaluation reports prepared. This review is part of the ECLAC evaluation of Development Account (DA) projects, where each DA project undergoes an internal assessment in accordance with DA requirements.
4. As stated in the evaluation terms of reference (TOR), the evaluation's objectives are to analyse the design of the project and the relevance of its stated goals to the thematic area and region within which it operated; assess the project's efficiency in implementing its activities, including its governance and management structures; and take stock of the project's results and evaluate the extent to which it achieved its objectives.

5. Regarding the evaluation's constraints and limitations, it is important to note that, firstly, this was a review exercise, not a fully-fledged evaluation; it did not involve any in-country field work or face-to-face interviews with project stakeholders or target groups. A second constraint was that, given the time that had elapsed since the end of the project, understandably many beneficiaries struggled to remember the project workshops that they had been involved in, which reduced the value of the survey and telephone interviews somewhat. Another constraint was that a significant number of beneficiaries did not answer all the online survey questions, which reduced the comparability of the surveys and required a more careful interpretation of their results.

B. Findings and conclusions

6. On the whole, the project was **relevant**, even if there was scope for improvement. The core objectives were relevant to national and regional policy objectives, although more detailed analysis of the national situation in each country could have been carried out. While a baseline assessment was not provided in the project document, knowledge of sustainability issues surrounding biofuels within ECLAC, and the use of customized country scenarios and workshops, meant that the project had sufficient flexibility to meet the needs of those countries that chose to participate after the project was launched. Overall, the project design was relatively strong, with a clear, flexible approach that allowed it to adapt to different national contexts.

7. The core project activities provided a logical response to the identified country needs, through the sequence of situation analysis, baseline and scenario development, and capacity-building based on the LEAP tool. However, the relevance of the project was undermined by its delayed start, which meant that the global environment had changed significantly as a result of the global financial crisis. At this point, all project assumptions and the needs of beneficiary countries should have been reassessed.

8. One weakness in the project design was the component concerning the creation of a Latin American Sustainable Biofuels Alliance (LASBA), as it was not clear whether the activities under this component would create sufficient momentum for its creation or what LASBA would do. This is another example of a component where a formal review of the objectives, target results and activities after the initial delay in the project launch might have led to a readjustment.

9. The project implementation was efficient, in the sense that actions were taken to carry out the foreseen activities, enabling the partial accomplishment of the project's objectives. In general, the national consultations and scenario planning support were carried out efficiently, and the workshops were very well organized. The feedback from workshop participants revealed good levels of satisfaction with the input materials, facilitation, logistics, venue and catering. One suggestion for improvement emanating from that feedback was better adapting workshop content to national situations. Further efficiency gains were made by the budget redeployment, which allowed 12 workshops to be held instead of the six initially planned. With the benefit of hindsight, the project managers conceded that holding more national workshops, instead of regional ones, could have produced greater efficiency and had more of an impact, as national workshops proved more cost-efficient; however, overall, the volume of work and events delivered on a modest budget shows that the project was cost-efficient.

10. Regarding the efficiency of the project planning, the selection of the participant countries during year 1 seems to have been one element that contributed to the rather slow start, and the fact that almost all the national workshops, with the exception of the Chile workshop, took place during year 3, meant that there was little time to leverage capacity-building and training within national ministries and policy contexts. The project planning could therefore have been improved. One area that could have been improved was the reporting, which was relatively superficial; more detailed analysis of national situations in and the impact on beneficiary countries could have been provided, particularly the capacity and institutional-level challenges.

11. Regarding the effectiveness of the project, it can be stated that the project partially achieved its target outputs and results. Firstly, and very positively, the workshops raised awareness of the need for a multisectoral approach to energy planning and introduced the LEAP model as a tool for cross-sectoral policy debate. The biggest achievements of the project were the development and delivery of the 12 national workshops, and the capacity-building activities on scenario planning and the use of the LEAP energy modelling tool. The national and regional workshops were the single most important example of the project's capacity-building rationale. Not only did participants appreciate the workshops, but holding 12 workshops instead of six, meant that

expectations were surpassed in this area, something from which the project stakeholders, managers and ECLAC can take considerable satisfaction.

12. The evaluation showed that significant progress was made in building participants' capacity to develop and implement sustainable biofuels policies, and in increasing technical capacity to formulate such policies within national government institutions from participating countries. The LEAP model was not adopted as readily as capacity-building assessments. Nevertheless, with approximately 40% of respondent organizations using LEAP, it was still quite positive. The number of decision makers, from 77 institutions, involved in the capacity-building processes was also quite impressive.

13. These achievements confirm that two of the project's expected accomplishments were partially achieved, namely to provide policymakers with more comprehensive analysis for promoting sustainable production and use of biofuels (Expected Accomplishment 1) and to d enhance technical capacity in Latin American countries to design and apply policies for sustainable biofuel production and use to reduce poverty and mitigate global warming (Expected Accomplishment 2).

14. While the project has had an impact at the organizational level, both in terms of the use of LEAP and building staff capacities and knowledge to develop and implement sustainable biofuels projects, constraints have included the specialist training and knowledge required to work with LEAP, the need for collaboration across government ministries, and more generic organizational factors, such as staff turnover. Examples of the countries that benefited from the project include Costa Rica, which was able to leverage the knowledge acquired during the workshops to address biofuel prices, and Uruguay, where energy ministry staff were able to learn about energy scenario analysis and planning.

15. There are a number of examples of the project's impact on Latin American and Caribbean countries' ability to establish sustainable energy policies, legislation or planning outcomes for biofuels' production and use, including the new Biofuels Act in Panama, developed by the National Energy Secretariat on the basis of the LEAP-based 2030 energy scenarios and related staff training and the more detailed analysis of transport policy, based on the LEAP energy scenarios, undertaken by the Costa Rican Government as part of its ambitions plans to reduce CO_2 emissions by 2020. In Nicaragua, the Ministry of Mines and Energy used the LEAP energy scenarios as the basis for research and policy formulation. Another example was the work of the Ministry of Energy in the Plurinational State of Bolivia, to develop a national energy plan, based on the scenarios developed as part of the biofuels project.

16. While the reasons for the failure to establish LASBA (activity A5 of the project) are, in many respects, understandable, no alternative options for securing a more sustainable project impact were considered. Given some of the positive individual and organizational impacts, including the continued use of LEAP, it is a pity that no provision was made in the project plan for ongoing post-workshop support for individuals and national ministries, or for a more formal strategy to generate momentum in support of establishing a regional alliance, or at least a dialogue. However, ECLAC did have more success in other related initiatives, in particular the creation of the Mesoamerican Biofuels Research and Development Network (RMIDB).[1] The amount of time that was needed to establish the Network underlines the point that the time frame allotted in this project to create a regional biofuels alliance was unrealistic.

17. Other results and impacts were pointed out in the telephone interviews and it is likely that there were others that were not mentioned. It is therefore regrettable that no post-project monitoring was carried out, even if it was no more than sending an e-mail to participants, or a selection of participants, once a year to establish if any developments in national energy policy had occurred

[1] Efforts to establish the Network began in 2009, and were finalized in August 2011. It was created under the umbrella of the Mesoamerica Project, with the participation of Colombia, Mexico and the countries of the Central American Integration Countries (SICA). Mexico and Columbia have provided laboratory equipment to support biofuels research and other research initiatives. The Network has implemented a number of projects.

that could be partly attributed to the project. This may still be worth doing, and is one of the recommendations contained in this evaluation for consideration by ECLAC.

18. The project implementation experience and the lessons learned suggest that greater support from ECLAC for DA projects could be valuable at a number of stages, such as providing feedback or acting as a sounding board at the design stage, by putting a check on assumptions and project design in the event of a delayed launch; strengthening monitoring and the use of data and feedback collected from stakeholders and beneficiaries; and providing a third-party perspective on sustainability plans.

19. A greater, more sustained impact could probably have been obtained by adopting a more strategic approach to the core intervention rationale, particularly, capacity-building which was at the heart of the project. The project also failed to uphold one of the core DA principles, namely taking advantage of technology. Greater use of technology could have made an appreciable difference, by providing a modest capacity-building resource platform to support workshop participants interested in using LEAP. In that connection, it is worth considering whether an online resource platform offering advice could provide resource-strapped national energy ministries with more strategic support to develop their own energy plans and policies. Could such a regional resource facility help to address the capacity deficits within ministries, and tackle other challenges, such as staff rotation? With regard to the part of this DA criterion to take advantage of knowledge management and networking of expertise at the subregional, regional and global levels, the evaluation findings suggest that the project did do this, to some extent, through the workshops, particularly the two regional workshops, and took advantage of technology by promoting capacity-building for LEAP and related software. However, as an integrated energy planning approach was a relatively new idea for many of the beneficiary countries, many of them did not have dedicated teams with the cross-ministry coordination structures needed to implement LEAP.

20. Looking to the future, it is difficult to see what lessons can be learned from the project, given that the national and regional context has evolved in the four years since the project ended. However, ECLAC and other relevant project stakeholders might wish to consider and reflect upon a number of points. These include the need to think more creatively about tools that could be put to use beyond their initial established purpose.[2] The Covenant of Mayors – a flagship initiative adopted by the European Union to reduce CO_2 emissions and support the implementation of Sustainable Energy Action Plans (SEAP) – is an interesting example of how bottom-up schemes, with incentives such as political recognition for mayors and their cities, and financial support, can help to make low-carbon economies a reality. It is also an example of significant capacity-building support, particularly with regard to developing SEAPs, being provided to municipalities in the wider context of clear political actions and commitments that had already been undertaken. Today, seven years after it was launched, the Covenant of Mayors has over 6,500 signatories, not just in Europe, but also in North Africa, Central Asia and one Latin American city,[3] far surpassing all expectations. An interesting example of a sustainable energy capacity-building initiative aimed at parliamentarians is the Parliamentary Action on Renewable Energy (PARE) project, which led to notable policy, regulatory and legislative successes, and played a significant role in increasing the funding available for sustainable energy projects. Both the PARE project and the Covenant of Mayors are examples of how capacity-building can be particularly effective when linked to specific policy objectives and political commitments to financing goals. They show what can be achieved when capacity-building is anchored in a wider action-based framework. They should therefore be considered as part of any internal ECLAC post-project reflection exercise on lessons that can be learned from this DA project.

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2 For example, using LEAP not just as a planning tool, but also to evaluate national mitigation actions and expected national commitments, to produce an integrated energy plan in line with the Sustainable Development Goals, and to support the governance of natural resources and territorial development.

3 Temuco, Chile, became a signatory to the Covenant in 2014.

C. Evaluation recommendations

21. Given the amount of time that has elapsed since the end of the project and this evaluation, it is difficult to formulate recommendations for future work, as not only has the energy situation in Latin America and the Caribbean changed, but so have the ECLAC programmes and projects in the wider energy arena. However, this evaluation does consider what lessons can be learned from the biofuels project and what actions could be valuable going forward, in order to leverage these lessons learned.

22. Firstly, with a view to the development of high-performing DA projects, recommendation 1 is that ECLAC should provide more guidance on and resources for capacity-building, awareness-raising and advocacy, and leveraging technology.

23. Recommendation 2 is that ECLAC should provide structured support to and act as a sounding board for DA projects to improve project design, monitoring, sustainability planning and learning, in an effort to address some of the weaknesses identified in those areas during the implementation of the biofuels project. Ann interactive and discussion-based approach will be more likely to identify key issues than classic backstopping support.

24. Recommendation 3 is that ECLAC should consider conducting an online survey (or an alternative data/information collation effort) on the individual and institutional capacity-building needs of Latin American and Caribbean ministries responsible for energy, covering all sustainable energy areas, not just biofuels. This could provide an overview of individual capacity-building needs and wider institutional requirements, which would be valuable input for a medium-term strategic approach to capacity-building and institutional development in the energy sector.

25. Recommendation 4 is that ECLAC should consider establishing a sustainable energy online resource platform with advisory support facility on using LEAP. Such a platform should cover all aspects of the energy sector. To this end, a short costs-benefit analysis of such a service should be carried out.

26. Finally, recommendation 5 is that ECLAC should consider providing integrated support to generate financing for Latin American and Caribbean sustainable energy projects, based on good practices from around the world that link capacity-building to wider action and commitment frameworks, and additional incentives, such as access to financing. Consideration should be given to how capacity-building efforts could be a more effective aspect of the ECLAC sustainable energy strategy, and how additional financing could incentivize ECLAC member countries to pursue more ambitious sustainable energy policies and goals, in line with the partnership approach that ECLAC has adopted in conjunction with the Inter-American Development Bank (IDB) and United Nations Development Programme (UNDP) on the SE4All project, and with the International Partnership for Energy Efficiency Cooperation (IPEEC).

1. ABOUT THIS EVALUATION

This section provides an overview of:

- The evaluation context and background (section 1.1)
- The evaluation objectives and scope (section 1.2)
- The stakeholder consultation programme (section 1.3)
- The evaluation framework and management (section 1.4)

1.1. Evaluation context and background

27. This document contains the draft evaluation report of the project, "Strengthening national capacities to design and implement sustainable energy policies for the production and use of biofuels in Latin America and the Caribbean". The report is part of the ECLAC evaluation of DA projects, whereby each project undergoes an internal assessment in accordance with DA requirements. Comprising brief end-of-project evaluation exercises to assess the relevance, efficiency, effectiveness and sustainability of project activities, these assessments are desk studies and consist of a document review, stakeholder survey, and a limited number of telephone interviews. This assessment is a discretionary internal evaluation overseen by the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD) of ECLAC.[4]

1.2. Evaluation objectives and scope

28. The evaluation objectives, based on the evaluation terms of reference (TOR), are to analyse the design of the project and the relevance of its stated goals to the thematic area and region within which it operated; assess the project's level of efficiency in implementing its activities, including its governance and management structures; and take stock of the results obtained by the project and evaluate the extent to which it achieved its objectives. This evaluation also examines anticipated and unanticipated results, and is based on consultations with and the participation of a broad range of stakeholders. The unit of analysis is the project itself, including its design, implementation and effects. The assessment was undertaken in accordance with the provisions contained in the project document, and conducted in line with the norms, standards and ethical principles of the United Nations Evaluation Group (UNEG).[5] The target audience and principal users of the evaluation are all the project implementing partners and beneficiaries, the Programme Manager of the Development Account (DESA), and other Regional Commissions and agencies of the United Nations system.

29. The evaluation also assesses the project's adherence to a number of key DA criteria,[6] in particular that the project shall result in durable, self-sustaining initiatives to develop national capacity with impact at field level, ideally having multiplier effects; be innovative and take advantage of information and communication technology, knowledge management and networking of expertise at

[4] According to United Nations General Assembly resolution 54/236 of 23 December 1999 and its decision 54/474 of 7 April 2000, programmes shall be evaluated on a regular, periodic basis. As part of the general strengthening of the evaluation function to support and inform the decision-making cycle in the United Nations Secretariat in general, and ECLAC in particular, and within the normative recommendations made by different oversight bodies endorsed by the General Assembly, the Executive Secretary of ECLAC is implementing an evaluation strategy that includes periodic evaluations of different areas of the Commission's work.

[5] Standards for Evaluation in the United Nations System, UNEG, April 2005, http://www.unevaluation.org/ document/detail/22; Norms for Evaluation in the United Nations System, UNEG, April 2005, http://www. uneval.org/ document/detail/21; UNEG Ethical Guidelines, UNEG, June 2008, http://www.unevaluation. org/ document/detail/102.

[6] United Nations General Assembly, Guidelines for the preparation of concept notes for the seventh tranche of the Development Account (2010-2011).

the subregional, regional and global levels; utilize the technical, human and other resources available in developing countries and effectively draw on the existing knowledge, skills and capacity within the United Nations Secretariat; and create synergies with other development interventions and benefit from partnerships with non-United Nations stakeholders. With regard to the impact and sustainability evaluation parameters, the evaluation approach focused on the first two criteria, particularly the extent to which durable, self-sustaining initiatives to build national capacity were promoted, and the extent to which the project leveraged information and communication technologies and effective regional and subregional knowledge management and networking. In accordance with TOR, the assessment also examines the extent to which gender concerns were mainstreamed into the project.

30. While this exercise is not a fully-fledged evaluation (data collection was less extensive, less analysis was involved and fewer evaluation criteria were considered), it was still expected that the ECLAC guiding principles for evaluations would be applied. In particular, the evaluation assesses the extent to which ECLAC activities and products respect and promote human rights and incorporate a gender perspective.[7]

31. Regarding the evaluation scope, the unit of analysis is the project itself, including its design, implementation and effects, as per TOR. The temporal scope of the evaluation is the project implementation period, plus the period since the project was completed to the end of 2014, in order to cover any results and impacts generated by the project. The geographical scope of the evaluation is the ten project beneficiary countries from across the Latin American and Caribbean region.

32. There were a number of evaluation constraints and limitations. First, there was the fact that this was a review exercise and not a fully-fledged evaluation and is therefore not based on in-country field work or any face-to-face interviews with project stakeholders or, more importantly, project target groups. A second constraint was that, given the amount of time that had elapsed since the end of the project, many beneficiaries understandably struggled to remember the project workshops that they had attended, reducing somewhat the value of the survey and telephone interviews. Moreover, a significant number of beneficiaries did not answer all the survey questions in the online survey, limiting the comparability of the surveys and requiring a more careful interpretation of their results. A fourth constraint was that, owing to the time lapse between the end of the project and conducting this evaluation, an appreciable number of project beneficiaries had changed work role and were no longer reachable for the survey programme. A fifth challenge was that the project documentation, in particular the project reports, lacked detailed analysis of some of the project results and impact. Finally, it is difficult to formulate recommendations for the future when the energy situation in Latin America and the Caribbean has changed, as have ECLAC programmes and projects in the wider energy arena.

1.3. Stakeholder consultation programme

33. The stakeholder consultation programme comprised of a national or country survey programme; a regional survey programme; and a telephone interview programme. The country survey programme was by far the largest survey, with questionnaires sent to more than 300 beneficiaries (participants in the country workshops held in the beneficiary countries). A total of 52 beneficiaries, from 12 countries, responded to the survey, the results of which are broken down by country in table 1 below. Some countries, such as the Bolivia (Plurinational State of), Dominican Republic, Honduras and Nicaragua had a higher number of respondents, while others, such as Costa Rica and El Salvador, had fewer, but those who did respond were consistent in their answers.

[7] This includes considering whether ECLAC interventions treated beneficiaries as equals, safeguarded and promoted the rights of minorities, and helped to empower civil society. The evaluation process, including the design, data collection and dissemination of the evaluation report, also followed these principles.

34. The country survey was quite detailed, made up of a total of 35 questions. The questionnaire sent to beneficiaries in the Plurinational State of Bolivia contained an additional question about which events the participants had attended, because more than one event was held there. The questionnaires sent to beneficiaries in the Plurinational State of Bolivia and Chile contained one less question, as the question on what studies the interviewees were aware of (question No. 9 in the questionnaire sent to all other countries) was omitted. All respondents answered the majority of the questions, with a tendency to provide fewer answers as they advanced in the survey.

Table 1
Overview of country survey responses by country

Country	No. of surveys returned	Country	No. of surveys returned
Bolivia (Plurinational State of)	5	Guatemala	5
Chile	3	Honduras	6
Colombia	4	Nicaragua	7
Costa Rica	2	Panama	3
Dominican Republic	5	Paraguay	6
El Salvador	2	Uruguay	4
		Total survey responses (all countries):	52

35. While this is a higher return than the initial survey return target of 30 completed surveys, as set out in the report on the evaluation inception phase (for both surveys), it is still a little disappointing given the scale of the events organized and the efforts of the ECLAC team. Nevertheless, the answers given and the scope of the survey have provided sufficient material for a detailed analysis.

36. The regional survey programme focused on the participants' views of the regional events organized by ECLAC as part of the project. The regional survey was also quite lengthy, with 26 questions. Like the country surveys, respondents answered the majority of the questions, albeit with a tendency to provide fewer answers as the survey progressed. The regional survey was completed by 10 respondents, from 7 countries, as shown in table 2 below.[8]

Table 2
Overview of regional survey responses by country

Country	No. of surveys returned	Country	No. of surveys returned
Brazil	3	Panama	1
Chile	2	Paraguay	1
Costa Rica	1	Spain	1
Nicaragua	1		
		Total survey responses (all countries):	**10**

[8] The regional survey was also sent to participants from Brazil, providing an opportunity to assess whether the project activities were appropriate for a major actor like Brazil.

37. A telephone interview programme was proposed in the inception report, with interviews carried out on the basis of a semi-structured *Telephone Interview Guide*. Telephone interviews were conducted with eight project beneficiaries and stakeholders. The feedback from these telephone interviews is contained in this report.[9]

1.4. Evaluation framework and management

38. The evaluation framework and evaluation questions (EQs) were developed with a view to covering the three different DA project stages (namely design, implementation and results); focusing on the four evaluation parameters specified in TOR (relevance, efficiency, effectiveness and sustainability); and ensuring that the final evaluation report is coherent and flows in terms of analysis and reporting. General EQs, relating to each of the evaluation parameters, were posed, covering the achievement indicators set out in TOR.

39. The evaluation was carried out by an independent evaluator, Sean Burke, between January and May 2015, under the guidance of an external team leader, Raúl Guerrero, who oversaw five DA evaluations. The Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD), ECLAC, provided overall evaluation management and organizational support in a number of areas, including managing the online surveys through SurveyMonkey, distributing the surveys among project beneficiaries and providing the evaluator with the consolidated responses.

[9] Interviews were scheduled with other beneficiaries and stakeholders in addition to the target number given in the inception report, but it was not possible to conduct those interviews prior to the submission of the preliminary findings.

2. ABOUT THE PROJECT

This section provides an overview of:

- The background to and intervention rationale for the project (section 2.1)
- The project objectives, strategy and expected accomplishments (section 2.2)
- The target stakeholder groups (section 2.3)
- The project's contribution to ECLAC subprogrammes and the Millennium Development Goals (section 2.4)
- The project implementation arrangements (section 2.5)

2.1. Background and intervention rationale

40. While the sustainable use of biofuels has the potential to mitigate the adverse effects of increasing energy demands and use, particularly of fossil fuels, in Latin America and the Caribbean, little progress was made to develop the production and use of biofuels during the two decades before 2008. Previous ECLAC research found that this lack of progress was linked, in part, to the significant institutional, political and economic challenges and barriers that hindered the efforts of Latin American and Caribbean countries to reach acceptable levels of sustainability in their energy policies. For example, the ECLAC paper on renewable sources of energy, presented at the International Conference for Renewable Energies, held in Bonn, Germany, in 2004, pointed to the heavy dependence of the region on fossil fuels. The DA project was therefore developed in an effort to address some of the key obstacles that countries faced to the adoption of sustainable energy technology (SET), in particular for the sustainable production and use of biofuels.

41. The project sought to tackle the policy, institutional and regulatory gaps alluded to above by strengthening institutions and building capacity to implement effective policy instruments and regulations on the entire biofuel production chain, an important development goal for Latin American and Caribbean countries. More specifically, it aimed to strengthen countries' capacity to formulate and implement energy strategies, policies and measures that would promote the use of SETs, particularly for the sustainable production and use of biofuels, while ensuring that national development of energy resources was on a sustainable path.

2.2. Project objectives, strategy and expected accomplishments

42. In order to achieve the project's objective mentioned above, the project strategy was based upon creating, in cooperation with national authorities, an ongoing capacity-building process over the course of the project lifetime, carrying out the project activities in sequential stages that would build upon each other at both the national and subregional level. Thus, the project was expected to actively engage countries in a sequence of project activities ranging from diagnosis and baseline scenario development to subregional meetings.

43. The project's expected accomplishments were as follows:

(a) Policymakers are provided with more comprehensive analysis for promoting the sustainable production and use of biofuels.
(b) Enhanced technical capacity in Latin American countries to design and apply policies for sustainable biofuel production and use to reduce poverty and mitigate global warming.
(c) Increased regional collaborations to promote sustainable biofuel production through the creation of a Latin American Sustainable Biofuels Alliance (LASBA).

44. The following activities were envisaged in the project document:

(a) Carrying out analysis and diagnostic work of the energy sector, with a view to developing baseline scenarios.
(b) Developing baseline scenarios on the basis of the data collected and analysed using both top-down macroeconomic analysis and bottom-up analysis using energy sector analysis.
(c) Providing technical assistance and training workshops on biofuels policy formulation and development as part of an integrated energy policy framework.
(d) Preparing and conducting meetings and seminars on intercountry information exchanges on technical, scientific, financial and regulatory matters, and on results and experiences in the efficient production and use of biofuels.
(e) Organizing meetings with governmental and non-governmental entities from several Latin American and Caribbean countries to promote sustainable biofuel production in the framework of a Latin American Sustainable Biofuels Alliance (LASBA).
(f) Disseminating the project's outputs (including scenarios, policy formulation guidelines and tools, and recommendations) among relevant and influential government and non-government actors and institutions within the context of a network advocating the sustainable development of the biofuel sector in Latin America and the Caribbean.

2.3. Target stakeholder groups

45. The project document identifies seven relevant stakeholder groups:

(a) Planning and policy development decision makers
(b) Ministries and agencies with mandates related to the biofuel sector
(c) Technical staff and professionals involved in energy baseline and scenario analysis in both government and non-government sectors
(d) Economic policy advisors and sector economists in government ministries and agencies (planning, energy, agriculture and environment, among others) involved in policy development and the design of policy instruments and regulation
(e) Industrial research institutes, universities, non-governmental organizations, industrial associations, policy research institutes in the fields of energy, agriculture and the environment
(f) Non-government professionals
(g) Subregional organizations (such as the Andean Community).

46. Within this spectrum of stakeholders, the project's principal group of clients was decision makers from ministries and government agencies with a mandate to develop sustainable biofuel policies in their respective countries. These political authorities, along with their technical staff, economic policy advisors, and energy and other sector economists, were the focus of the project's capacity-building workshops and technical assistance activities.

2.4. Contribution to ECLAC subprogrammes and the Millennium Development Goals

47. The project was designed to contribute to ECLAC subprogrammes 9 (Natural resources and infrastructure), 2 (Production and innovation), and 8 (Sustainable development and human settlements). The project was also designed to contribute towards the achievement of the Millennium Development Goals (MDGs), specifically the eradication of extreme poverty and hunger (MDG 1) and ensuring environmental sustainability (MDG 7).

2.5. Project implementation arrangements

48. The Natural Resources and Infrastructure Division at ECLAC headquarters, Santiago, was ultimately responsible for coordinating and implementing the project, with support from the ECLAC subregional headquarters in Mexico, which oversaw the coordination and implementation of project activities in Central America. Subregional and national stakeholders —including governments, public institutions and the private sector— were also invited to take an active role in the project's implementation.

3. FINDINGS – PROJECT RELEVANCE

This section provides an overview of the:

- Relevance of the project to country needs (section 3.1)
- Relevance of the project to regional needs (section 3.2)
- Quality of the project design (section 3.3)

3.1. Relevance of the project to country needs

49. The extent to which the objectives were relevant to the countries' development needs and priorities cannot be fully assessed, as the specific needs of each participating country were not clearly identified in the project document prior to the project launch. However, thanks to other research into biofuels, particularly the work undertaken by the United Nations Environment Programme (UNEP) in preparation for the publication, *Sustainable bioenergy: a framework for decision making*, the ECLAC team was aware of the global issues, while other research undertaken in Latin America and the Caribbean detailed the issues specific to the region.[10] The core project approach was designed to allow activities to be adapted to the specific national context of participating countries. Furthermore, the process for selecting countries after the project was launched included a relevance check mechanism, to ensure that the project's objectives and planned activities were relevant to their national context, thus a country's decision to participate can be seen to some extent as an endorsement of the project's relevance to their specific needs. However, while the project could be considered to have been relevant to country objectives, it would have been useful if information on the situation in the biofuels sector of participating countries had been summarized in an annex to the project document prior to the project. It should be noted that when the project was implemented the price of petrol was US$ 100 per barrel, causing significant social tensions, steep rises in food prices and agricultural land to be turned over to the production of biofuels, which in turn lead to greater food insecurity. This volatile situation led to a loss of political interest and momentum. In countries such as Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua and Panama biofuel production faced similar challenges to those experienced by other small free market economies, particularly those countries where land with agricultural potential was a scare resource.

50. There is also scant evidence that the project objectives remained relevant throughout the project implementation. The project's relevance was almost certainly reduced as a result of the amount of time that elapsed between its formulation and its actual launch. As mentioned in the section on the lessons learned (p. 17) in the final project report, the relatively long timeline between the project's formulation and its completion meant that the context had to be reassessed, which influenced the project conceptualization. However, the objectives do not appear to have been formally re-evaluated; although the redeployment request does provide information on the changes that were made to the project methodology. These changes, adopting an approach that adapted capacity-building activities to the needs of each country rather than simply sharing experiences, were envisaged as the external context —the onset of the global economic crisis— altered the interests of policymakers.

51. Overall, the findings of the country surveys, which showed that project beneficiaries were generally satisfied with the project relevance, are partly corroborated by the questionnaires completed by participants after the workshops. Participants' satisfaction with the workshops' content suggests that

[10] For example, the ECLAC guidelines for sustainable biofuels development in Latin America and the Caribbean, funded by the German Agency for International Cooperation (GIZ), *Aportes de los biocombustibles a la sustentabilidad del desarrollo en América Latina y el Caribe: elementos para la formulación de políticas públicas* (LC/W.178, Santiago, Chile, Naciones Unidas, 2008).

the workshops were relevant, at least to some extent, to the participants' work and to some of the issues that their countries faced at that time. The workshop participants provided particularly enthusiastic responses regarding the substantive content of the workshops, with almost 75% of participants qualifying it as "excellent". However, it should also be noted that these opinions varied widely among beneficiary countries.[11]

52. The country survey findings show that the project activities, in particular the workshops, provided materials that survey respondents considered to be generally relevant to their country's needs.[12] Of those respondents that considered that they had sufficient knowledge of these materials to answer the question, nearly half (46.7%) found the comparative study on the production potential and sustainable use of biofuels in some Latin American countries very relevant and the other 53.3% found it relevant.[13] Over half of respondents (53.3%) found the study on the implications of biofuel development for the management and use of water very relevant, while one third (33.3%) found the study relevant, 6.7% found it somewhat relevant, and only 6.7% found the study not relevant. The vast majority of respondents found the study on the methodology for energy scenarios relevant, with half of them (50%) qualifying it as very relevant, 45.8% as relevant and 4.2% as somewhat relevant. On the relevance of the 2030 country scenarios,[14] some 72% found them very relevant, 18.2% found them relevant and 9.1% somewhat relevant (see table 3 below). With regard to the project's general objectives, the majority of respondents (60%) said that the objectives on dialogue and inter-institutional coordination were relevant to their country, while a large majority of respondents (80%) said the objectives concerning analysis of (intersectoral) transmission mechanisms on prices and analysis of changes in land use were also relevant.

[11] The feedback from the workshops delivered in Honduras and Guatemala indicates that the workshops focused on the use of stoves and the consequences of using firewood inefficiently. Participants seemed to be particularly satisfied with the information provided on more efficient and ecological stoves and, consequently, on the impact on firewood and other natural resources (HO.7.1, HO.7.11, HO.7. 7.13, HO.7.12, H0.7.13, HO.7.15, HO7.17, HO.7.18,). Nevertheless, some respondents would have liked to have had more information on the use of firewood for energy production. Alternative energy sources to reduce firewood consumption, a comparison of its efficiency with other energy sources, ways to increase its efficiency and the consequences of firewood exploitation on the environment could apparently have been tackled in more detail (GU.9.2, GU.9.5, GU.9.6, GU.9.7, GU.9.8, GU.9.9, GU.9.10, GU.9.11, GU.9.12, GU.9.15, HO.9.13, HO.9.16 and HO.9.17).

[12] The country survey asked project participants whether the materials made available to them during the project activities, including several studies on issues related to the project and biofuels, were relevant. However, most respondents were not sufficiently aware of most of the studies, which led nearly half of them to say that they did not have enough knowledge to answer.

[13] In order to provide a more accurate view of the perceived relevance of these project materials, these percentages relate only to the respondents with sufficient knowledge to answer the question.

[14] This question did not appear in the questionnaire that was sent to participants from Bolivia (Plurinational State of), Chile, Colombia and Uruguay.

Table 3
Relevance of selected project publications and studies
(Survey findings, Q8)

Response	The potential for sustainable production and use of biofuels for some countries in Latin America	Implications of biofuel development for the management and use of water	Methodology and forecasts based on energy scenarios (2009-2030) created using LEAP	Relevance of the study on the results of the 2030 country scenarios
Very relevant (VR)	26.92	30.77	46.15	44.44
Quite relevant (QR)	30.77	19.23	42.31	11.11
Somewhat relevant (SR)	0.00	3.85	3.85	5.56
Not relevant (NR)	0.00	3.85		
Insufficient knowledge to respond	42.31	42.31	7.69	38.89
Total VR + QR responses	57.69	50.00	88.46	55.55
Total No. of respondents (%)	100.00	100.00	100.00	100.00

3.2. Relevance of the project to regional needs

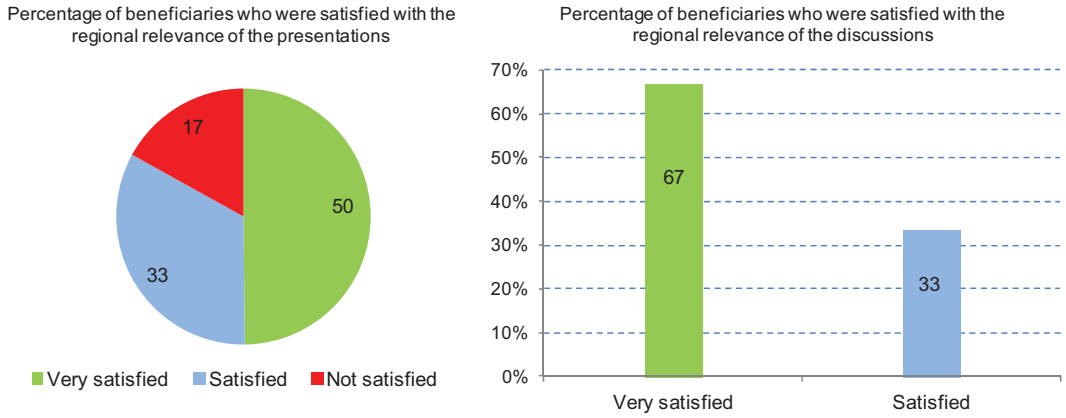
53. The evaluation has shown that the project design addressed the issues identified in the region effectively. When the project was developed and launched, the regional context was that Latin American and Caribbean governments were perceived as lacking the capacity for the effective design and implementation of sustainable energy policies for the production and use of biofuels, and in particular energy strategies, policies and measures that promote the sustainable use of SETs. The rationale for the project lay in the region's heavy reliance on fossil fuels, particularly as the strong economic growth at that time was increasing energy consumption and exacerbating that trend. Regional-level discussions held during the 1990s and 2000s to promote sustainable energy sources had little impact, a failure that has been attributed to a number of systemic challenges and barriers, including the lack of robust national institutional and regulatory frameworks that would support medium- to long-term energy plans, and of effective mechanisms to coordinate policy across sectors (such as energy, agriculture and transport). The project was therefore relevant to this regional context, as it sought to strengthen countries' capacity to formulate and implement energy strategies, policies and measures that would promote the use of SETs, particularly the sustainable production and use of biofuels, while ensuring the sustainable development of energy resources.

54. The project was designed to address these issues by training government decision makers and non-governmental professionals in developing sustainable biofuel policies. This was to be achieved by organizing workshops and by providing technical assistance to 12 Latin American and Caribbean countries. These activities would enable the target group to develop different prospective scenarios for 2030 and to assess the multisectoral impact of biofuel policies, and thus formulate sustainable energy policies related to the use and production of biofuels. Another regional issue was the weak cooperation among Latin American and Caribbean countries with regard to promoting the sustainable production of biofuels. The project sought to strengthen regional cooperation between Latin American and Caribbean countries by establishing LASBA and by organizing subregional events to promote the exchange of information among participant countries.

55. This positive assessment of the project's relevance to regional needs is also borne out by the results of the surveys and telephone interviews, which show that the project was perceived to be relevant to regional needs. A number of the telephone interviewees said that the project's regional dimension allowed stakeholders from one country to benefit from the national experiences of others. In

addition, all respondents said that the issues discussed at events and workshops were relevant to the regional situation, and most participants were very satisfied with their relevance (Q7).

Figure 1
Beneficiary perception of the regional relevance of issues addressed in project workshops and events (Survey findings Q7)



56. The presentations given at the workshops were also deemed to have been relevant to regional needs – the survey findings reveal high levels of satisfaction (83%) (Q7). All respondents were satisfied with the presentations made by the various experts from the region and regional organizations, and the relevance of the issues discussed and of the presentations on the regional situation (Q7).

57. Thus, overall, the evaluation findings show that the biofuels project was highly relevant to regional needs, particularly in terms of its design.

3.3. Quality of project design

58. As mentioned above, the project sought to tackle the capacity deficits in the region that were undermining Latin American and Caribbean countries' attempts to formulate sustainable energy policies for the sustainable production and use of biofuels. Efforts to assess the extent to which the design properly addressed the issues identified in the region are hindered by two partial information gaps, namely the real impact of the global financial crisis from 2008 onwards and the extent to which the initial project approach identified during the formulation phase was still valid by the time the project finally started. The project redeployment requests dating from 2011 state that participating countries' needs have evolved since the project's formulation and that the methodology should be changed from one that shared experiences to one that adapted capacity-building activities to each country. This would suggest that the initial project design was not in line with the beneficiary countries' needs, or at least that those needs had evolved since the project launch. It should also be said that, had countries been asked prior to the project launch whether they preferred to have more national workshops and activities, they would not necessarily have requested fewer regional workshops in favour of more country-specific activities.

59. The survey findings indicate that project beneficiaries were generally satisfied with the quality of the project design, specifically that of key project services and events, such as the preparatory work on the national scenarios and the workshops (their structure, organization and the level of support from

ECLAC) (see the survey findings in sections 5.1 and 5.2).[15] However, beneficiaries do not have an overall view of the project design, and their experience of the project was primarily centred on their participation in key country or regional activities, such as the workshops. Furthermore, while satisfaction levels with the national workshops are high (see above and sections 5.1 and 5.2), an appreciable number of participants considered that the issues could have been examined in more depth and that there should have been greater focus on the national situation. During the telephone interviews, around 50% of respondents mentioned one project weakness in particular, a perceived lack of support for stakeholders after the country workshops.

60. It is not clear why the project design assumed that national situation analysis and workshops would generate sufficient momentum for the establishment of LASBA, particularly when there was no provision for a clear programme of post-workshop support for participants. Creating a pan-regional alliance such as LASBA requires a lot of consensus building and time, yet no real follow-up activities were held after the national and regional workshops, and, once the workshops had been held, there was only a short time before the project was scheduled to end. Building the necessary support for an initiative such as LASBA requires meaningful and sustained interaction with key national stakeholders from across the countries concerned, something that was not foreseen in the core country activities, including the workshops. While the objective of creating LASBA was a worthwhile one, it is difficult to see how the necessary momentum and consensus could have been generated, even more so in the light of major changes that followed the 2008 global financial crisis.

61. Turning to the issue of whether the problem analysis defined the initial situation and major problems with sufficient precision, the evaluation findings are on the whole positive, even if there are some weak points. The project document contains a general problem analysis, which describes the initial situation and the key problems. The project document states that to implement policies in Latin America and the Caribbean, countries must overcome institutional, political and economic barriers to achieve acceptable levels of sustainability in their energy policies, and that many governments in the region have passed laws mandating minimum levels of biofuels. However, what is missing is a detailed analysis, or even a preliminary summary analysis, of problems at the country level, for example, data on the relative importance of those barriers and the extent to which the laws were implemented are not disaggregated by country. These problems remain considerations for the region as a whole. The problem analysis would have been strengthened if specific country analysis had been included, but it would have been even more useful if a full reassessment of the project design and related problem analysis had been undertaken just before the project was launched, in order to take account of the changing global situation and its likely impact on the project. While it is understood that the selection of participant countries was foreseen after the project design and launch phases, it would have been helpful if a short survey or information request could have been circulated to national energy ministries. This would not have had significant cost implications besides the additional time spent on the survey by ECLAC staff and national stakeholders.

62. With regard to the question of whether the problem analysis identified realistic cause and effect relationships, the evaluation finds that it did to a certain extent, if consideration is based on data for the Latin American and Caribbean region as a whole. The project document points out that the majority of Latin American and Caribbean countries were unable to formulate sustainable medium- and long-term energy policies due to the absence of strong institutional and monitoring platforms in this field, and the lack of coordination mechanisms among sectors involved in formulating energy policies. As this cause and effect relationship is not detailed for each participating country, this is a

[15] As reported in section 5, a significant majority of respondents (72.5%) considered that the project activities and events in which they had participated met their expectations (Q21). Most survey respondents were either satisfied or very satisfied with the organization of their event, and the vast majority were satisfied with the clarity of the presentations (87.5%) and with the balance between the theoretical part and practical exercises (80%) (Q6). Similarly, more than two-thirds of respondents (67.5%) were satisfied that examples of policies and strategies from their country were used in practical training exercises on LEAP (Q6).

major weakness in the problem analysis which probably affected the ability of the project to target specific national priorities.

63. On the matter of whether the project design anticipated the required activities and the implementation approach in meeting the needs identified in the countries and region, the evaluation findings suggest that anticipation of the required activities and implementation approach was mixed. The project design seems to have anticipated the required activities and implementation approach relatively well, as the activities foreseen in the project design provided practical approaches to strengthening the national capacities of participating countries to design sustainable policies related to the use and production of biofuels, and sought to enhance regional dialogue on energy policies, which was an identified regional need. However, while the project design did generally anticipate the activities, it is unclear whether activities were planned on a country-by-country basis, taking into account the significant differences between national contexts.

64. The project governance and management structures were clearly defined and established, and were appropriate to the project objectives and activities to a relatively large extent. The section on implementation arrangements in the project document clearly sets out which ECLAC divisions were responsible for coordinating and implementing the project as a whole, as well as for each subregion, in accordance with their areas of expertise. Other ECLAC divisions and subregional offices were involved as and when appropriate, for example the ECLAC subregional headquarters in Mexico played an important coordination role in the implementation of project activities in Central America. The project document also states that ECLAC will collaborate on project activities with national authorities responsible for biofuel policy development. National authorities were duly consulted and informed about the project and country-level activities from the time the project was launched. Efforts were made by the project team to ensure that the interests of national authorities were taken into account where possible. Therefore, overall the project governance and management structures appear to have been appropriate to the expected accomplishments and activities. However, one issue might be whether the central project management and implementation team had sufficient resources, particularly with regard to the number of staff needed to manage project activities and bring a strategic approach to the project (see section 4 below). Luckily, for the most part, this was not a complicated project and did not require a complex implementation and governance structure.

65. In response to the question of whether relevant stakeholders were consulted in the process of designing the project, the project benefitted from the previous collaborative efforts with energy and government stakeholders, including the preparatory work for the document, *Sustainable bioenergy: a framework for decision making*, one of the global and sectoral inputs that provided the rationale for the project. ECLAC considered that more in-depth analysis of the trends identified in the region was required.[16] While a formal phase of consultation, needs analysis and (re-)assessment immediately prior to the project launch would have strengthened the project approach, the core intervention approach, notably the country-specific baseline scenarios identification and development, had significant scope to be adapted to specific countries' needs. , As a result of the aforementioned research and projects, such as the ECLAC guidelines for sustainable biofuels development in Latin America and the Caribbean, funded by the German Agency for International Cooperation (GIZ),[17] ECLAC did already have some knowledge of the biofuels context in its member countries. Therefore, ECLAC considered that the project approach was sufficiently generic to be adapted to fit each participating countries' needs, and hence the project document focused more on mobilizing countries to join the project.

[16] In particular, a quantitative assessment of the implications for agriculture if the use and production of biofuels was developed in Latin American and Caribbean countries, particularly with regard to food security, as well as the wider socio-economic and environmental implications of developing bioenergy sectors across the region.

[17] *Aportes de los biocombustibles a la sustentabilidad del desarrollo en América Latina y el Caribe: elementos para la formulación de políticas públicas* (LC/W.178, Santiago, Chile, Naciones Unidas, 2008).

The key evaluation findings regarding the project's relevance are that:

- On the whole, the project design properly addressed the issues identified in the region.
- The project was relevant to the needs of the Latin American and Caribbean region.
- Regarding country-level needs, while a baseline assessment was not provided in the project document, the customised country scenarios and workshops meant that the project was sufficiently flexible and able to meet the needs of countries that chose to participate after the project launch.
- Overall, the project design was relatively strong, with a clear, flexible approach that allowed it to adapt to different national contexts. However, there were also a number of weak points, including insufficiently detailed prior analysis of national situations and the failure to reassess the project design and assumptions just before it was launched. Lastly, the ambitious objective of establishing a pan-regional biofuels alliance (LASBA) was not supported by the activities and lacked sufficient time and resources. Furthermore, the changes to the global situation following the 2008 financial crisis made it even more difficult to achieve this expected accomplishment

4. FINDINGS – PROJECT EFFICIENCY

This section provides an overview of the:

- Efficiency of the activities and quality of ECLAC support (section 4.1)
- Efficiency of the country-level activities (section 4.2)
- Efficiency of the regional-level activities (section 4.3)
- Efficiency of the project management and governance, and management support activities (section 4.4)

4.1. Efficiency of the activities and quality of ECLAC support

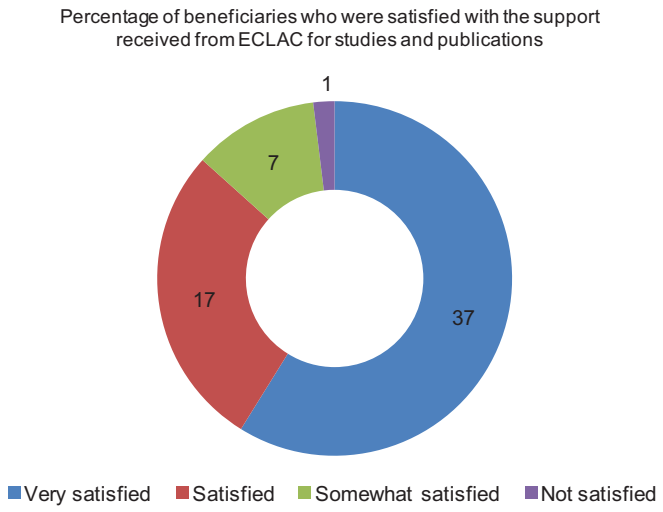
66. With regard to support for project workshops and activities, the ECLAC project team provided support to all event participants in the run-up to and during the workshops. Overall, the evaluation findings show that project participants and stakeholders were positive about and appreciative of the quality of support provided by ECLAC. Feedback shows that respondents were, on the whole, satisfied with the quality of this support from ECLAC; out of the 41 respondents, nearly half of them (46%) were satisfied with the advice and support received to identify and collect information on greenhouse gas indicators used during the event (Q19), while a further 10% were very satisfied (Q19). More than half of the respondents (58.5%) were satisfied with the support received to design, plan and develop analyses and scenarios for the event (Q19), while approximately 14% were very satisfied (Q19). Lastly, nearly 49% of respondents were satisfied with the support received to design, plan and develop analysis and scenarios after the event (Q19), and approximately 10% were very satisfied (Q19).[18]

67. Regarding the studies and publications provided to project workshop participants, overall 86.9% of respondents were satisfied, 11.5% were somewhat satisfied and only 1.6% were not satisfied at all.[19] Question 14 specifically addresses four documents provided to the participants. With regard to the first document, a comparative study on the sustainable production and use of biofuels, 93.3 % of respondents were satisfied and 6.6% were somewhat satisfied. Responses showed that 78.6% of respondents were satisfied, 14.3% somewhat satisfied and 7.1% were not satisfied with the study on the implications of biofuel development for the management and use of water. In addition, 90% of respondents were satisfied and 10% were not satisfied with the methodology and forecasts for energy scenarios and the country energy scenarios. Lastly, 50% of respondents were satisfied and 50% were somewhat satisfied with the implementation of the ModerGIS model (Costa Rica and Paraguay).

[18] With regard to the advice and support received in the planning of national development policies and national initiatives after the event (Q19), only 39% of respondents were satisfied, although a high number of respondents from the Dominican Republic, Nicaragua and Paraguay claimed not to have enough knowledge to be able to assess the support provided by ECLAC (Q19).

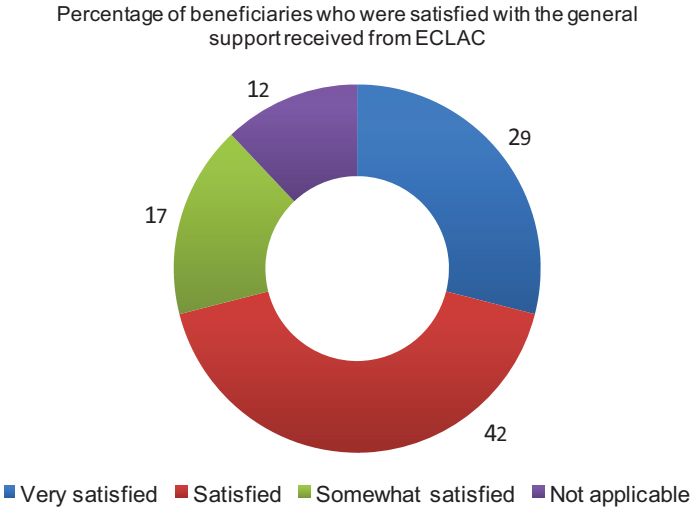
[19] In order to provide a more accurate view of the perceived satisfaction of participants, these percentages relate only to the respondents with sufficient knowledge to answer the question.

Figure 2
Beneficiary satisfaction with ECLAC support
(Survey findings Q14)



68. Importantly, and positively, seven out of every ten respondents (nearly 71%) were satisfied with the support received from ECLAC in general (Q20).

Figure 3
Beneficiary satisfaction with ECLAC support
(Survey findings Q20)



69. The feedback from the telephone interviews also confirmed the survey findings of general satisfaction with ECLAC support, with the exception of the post-workshop period, where the lack of systematic capacity-building support was mentioned as a weakness by three interviewees.

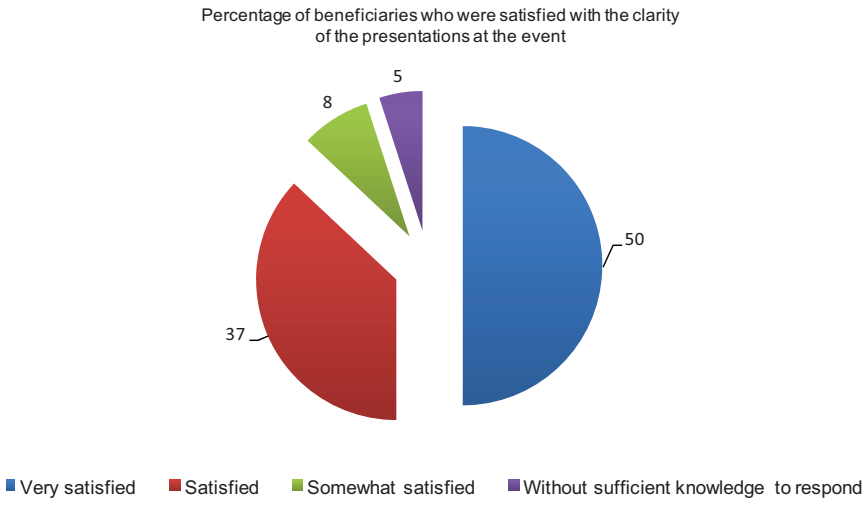
4.2. Efficiency of the country-level activities

70. The evaluation findings show relatively high levels of satisfaction with the efficiency and organization of the country workshops and activities. Feedback from the telephone interviews was positive about the efficiency and professionalism of the country-level workshops, with some interviewees commenting on the large number of relevant stakeholders present. Others said that the links ECLAC had with key counterparts, particularly national ministries, was an important factor that contributed to the efficient implementation of the project. One interviewee noted that one of the strengths of ECLAC was its ability to talk to all of the relevant stakeholders and manage national differences.

71. The evaluation country survey[20] findings also showed general satisfaction with most elements of the project workshops' organization. A significant majority of respondents (72.5%) said that the project activities and events in which they had participated had met their expectations (Q21).[21] Most survey respondents were either satisfied or very satisfied with the organization of their event (see figure 4 below); most respondents (87.5%) were satisfied with the clarity of the presentations, and a large majority (80%) were satisfied with the balance between theoretical and practical exercises (Q6). Similarly, over two-thirds of respondents (67.5%) were satisfied with the use of policies and strategies from their country in practical exercises on LEAP. Strikingly, almost all respondents (97.5%) were satisfied with the quality of the event facilitator or leader (Q6).

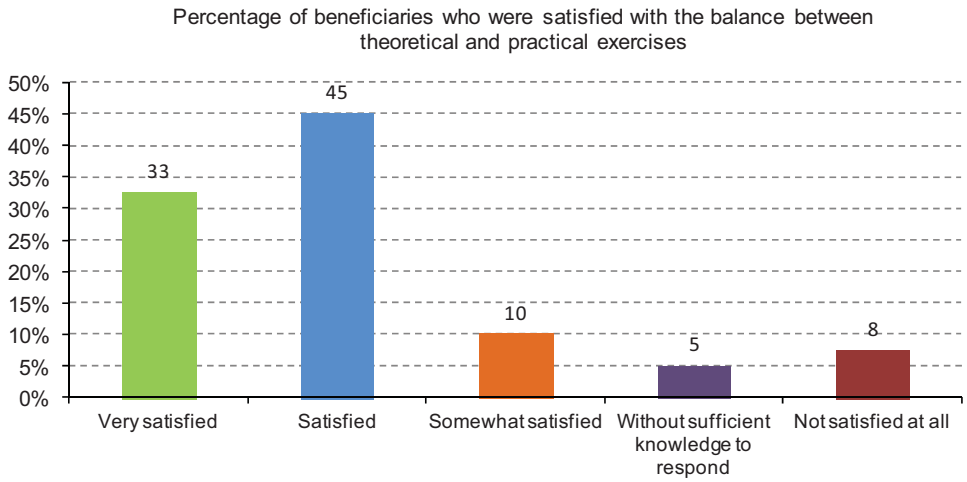
Figure 4

Clarity of the different presentations at the event (Survey findings Q6)



[20] Respondents were asked in which project event(s) they had participated and were subsequently asked about the quality of these events and the materials provided.

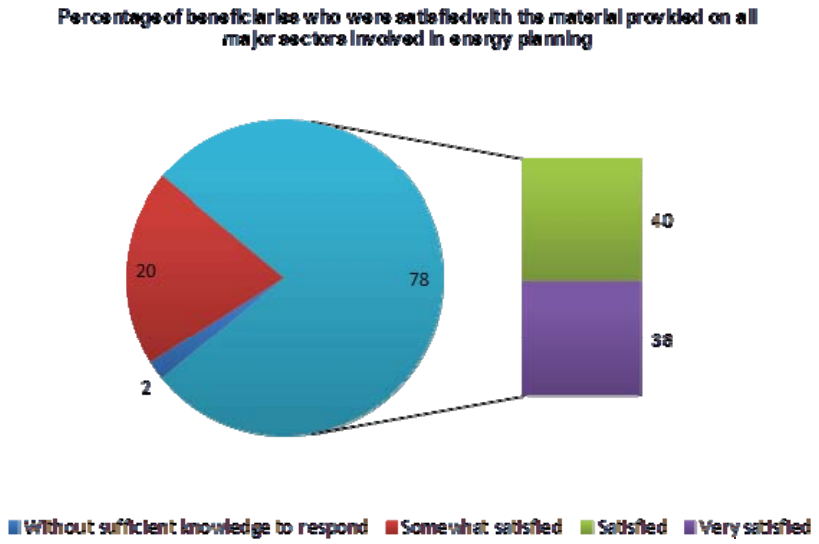
[21] Numerous respondents also provided interesting comments in addition to their answers; several found that the activities imparted good practical knowledge, while some complained that the activities should have been publicized more widely in order to ensure the participation of more interested actors (Q21). Respondents from Honduras, Panama and Uruguay were the most critical regarding the organization of some of the events, with some respondents frequently stating that they were either "somewhat satisfied" or "not satisfied at all" with some elements.

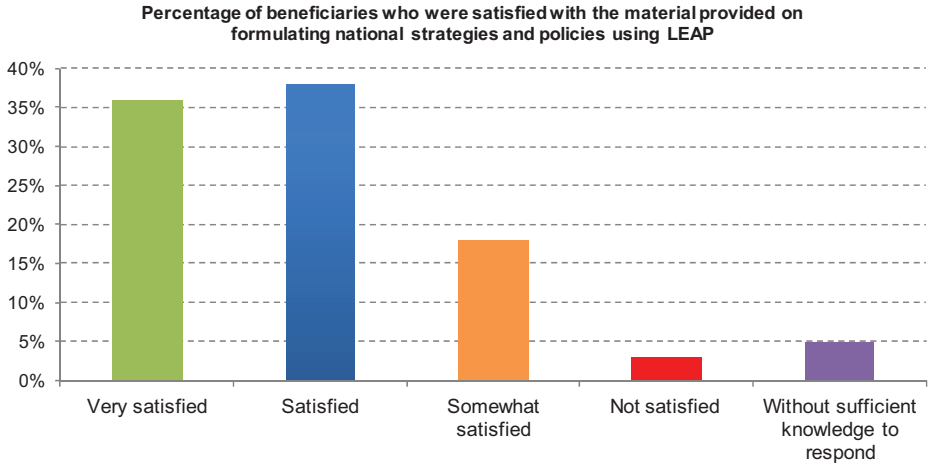


72. The vast majority of respondents (92.5%) were satisfied with the quality of the responses received to questions during the event, and 85% were satisfied with the contextualization of the answers according to the reality of their country (Q6). A large majority of respondents (85%) were satisfied with the event coordination and the time allocated to different sections of the event (Q6). Nearly all respondents (92.5%) were satisfied with the structure of the workshop, and a large majority were satisfied with the content (85%) and its delivery (92.5%) (Q6). Most respondents (72.5%) were satisfied with the duration of the event and the vast majority (80%) were satisfied with the venue (Q6).

73. Regarding the materials provided for project capacity-building workshops, a large majority of respondents (87.5%) were satisfied with the clarity of materials received and with the balance between theoretical and practical material for the exercises (Q6). Most respondents (77.5%) were satisfied with the material providing information on all major sectors involved in energy planning in their country and 75% were satisfied with the material providing information on using LEAP to formulate national strategies and policies (Q7) (see figure 5 below). A majority of respondents (85%) were also satisfied with the quality of materials providing answers to questions and doubts, and most respondents (77.5%) were satisfied with the contextualization of the content provided according to the reality of their country (Q7). The majority of respondents (77.5%) were also satisfied with the amount of materials supplied and their scope (Q7).

Figure 5
Beneficiary satisfaction with materials provided for the capacity-building workshops (Survey findings Q7)





74. With regard to the questions concerning prior knowledge about and quality of the studies provided, the country survey results show that 58% of respondents had read the studies provided; although their familiarity with those studies varied (Q8). Nearly half of respondents (46%) had little to no knowledge of the comparative study on the use of biofuels in Latin America (Q10), roughly a quarter had sufficient knowledge of it, while the rest had insufficient information to be able to answer (Q10). Similarly, 54% of respondents had little to no knowledge of the study on the implication of the use of biofuels on the management of water (Q10), nearly a quarter had sufficient knowledge of it, while the rest had insufficient information to be able to answer (Q10). Although 34% of respondents had not read the 2009-2030 methodology and forecasts developed using LEAP, 61% of respondents had sufficient knowledge of it (Q10).

75. On the whole, the feedback from beneficiaries was positive regarding satisfaction with the project activities, specifically the country workshops. Most respondents (53%) stated that they were very satisfied with the workshops, 7% of respondents said that they were satisfied and less than 1% were not satisfied with the workshops. Respondents also appeared to be satisfied with the organization of the workshops: 57% reported being very satisfied, while only 4% said that they were satisfied. In general, respondents were very satisfied with the quality of the presentation (71%) and with the material and documents provided (64%). Beneficiaries were less satisfied with the duration of the sessions and discussions and with the quality of the infrastructure where the workshop was held. This was also reflected in the beneficiaries' feedback comments. A number of beneficiaries underlined that workshops were quite short and many said that workshop content could have been more in-depth and more focused on specific country situations. Respondents urged ECLAC to organize workshops on a regular basis in order to deepen their knowledge and update them on new developments related to the LEAP modelling tool.[22] Many called for follow-up support and meetings, which would provide opportunities for actors from different institutions to work on issues related to biofuels.[23] While the feedback from the telephone interviews on the workshops was broadly positive, some interviewees said that the workshops lacked an underlying strategic rationale, particularly with regard to selecting participants (on the basis of whether they would use LEAP afterwards in their work, addressing institutional challenges (staff changes within national energy ministries) and providing ongoing post-workshop support.

4.3. Efficiency of regional activities

76. Levels of satisfaction with the project's regional activities were good. Similarly, feedback from the telephone interviews on regional workshops and forums was positive, if limited. As mentioned above, some stakeholders considered the links between ECLAC and key counterpart actors (including national ministries) and the Commission's ability to dialogue with all relevant stakeholders and manage any national differences to be important factors in the project's efficient implementation.

77. Regional evaluation surveys also indicate that the majority of respondents were satisfied with the efficiency of the project and its regional activities. Nearly all respondents participated in at least one regional event. Most of them (nearly 78%) participated in the policy dialogue on institutional development and innovation in biofuels in Latin America and the Caribbean (Q6), while very few participated in the regional forum on biofuels held in El Salvador in 2011 (Q10). All respondents were satisfied with the project activities, which were considered as having provided relevant information on the promotion and implementation of sustainable biofuels use, including good practices regarding the incorporation of several agribusiness chains and regarding social inclusion activities. A large majority of respondents (80%) were satisfied with the comparative studies and analysis of the different added value elements in the biofuels production chain, and with project activities that have helped to increase the competitiveness and sustainability of biofuels' production and use (Q20).

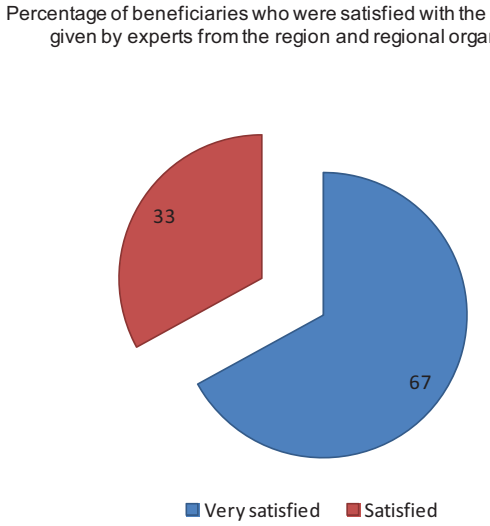
78. The majority of respondents said that the quality of presentations at regional events (see figure 6 below) by various experts from the region and regional organizations was very satisfactory, while the rest found it satisfactory (Q7). All respondents considered the presentation on the economics of biofuels to have been useful. A large majority of respondents (83%) found the other presentations to have been useful as well, particularly the presentations on the biofuels research and development policies and capacities in Latin America and the Caribbean, on strengthening national capacities for the design and implementation of sustainable energy policies for the production and use of biofuels, and on policy dialogue on institutional development and innovation in biofuels (Q8).

[22] (GU.9.1, GU.9.3, PA.9.1, GU.9.16, PA.9.5, PA.9.9, PA9.12, PA.9.15, PA.9.17, PA.9.18, PA.9.22, ES.9.1; ES.9.8, ES.9.12, HO.9.3, HO.9.8, NI.9.2, NI.9.8, NI.9.9, NI.9.11, NI.9.12, NI.9.19, CH.GR.5, CH.GR.7). Respondents also requested the organization of additional events for several other purposes.

[23] GU.9.18 and NI.9.10

79. A large majority of respondents (83%) found the key presentations useful, including the presentations on the national programme for the production and use of biodiesel; on ModerGIS; on using LEAP, geographic information system (GIS) and multi-criteria decision analysis to improve the sustainability of the energy sector; on the Bioenergy and Food Security Analytical Framework (BEFS); and on the development of conditions in Europe that promote the bioeconomy and technological innovations in the production of biofuels (Q8). One respondent found the presentations to be very useful. All respondents were satisfied with the presentations given at the regional event in El Salvador by various experts from the region and regional organizations, particularly with their relevance to the regional situation, and with the relevance of the issues discussed at that meeting. All respondents were also satisfied with how the different presentations promoted discussion and the exchange of experiences (Q7).

Figure 6
Beneficiary satisfaction with quality of the regional event presentations
(Survey findings, Q7)



80. All respondents were satisfied with the discussions on the sustainable production and use of biofuels in search of energy security; global warming; using land for the production of biofuels to promote rural development; the use of renewable energies other than biofuels; the promotion of energy efficiency; coordination between energy, agricultural and environmental sectors to establish integrated policies; training public sector technical staff in the fundamentals of energy planning using a specific tool; comparative analysis of policies and trends in Latin America and the Caribbean; institutional political interference; and the development of a comprehensive and cross-sectoral vision of energy issues (Q14).

81. Half of respondents were satisfied with the discussions on the impact of climate change; biofuels research; analysis tools needed for sustainability and innovation systems; economic sustainability; social sustainability; and environmental sustainability. They were also satisfied with how the following issues were raised: energy management; local emissions; the availability and quality of water; delimiting the expansion of the agricultural frontier for biofuel production vis-à-vis food crops; forests and protected areas; and El Niño (Q14). However, all respondents were far from satisfied with how the issues of soil quality, the agricultural frontier and biodiversity, greenhouse gas emissions and food security were addressed (Q15). Similarly, all of the respondents were not very

satisfied with how the topics of access to land, water and other natural resources; rural social development; and health and safety were dealt with. More positively, however, half of respondents were satisfied with the discussion on access to energy sources (Q15).

4.4. Efficiency of the project management and management support activities

82. Regarding the extent to which project governance and management structures contributed to the effective implementation of the project, operational project management appears to have been relatively cost-effective. The desk research and interview with the project managers reveals that they reacted to the feedback requesting more country-focused workshops, by submitting a redeployment request and increasing the number of country workshops from 6 to 12. In addition to responding better to the needs of beneficiary countries, this redeployment reduced the average cost of the workshops and helped to improve the cost efficiency of the project. Moreover, the resources used to organize the workshops, together with the positive survey and telephone interview feedback, suggest that core project activities were well managed.

83. The coordination of core project activities was relatively light, and therefore cost-effective, with many activities carried out by subcontractors or third parties, such as the Bariloche Foundation. The evaluation of overall project planning and implementation suggests that the capacity-building objectives were undermined by the fact that almost all of the workshops were implemented in year 3 of the project. Overall, the project was implemented in a relatively cost-effective manner, third party outputs (such as the baseline energy studies) were procured at competitive prices, given the volume of work involved, and a saving of US$ 13,248 was made on the budget for external consultants and experts.

84. The progress reports highlight a number of challenges that led to delays in implementing some project activities. According to the project document, activities A2, A3, A4 and A5 were scheduled to be carried out in 2010; but the final report shows that activity A1 continued into 2011 owing to delays in completing the three remaining baseline scenarios. The regional reports that should have been completed in 2010 under activity A2 were not finalized before 2011, while the expected accomplishment to establish LASBA (foreseen under activity A5) was not achieved.

85. Many of those delays were caused by factors outside of the project mangers' direct control. For example, the delays experienced in year 1 were connected to the problems in selecting the beneficiary countries. The initial intention was to work with the Andean Community (CAN), which would encourage its member countries to participate in the project (as stated in the project design and planning phase). However, this approach had to be abandoned owing to that organization's failure to respond, meaning that ECLAC then had to approach other countries as a matter of urgency. Chile, Colombia, Paraguay and Uruguay accepted the invitation to join the project. The project was also delayed by the fact that some beneficiary countries were not selected until after the project launch; project managers had to approach the countries, explain the project to them, and then wait for them to decide whether to participate and select their project focal point, a process that could take a considerable amount of time and was completely out of the control of ECLAC. Similarly, in year 2 (2010), external factors, such as the political situation in Honduras, delayed the scheduling of project activities in some countries.

86. Given the management challenges (and time requirements) of selecting the countries, mobilizing and planning the national energy analysis work, developing the workshops (including participant identification and selection) and a range of other tasks, it is understandable that most of the country workshops were held in year 3. While project planning and management might have sought to avoid holding most of the capacity-building and experience-sharing events in the final year, it is clear that activities such as contacting countries about the project, soliciting their participation, contracting third-party providers, and carrying out the country-level scenario development work would take significant time at the front end of the project. However, once the country workshops had

been held in year 3, there was insufficient time to obtain results, such as policy revision or development, or to establish a regional biofuels alliance (LASBA), even without taking into consideration the more difficult global environment.

87. There is insufficient evidence that an ongoing capacity-building process was established during the project, in conjunction with country authorities. The progress and final reports show that the capacity-building activities were all concentrated in year 3 and took the form of one, short national workshop for each beneficiary country. Two regional meetings were also held, which not all workshop participants were invited to attend, so most of them interacted with the project organizers on only one occasion. But perhaps the most significant shortcoming was the lack of ongoing capacity-building activities to meet the post-workshop needs of participating individuals and organizations, in particular post-workshop support, despite the fact that ongoing capacity-building was at the heart of the approach espoused in the project document. These shortcomings suggest that the project may have been under-resourced at the project management level, as not enough strategic reflection and management seems to have been provided, particularly with regard to how project impact and sustainability could have been maximized. This lack of focus on strategic issues can also be seen in the project reports, which are rather brief and do not provide in-depth analysis of the core activities.

The key evaluation findings regarding the project's efficiency are that:

- The project participants and stakeholders are positive about and appreciative of the quality of support provided by ECLAC.
- Participants are generally satisfied with the organization of the country workshops, and with the various materials, content and inputs used.
- The project's regional activities and workshops are also viewed positively, with relatively high levels of participant satisfaction with organizational aspects, content and discussion.
- Overall, the project management approach appears to have been satisfactory. Project planning and management might have sought to avoid holding most of the capacity-building and experience-sharing events in year 3, although it is clear that many other activities had to be undertaken first. One area that could have been improved is the detail and analytical quality of the project reports, and greater contingency planning might have helped to reduce the delays caused by external factors.
- A significant number of project activities were implemented within the limited budget. Rescheduling activities as part of the redeployment request further enhanced cost efficiency.

5. FINDINGS – PROJECT EFFECTIVENESS

This section provides an overview of the project's effectiveness in:

- Providing comprehensive analysis to national policymakers to promote the sustainable production and use of biofuels (section 5.1)
- Enhancing participants' skills and performance (section 5.2)
- Enhancing the technical capacities of Latin American and Caribbean countries to design and apply policies for sustainable biofuels production and use (section 5.3)
- Helping to foster regional collaboration for the sustainable production and use of biofuels by establishing LASBA (section 5.4)
- Achieving project objectives and enabling factors (section 5.5)
- Promoting regional collaboration on developing policies for sustainable biofuels production and use (section 5.6)
- Achieving the expected accomplishments (section 5.7)

88. The main objective of the biofuels project was to improve the capacity of Latin America and Caribbean countries to design and implement sustainable energy policies in biofuels. This can be measured by verifying the improvements in the technical skills in designing and implementing sustainable policies for biofuels, at a national and a regional level. The surveys also sought to assess the extent to which LEAP is used in developing and implementing these policies.

5.1. Providing comprehensive analysis to national policymakers to promote the sustainable production and use of biofuels

89. The evaluation findings suggest that the comprehensive analysis provided to national policymakers for promoting sustainable production and use of biofuels was relatively satisfactory. As described above, in order to encourage decision makers from the beneficiary Latin American and Caribbean countries to promote the sustainable production and use of biofuels, the project methodology consisted of preparing prospective studies for 2030 using LEAP for each country and organizing national workshops on integrated energy planning using those scenarios and the evaluation found that this methodology was relevant to achieving the stated objective. The post-workshop surveys suggest that participants were relatively satisfied with the national workshops (see below), although they did make suggestions for further support activities and indicated areas for improvement in the workshop exit surveys (see feedback below). However, it seems that the analysis and studies carried out failed to assess the impact of the prospective scenarios on agriculture, including food prices and availability, and land dynamics, including prices. The three studies[24] that were supposed to examine these matters do not cover all the beneficiary countries, for example, the ModerGIS study was carried out in Costa Rica and Paraguay only, and the study on the effects on the water supply includes countries that did not participate in the project.

90. According to the workshop exit surveys completed by participants some were of the opinion that the studies failed to consider important factors that would probably contribute to the future of the energy sector in Latin American countries; a recurring comment was that the studies and

[24] Estudio comparativo del potencial de producción y uso sostenible de los biocombustibles para algunos países de América Latina, *Implicaciones del desarrollo de los biocombustibles para la gestión y el aprovechamiento del agua, Implementación del modelo ModerGIS para la identificación sostenible de los biocombustibles en el caso de Costa Rica y Paraguay*.

recommendations did not fully reflect their specific national situations.[25] Workshop participants also highlighted the need for follow-up support from ECLAC to help them formulate concrete energy policies that take into account the reality of their country.[26] Other suggestions include expanding the workshops and scenarios to cover new or other renewable energy sources such as biomass, hydrogen, solar and wind power;[27] ii) to consider organizing activities to enhance and compare the use of alternative sources of energy with traditional ones;[28] and carrying out a comparison study between fossil fuels and renewable energy sources, such as biofuels, particularly in terms of energy efficiency and cost.[29] Other weaknesses identified in the prospective studies included not taking into consideration technical improvements and new technologies that would impact Latin American and Caribbean countries[30] or the environmental footprint or impact of new energy policies emanating from the studies.[31] [32]

5.2. Enhancing participants' skills and performance

91. The evaluation findings are on the whole positive with regard to the project's effectiveness in enhancing participants' skills and performance. Regarding the question of whether the project made a difference to the behaviour, attitude, skills and performance of beneficiaries, according to the feedback from the evaluation survey (see figure 7 below), over half of the respondents (56%) agreed that, at the institutional level, the project had improved the technical skills to develop and implement sustainable biofuels policies (Q23). Furthermore, 41% of respondents believe that the project enhanced the development and implementation of sustainable biofuels policies nationwide (Q24).[33]

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[25] Other workshop feedback comments support this affirmation. The studies failed to consider parameters specific to each country that could affect or be affected by new energy policies. These parameters were identified by participants from most of the beneficiary countries and include taking account of the economic situation, available resources, existing policies and electricity markets of each country (GU.4.16, PA.4.12, ES. 4.3, NI.4.5, NI.4.19, CH/GR.3 and CH.GR.4).

[26] Respondent comments HO.9.14, HO.9.24 and NI.9.16.

[27] A number of participants pointed out that other renewable energy sources, such as biomass, hydrogen, solar and wind power were not considered in the scenarios but would certainly play a role in future energy production in Latin American countries (CR.4.1, GU.4.1, GU.4.12 and HO.4.3).

[28] A number of applicants suggested that ECLAC should consider organizing activities to enhance and compare the use of alternative sources of energies with traditional ones, with a special focus on the electricity and transportation sectors (PA.10.5, PA.10.12, PA.10.19, ES.10.13 and NI.10.20).

[29] A number of participants also said that such a comparison was missing from the project workshops (GU.9.13, GU.9.14 and NI.9.18).

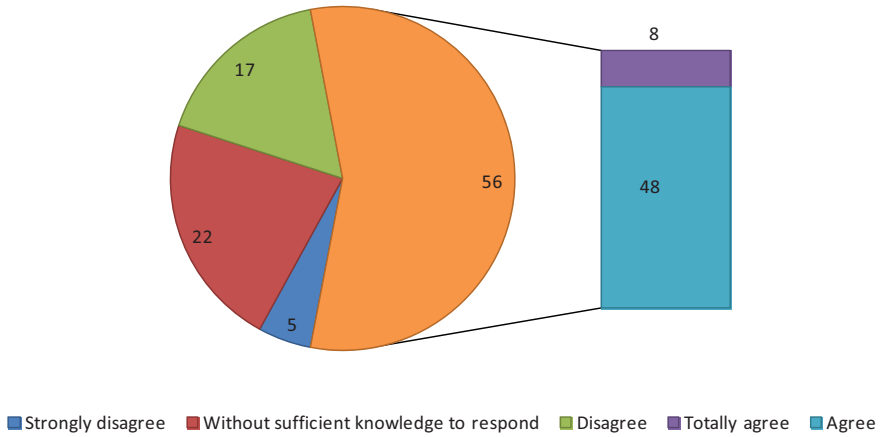
[30] Respondent comments CR.4.9, HO.4.6, GU.9.13, GU.9.14 and NI.9.18.

[31] A number of workshop participants said that the models failed to consider the environmental footprint of the energy systems promoted by the project. The environmental impact of the different energy policies resulting from the energy scenarios should also have been calculated (GU.4.3, PA.4.4, PA.4.10, ES.4.15, HO.4.11, NI.4.3, NI.4.4 and HO.9.7). Some participants were particularly concerned about the impact of these policies on water sources (NI.4.16).

[32] Other factors not considered in the prospective studies were the availability of land for the production of biofuel crops (CR.4.2); transportation sector developments, such as extending public transportation or using traditional fuels alongside renewable ones (GU.4.4, GU4.13, PA.4.1, HO.4.1, NI.4.18, PA.9.13, PA.9.14 and CH.GR.1); while the impact on the industrial sector (CR 4.7) was not explored enough. Furthermore, workshop participants also expressed the need to have a more realistic analysis of the energy sector by considering the consumption of all industrial sectors and of all energy sources (GU.9.9, PA.9.21, NI.9.13 and NI.9.6).

[33] Some comments provided by workshop participants suggest that the workshops were effective in transferring a number of relevant best practices to beneficiaries. Four participants found the prospective studies sufficiently comprehensive (CR.4.4, PA.4.7 and ES.4.2), while a number of others were positive about the perceived increase in participants' ability to manipulate data and to identify the information required for energy planning (GU.7.11, CR.7.2, CR.7.7, PA.7.18 and NI.7.18).

Figure 7
Percentage of beneficiaries who were satisfied with the project's impact at the institutional level on the technical skills to develop and implement sustainable biofuels policies
(Survey findings Q23)



92. A number of respondents pointed out in the workshop exit surveys that information on the use of LEAP in their country was lacking and that a first step towards remedying that situation would be to collect and analyse the required data.[34] Some beneficiaries said that information was particularly lacking with regard to the transport sector.[35] In their recommendations to ECLAC, participants stressed the need for support in collecting, compiling and updating the energy-related information that illustrates the national reality and would enable them to use LEAP.[36] A recurring comment is that the ECLAC project failed to provide participants with actual examples of countries where biofuels policies had been implemented. Some participants would have preferred the project to have had a more regional focus and to provide them with comparisons of energy situations and experiences from other countries.[37] Respondents appeared to realize the importance of increasing regional cooperation on biofuels-related issues and some suggested considering carrying out studies on biofuels and their impact on a regional scale.[38]

93. With regard to the effectiveness of the project in spreading the use of LEAP at the national level, 39% of respondents said that LEAP had been incorporated into their organization's activities (Q23), while 46% found that the project had enhanced the use of LEAP in the development and implementation of sustainable biofuels policies nationwide. A number of factors should be taken into account in view of the somewhat less positive participant feedback in this area. First, many respondents claimed not to have enough knowledge to respond (Q24). Second, the evaluation feedback shows that the choice of LEAP as the development and implementation model was generally appreciated by project beneficiaries. Third, organizational factors should be taken into account when considering the use of LEAP, including whether other ministry staff (such as beneficiaries' colleagues or managers) would find it useful to adopt the tool, and the additional training and time that would be needed to mainstream the tool into work practices. Given that

[34] PA.4.21, HO.4.12 and HO.7.27.
[35] PA.7.E, PA.7.16 and CR.7.2.
[36] PA.9.3, PA.9.16, ES.9.5, ES.9.10, ES.9.11, ES.9.14 and HO.9.23.
[37] HO.9.25, HO.9.26, CH.GR.2 and CH.GR.8.
[38] ES.4.10, HO.9.1, HO.9.2, HO.9.22 and ES.10.9.

organizational change initiatives and attempts by staff to apply training and new skills at work often face some resistance, the fact that LEAP has been adopted by approximately 40% of respondent organizations could be seen as positive, or even as very positive. Feedback from the telephone interviews was also mixed, with some respondents saying they used LEAP and some not. In some cases, respondents had not used LEAP after the workshop because their work did not require it, which is linked to the feedback provided by some respondents (mentioned above) who pointed out that if the selection of country stakeholders had been more strategic and limited, uptake of LEAP might have been better. It should also be borne in mind that the LEAP user licence is free only for government institutions, and therefore other organizations, such as research institutes and non-governmental organizations are required to pay for it after the project implementation period, which in some cases was one year later.

5.3. Enhancing the technical capacities of Latin American and Caribbean countries to design and apply policies for sustainable biofuels production and use

94. This issue is also discussed in section 6 below. The technical capacities of Latin American and Caribbean countries to design and apply policies for sustainable biofuels production and use appear to have been enhanced to some degree, as a result of the national workshops that were organized in each beneficiary country.

95. However, no monitoring mechanism was put in place to assess whether these enhanced technical capacities resulted in the formulation of policies in the four years since the end of the project. The post-project workshop surveys show that participants consider the provision of a model and software that takes into account and brings together all energy sector stakeholders to be an important step forward that will prove useful in the national energy regulation and planning process.[39] Respondents also credited the workshops and LEAP with enabling decision makers to develop good medium- and long-term energy plans by providing them with alternative energy scenarios.[40] However, some noted that the workshops were rather short and issues were dealt with a little superficially, which undermined technical aspects of the workshops, especially for decision makers that were not used to working with similar software.

5.4. Helping to foster regional collaboration for the sustainable production and use of biofuels by establishing LASBA

96. Efforts to achieve the expected accomplishment of fostering regional collaboration for the sustainable production and use of biofuels by establishing a Latin American Sustainable Biofuels Alliance were rather feeble. While two regional meetings on the production and use of biofuels were held in 2011, where policymakers shared experiences and identified regional issues related to the biofuels sector, the project did not culminate with the establishment of LASBA, as anticipated. The final report, dated 2011, states that these events lay the foundations for the Alliance, but desk research shows that, to date, such an entity has not been created.

97. On the whole, participants said that they were satisfied with the opportunity that the workshops had provided as a forum for the exchange of experiences: 38% of respondents reported being very satisfied (the median response), while 13% said that they were satisfied. However, most of the participants said that the project had raised beneficiaries' awareness of the importance of inter-institutional coordination and consultation on matters pertaining to energy regulation and planning, as well as the importance of collaboration between actors from different sectors.[41] For some, the workshops provided valuable opportunities to exchange ideas with stakeholders from different

[39] CR.7.4, ES.7.3, NI.7.11, NI.7.12 and NI.7.13.
[40] CR.7.4, GU 7.3, GU.7.8, GU.7.9, NI.7.5 and NI.7.10.
[41] CR.7.1, CR.7.11, GU.7.4, GU.7.13, GU7.15 and ES.7.12.

institutions involved in energy planning and with project consultants.[42] Therefore, the project did make a limited contribution to the exchange of experiences and greater dialogue on promoting sustainable biofuels production within the region and to discussions about regional collaboration efforts, but these did not take place within the framework of a regional sustainable biofuels alliance.

5.5. Achieving project objectives and enabling factors

98. Factors that have contributed to achieving the expected accomplishments include the participating countries' level of interest (and thus perceived project relevance) in building energy scenario development capacity and LEAP; the predominantly national orientation of the workshops; the support provided by the project team; and the decision to redeploy part of the project budget in order to increase the number of country workshops and thus ensure that as many national energy stakeholders were involved as possible. This redeployment made it possible to deliver 12 country workshops instead of the 6 that were initially scheduled to be held at ECLAC headquarters and subregional offices for stakeholders from several countries at a time.[43] The decision to work with international consultants from the Bariloche Foundation and to use LEAP increased interest in the project; focusing on quality solutions that were well regarded in the market also contributed to the project's relative success in terms of workshop development and delivery.

99. A number of factors are likely to have undermined efforts to increase regional collaboration to promote sustainable biofuels production by establishing a Latin American Sustainable Biofuels Alliance (LASBA), the most visible area in which the project failed to achieve its expected accomplishments. Firstly, the project was conceived before the global economic crisis, when oil prices were high and governments were searching for alternatives to fossil fuels; however by the time it was implemented, the situation had changed dramatically, as the economic crisis diminished countries' urgency to promote biofuels as a source of energy. The final project report stated that this was the principal factor behind the non-achievement of EA 3, but there were other contributing factors. The assumption that the country and regional workshops, together with the pre-workshop country analysis and energy scenarios, alone would create sufficient momentum and interest to establish a regional sustainable biofuels alliance, seems somewhat optimistic, particularly given the very short time that elapsed between the holding of the national workshops, the regional forums and the end of the project. This together with the lack of ongoing post-project support meant that the necessary interest in and momentum for creating such a regional alliance was not generated. Feedback from some of the telephone interviews would also seem to suggest that the national workshops did not focus on this expected accomplishment and that there was no clear post-workshop follow-up to foster interest or momentum.

5.6. Promoting regional cooperation on developing policies for sustainable biofuels production and use

100. All respondents agreed that the project promoted and/or supported the assessment of the viability and environmental sustainability of biofuels and the evaluation of the social benefits resulting from their production (Q18). A majority of respondents (60%) also considered that the project activities had had an important impact on international dialogue (Q23), on promoting cooperation among the beneficiary countries, and on the dissemination of information concerning the development of policies for the sustainable production and use of biofuels (Q23).

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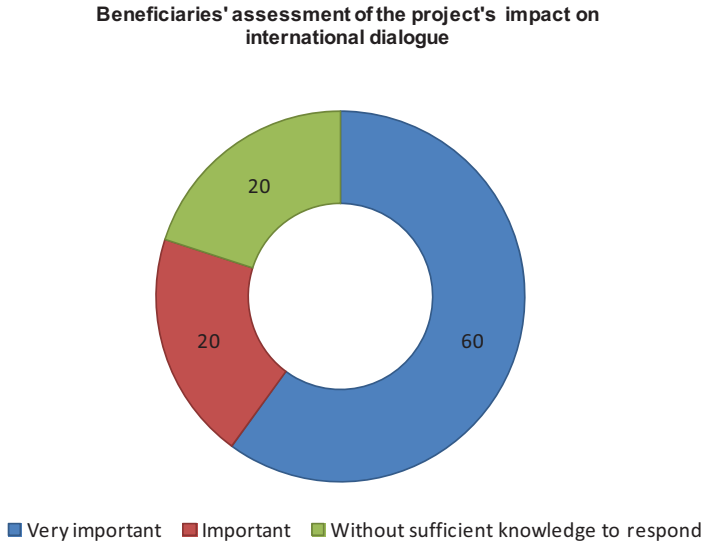
[42] ES.7.1, ES.7.16 and ES.7.15. Participant feedback varied from country to country: those who participated in the Costa Rica workshop were generally very positive (73% found it "very useful"), while only 19% of respondents from El Salvador found this aspect of the workshop to be "very useful" (44% said that it was "useful", 25% said it was "regular" and 12% found it "somewhat useful").

[43] This decision was taken in response to the updated requests from the decision makers from Latin American and Caribbean countries for energy planning capacity-building and the inclusion of alternative energy sources in long-term energy scenarios (see redeployment request, p. 2). Latin American and Caribbean governments changed their focus as a result of the evolving national situations, which did not match the initial project forecasts.

Figure 8
Beneficiaries views on the project's impact on international dialogue
(Survey findings, Q23)



101. Telephone interview feedback was also positive about the project's results and overall effectiveness, given the means at its disposal. Some results that were mentioned were the greater understanding and capacity of most beneficiaries in areas such as energy efficiency. One example of specific country legislation or policy initiatives resulting from the project is the Panama Biofuels Act. The National Secretariat for Energy of Panama also used the energy scenarios up to 2030, based on the LEAP model. Staff members who received training as part of the project were able to use that to develop the energy scenarios as technical support in the formulation of policies. Another example was the detailed analysis of transport produced by Costa Rica, as part of its ambitions plans to reduce CO_2 emissions by 2020. In Nicaragua, a country that is highly dependent on fossil fuels, the Ministry of Mines and Energy used the LEAP energy scenarios up to 2030 as the technical basis for policy formulation work.

102. One of the evaluation questions was to what degree project implementation approaches, such as those based on human rights, gender mainstreaming and results-based management, were understood and pursued in a coherent fashion. It is difficult to assess this from the information contained in the project documentation. Moreover, although access to sustainable energy and related income-generation and poverty reduction issues are crucial, many gender or rights-based issues are considered less important to many aspects of energy policy. One key parameter related to gender in this capacity-building project was the gender balance among project beneficiaries. Analysis of the gender composition of workshop participants shows that of the 307 beneficiaries, 221 were men and 86 were women. Given the historical predominance of men in the energy sector, this would appear to represent a satisfactory gender balance.

5.7. Achieving the project's expected accomplishments

103. Overall, the evaluation findings present a mixed picture of the achievement of the project's expected accomplishments, with some positive results and some less so. On the positive side, the activities carried out during the project led to a number of valuable outcomes. For example, the project workshops raised awareness of the need for a multisectoral approach to energy planning and promoted LEAP as a tool to be used in cross-sectoral policy debates. The number of decision makers, from 77 institutions, who were involved in the capacity-building processes is impressive. These results confirm that the project did achieve the expected accomplishments of providing policymakers with more comprehensive analysis for promoting sustainable production and use of biofuels (EA1) and enhancing technical capacity in Latin American countries to design and apply policies for sustainable biofuels production and use to reduce poverty and mitigate global warming (EA2). However, the third core objective of increasing regional collaborations to promote sustainable biofuels production through the creation of a Latin American Sustainable Biofuels Alliance (LASBA) (EA3) remains unfulfilled. Lastly, with regard to the objective outlined in the project document, that Latin American and Caribbean countries should establish sustainable energy policies for the production and use of biofuels, a number of examples have been provided by stakeholders of new national legislation or policy initiatives that have been adopted in the wake of the project, including the Biofuels Act in Panama, and the detailed analysis of transport developed by the Costa Rican Government as part of its ambitions plans to cut CO_2 emissions by 2020.

The key evaluation findings regarding the project's effectiveness are that:

- There was significant progress in developing participants' skills and technical capacity to formulate sustainable biofuels policy within participating government institutions.
- Progress in the adoption and uptake of LEAP was somewhat lower than the enhancement of knowledge and skills resulting from capacity-building activities, but was, in relative terms, still quite positive with approximately 40% of respondent organizations using LEAP.
- The project's key achievements include increased awareness of the need for a multisectoral approach to energy planning and the introduction of LEAP as a tool for cross-sectoral policy debate. The number of decision makers involved in the capacity-building processes is also impressive.
- The project did achieve the expected accomplishments of providing policymakers with more comprehensive analysis for promoting sustainable production and use of biofuels (EA1) and enhancing technical capacity in Latin American countries to design and apply policies for sustainable biofuel production and use in order to reduce poverty and mitigate global warming (EA2).
- A number of Latin American and Caribbean countries did make progress towards establishing sustainable energy policies for the production and use of biofuels, notably the new Biofuels Act and other steps adopted by Panama, the detailed analysis of transport developed by the Costa Rican Government as part of its ambitions plans to cut CO_2 emissions by 2020, and efforts by stakeholders in Nicaragua to apply the knowledge gained through the project workshops.

6. FINDINGS – SUSTAINABILITY AND PROSPECTS FOR SUSTAINED IMPACT

This section provides an overview of the project's sustainability, including prospects for sustained impact in the following areas:

- Participants' knowledge and skills development (section 6.1)
- National institutional capacities (section 6.2)
- Latin American and Caribbean governments' capacity to design and implement sustainable energy policies for biofuels (section 6.3)
- Prospects for sustained impact (section 6.4)
- Inter-institutional and regional dialogue (section 6.5)
- Self-sustaining capacity-building and leveraging of technology (section 6.6)

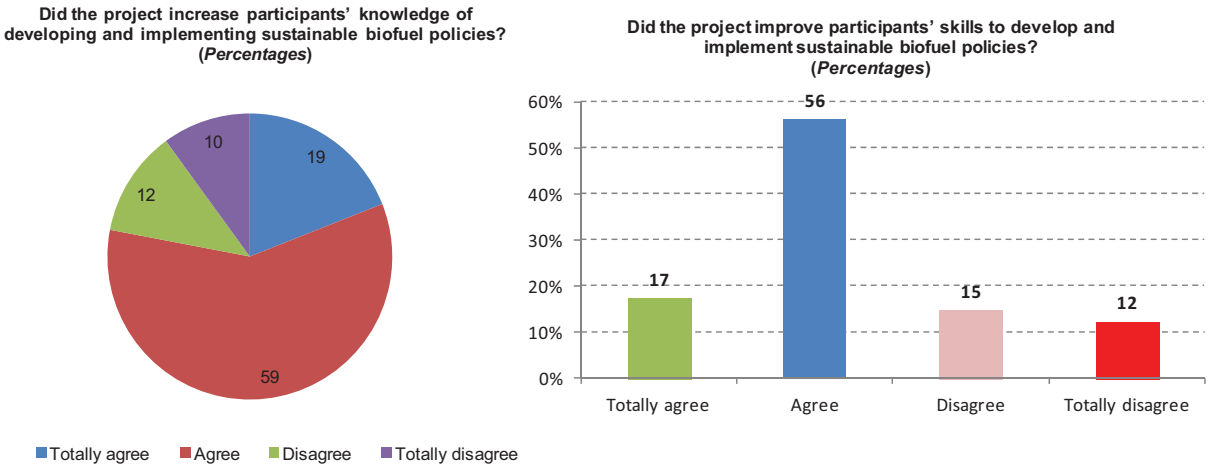
104. One of the most important goals of the evaluation was to ascertain what beneficiaries considered the long-term and sustained impact of the project to be. The evaluation surveys and the telephone interviews therefore included questions on the overall impact of the project. This was particularly important as the project reports do not provide a detailed assessment of the project's impact and prospects for sustained impact, and no post-project monitoring or impact assessment was carried out in the four years since the project ended.

6.1. Participants' knowledge and skills development

105. It is difficult to assess the extent to which the project outcomes will have a lasting impact on beneficiaries' access to knowledge and technical capacity, as will it depend not only on ongoing follow-up support, including the LEAP software remaining available to participating institutions, but also on plans to transfer the LEAP knowledge acquired, which will have varied from one beneficiary to another. Some of the workshop participants indicated in the post-workshop surveys that they were struggling to see how LEAP could be used in their organization; however, this feedback was provided at the end of the workshop and a number of respondents were rather vague in their survey responses, for example they did not state clearly which measures would be integrated into the work of their institution, so it should not be given too much weight. Notwithstanding those earlier comments, the evaluation survey revealed that approximately 40% of respondent organizations are currently using LEAP, which is quite positive given the more complex organizational factors involved in mainstreaming a new work tool or practice.

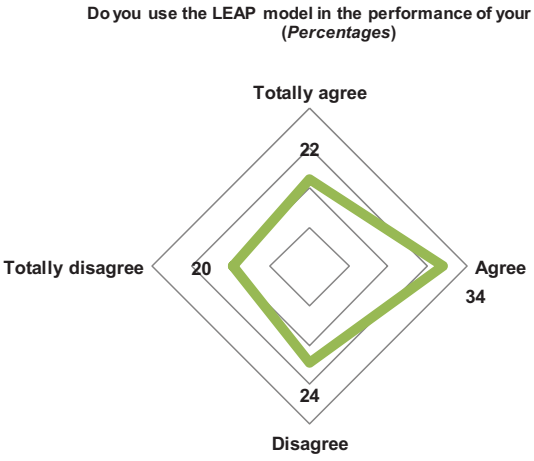
106. In response to the question of whether the project gave participants the skills and knowledge needed to develop and implement policies for sustainable biofuels, a large majority of the respondents (85%) agreed that the project had helped to increase their knowledge (Q22) and 73% said that it had helped to improve their skills (Q22).

Figure 9
Beneficiaries' views on the impact of the project on improving participants' skills and knowledge (Survey findings, Q18)



107. Just over half of the respondents (56%) use LEAP in their work activities (Q22). While this might appear to be somewhat disappointing at first, this feedback should be interpreted with circumspection. Firstly, the respondent's institution might not use the LEAP model (although the responses to the survey question on whether the project has increased the use of LEAP make this less likely), or a colleague of the respondent might be using the model, rather than the respondent. In a wider context, it can be seen as quite a positive result, given the difficulties of mainstreaming new skills or technology in organizations (see figure 10).

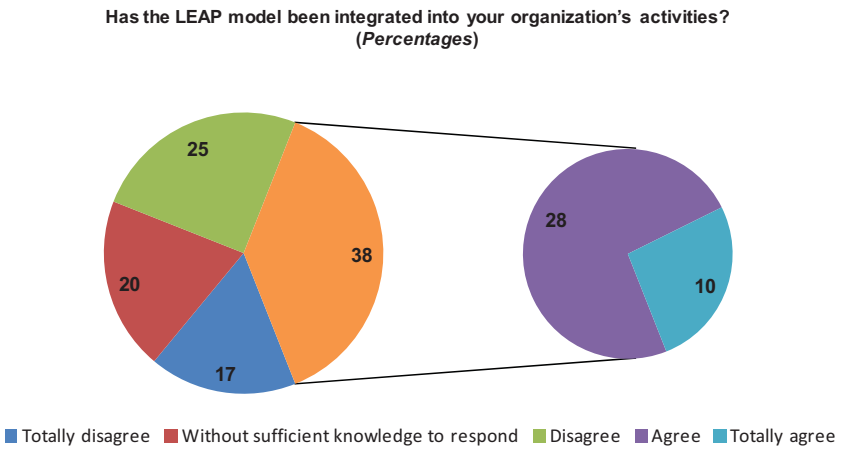
Figure 10
Beneficiaries' views on the impact of the project on improving participants' skills and knowledge of using the LEAP model (Survey findings, Q18)



108. Half of respondents (55%) agreed that the project activities had improved technical skills at the institutional level for the development and implementation of sustainable biofuels policies (Q23), but only 41% said that the project had enhanced the development and implementation of sustainable biofuels policies nationwide (Q24).

109. Turning to the issue of encouraging more widespread use of the LEAP model, 38% of respondents reported that it had been incorporated into their organization's activities (Q23), while 46% said that the project had enhanced the use of the model in the development and implementation of sustainable biofuels policies nationwide. However, it should be noted that many respondents claimed not to have enough knowledge to respond to these two questions (Q28). The regional survey results regarding the use of LEAP are consistent with the national survey findings –41% of respondents believe that it has not been incorporated within institutions in their country, although it should be borne in mind that 13 respondents claimed not to have enough knowledge to respond.

Figure 11
Beneficiaries using the LEAP model
(Survey findings, Q19)



110. The telephone interview feedback revealed some positive views of the project's impact. One stakeholder said that the key impacts at the individual level were knowledge acquisition and capacity-building, and the ability to apply and use this knowledge in the development of new policies. Beneficiaries from El Salvador, Guatemala and Panama found LEAP to be a very useful analytical tool for understanding their energy deficits. However, the feedback also suggests that LEAP is not being widely used; more than half of interviewees were not using LEAP or knew very few people or organizations that were.

6.2. National institutional capacities

111. The feedback from the telephone interviews shows that stakeholders believe that the project has had some impact at the institutional level. One interviewee noted that staff had to be trained, in some instances to a very high level, to use some of the tools promoted by the project and internal collaboration was needed within the organization in order to foster sustainability. Key challenges therefore included internal organizational factors, such as encouraging colleagues to collaborate in order to leverage effectively the knowledge and skills developed as a result of the project and to ensure that those skills were not lost when beneficiaries left the organization; and political and external factors, such as the presidential elections held in Honduras in May 2009. Another notable success was the level of interest expressed by national institutions in the events, and which was also evident in the level and detail of discussions, including those on biofuels prices in Costa Rica. Another interviewee highlighted the impact the project had had on energy staff at the Ministry of Industry, Energy and Mines in Uruguay, who had learned about energy scenario analysis and planning, which was regarded as very useful for the institution. National research stakeholders had also expressed interest in using LEAP. Lastly the Ministry of Energy in the Plurinational State of Bolivia had developed the national energy plan based on the scenarios developed as part of the project.

6.3. Latin American and Caribbean governments' capacity to design and implement sustainable energy policies for biofuels

112. When analysing the activities' impact and the sustainability of the workshops' benefits it should be noted that no activities were foreseen by the project organizers to measure the concrete impact of the project after it came to an end. The sustainability of the project's benefits is therefore difficult to assess comprehensively. The surveys completed after the workshops indicate that most participants found that the training reinforced the capacities of their institutions to formulate and design energy policies and that they considered incorporating some of the recommendations made into their institutions' work.

113. Participants' feedback collected after the national workshops shows that 42% were of the opinion that the workshop had strengthened their institutions' capacities to formulate and design energy prospective scenarios and policies to a large extent, although responses varied substantially from one country to another. Respondents from Guatemala were the most positive about the impact of the workshops —75% considered it to be very high, while only 6% thought it was regular. Respondents who participated in the workshops in Paraguay and Nicaragua were more sceptical, although 36% and 12% of participants, respectively, rated the workshop's impact as very high, 41% and 64%, respectively, as high, (and 23% and 8% said it was regular, which meant that 77% and 76%, respectively, still viewed them positively). Other participants said that the activities had helped them to recognize what information would be needed for energy planning and regulation processes and that the data that was currently available was limited and needed to be updated.[44] Some also said that the project improved their data management skills. Lastly, many participants said that the workshops were too short and superficial to promote effective capacity-building in energy policy formulation.

114. In addition to the aforementioned findings, participants who responded to the regional evaluation survey agreed that the project had promoted and/or supported the viability and environmental sustainability of biofuels production and the social benefits resulting from their production (Q18). However, it should be noted that of the two respondents who attended the workshop in El Salvador, only one thought that dialogue between the different regional entities that were present had led to a more holistic regional view of energy policies (Q11).

6.4. Prospects for sustained impact

115. The evaluation findings offer a mixed picture of the extent to which the project outputs delivered will be sustained by national capacities. The final report (p. 17) states that the project foresaw that policymakers would continue to use and update the energy scenarios and LEAP models while analysing or formulating energy policies. However, no follow-up activities were planned as part of the project to monitor the degree to which beneficiaries would do that. Furthermore, no measures were foreseen to ensure that the knowledge and skills acquired would be transferred to new colleagues when the mandates of the trained decision makers came to an end. The final report (p. 16) contains a list of the problems encountered that could threaten the sustainability of the project's outcomes, specifically the failure to prioritize the use and production of biofuels on the political agendas of many participating countries; weak institutional frameworks; and a lack of resources to ensure the long-term impacts of the project in many countries.

116. The post-workshop surveys provide some indication of participants' perceptions of their ability to sustain the project's outputs. Some beneficiaries said they would consider using LEAP to develop their national energy plans, taking into account their national realities.[45] This suggests that the workshops enabled the creation of capacities that would be applicable to the participants' work, a valuable and sustainable impact. Nevertheless, answers to other questions suggest that some participants felt

[44] CR.3.2, GU.3.1, PA.3.16, PA.3.18, PA.3.21, ES.3.16, NI.3.16 and NI.3.18.

[45] CR.3.4, CR.3.5, CR.3.6, GU.3.11, GU.3.14, GU.3.16, PA.3.3, PA.3.8, PA.3.11, PA.3.19, ES.3.2, NI.3.1 and NI.3.6.

that the information provided on LEAP was a little superficial. Others noted that LEAP could replace or be used in conjunction with existing models, such as SAP.[46] As no follow-up activities were carried out to determine whether participants did take steps to sustain the outputs, it is impossible to assess this potential impact of the project.

117. Some respondents said that the model would be useful for forecasting related to specific sectors, such as the electricity sector,[47] transport[48] and mining.[49] This would suggest that the capacity-building process succeeded in providing the participants with the knowledge to replicate and exploit the model. However, this cannot be proven, as this is another impact of the project that was not measured. An additional issue that undermined decision makers' ability to apply the skills learned and capacities developed at the workshops was that the energy scenarios did not consider the financial aspects of developing new energy patterns. This issue was raised by participants from poorer countries, in particular those from Guatemala and Nicaragua, who also suggested including analysis of the costs and financing channels of the alternative energy sources to be developed.[50] Participants also raised the matter of financing alternative scenarios when asked about the support ECLAC should have provided after the project ended. Others said that ECLAC should have provided support on ensuring financing for alternative energy sources.[51]

118. According to one telephone interviewee, staff rotation and changes within national government and related public bodies were also a key challenge to the sustained impact of the project. Another said that the lack of resources in many Latin American and Caribbean countries was one of the biggest challenges. In Guatemala, for example, the Ministry of Energy has only three technical members of staff responsible for energy planning, of which only one is tasked with energy efficiency matters. In Uruguay a project is currently underway to formulate energy efficiency and intensity indicators. Another interviewee said that the sustainability of the project results, should take into account the significant differences among Latin American and Caribbean countries; many Central American markets are very small, making it difficult to ensure a sustainable biofuels sector, unlike larger countries, such as Chile.

119. Other telephone interviewees mentioned the lack of follow-up after the workshops. One interviewee from Central America said that as there was no real follow-up, any momentum resulting from the workshops was lost. Another two said that the country workshops were unique, one-off events that lacked strategic intent, particularly with regard to the selection of workshop participants.

120. One stakeholder said that current and future needs should be taken into consideration, starting with understanding how the energy situation has evolved since the project was implemented. Prices in countries with liberalized biofuels markets, determined as they are by the international market, mean that farmers are not always able to get the desired or premium price for biofuel crops. While there has been some progress towards greater technical harmonization and the creation of larger markets, there is still much to do. Another challenge is the tension between biofuels production and food security, which should be discussed in greater depth.

121. The evaluation findings regarding the extent to which follow-up support was discussed and formalized are not very encouraging. One of the project's weaknesses that undermines the sustainability of its results is that no follow-up activities were foreseen by the project managers. Many participants expressed an interest in ECLAC providing energy planning and policy formulation

[46] ES.3.14, HO 3.8, HO 3.10 and NI3.13.
[47] CR.3.3, PA.3.5, PA.3.11, PA.3.12, PA.3.14, PA.3.15, ES 3.13, HO.3.13 and NI.3.18.
[48] PA.3.20.
[49] HO3.2.
[50] GU.4.2, GU.4.5 and GU.4.14.
[51] HO.9.4, HO.9.12, HO.9.23 and PA.10.10.

support to beneficiary countries and institutions after the project ended. Twenty-two respondents said that additional workshops should be organized to deepen and update participant's knowledge of LEAP.[52] Sixteen workshop participants suggested that ECLAC should organize more national and international seminars for relevant institutions to allow them to exchange experiences, remain up to date on energy-related issues and planning models, and continue capacity-building efforts in energy policy formulation and planning.[53]

122. More positively, five workshop participants[54] suggested that support should be provided to create, use and update energy-related databases to ensure that project beneficiaries would apply the LEAP model to their energy policies. The ECLAC project to create the Energy Efficiency Indicators Database (BIEE), which sought to build technical capacities in national institutions responsible for formulating energy-saving programmes,[55] was a response to these suggestions. Another suggestion was to carry out follow-up work to measure the impacts and achievements of the project,[56] a post-project action that should have been undertaken 12-18 months after the project ended.

123. Lastly, the project's approach failed to cover all relevant factors needed to develop new sustainable biofuels energy policy and legislation. Such factors included the influence of stakeholders, such as parliamentarians, and possible advocacy approaches, and efforts to build momentum to create pan-regional structures, such as LASBA. Such measures would of course have had budgetary implications, but are still weaknesses in the project design. Lessons could have been learned from the cross-party approaches and working groups used by the European Union when carrying out its PARE project, particularly with regard to awareness-raising, capacity-building and advocacy. That project also took into account the specificities of national parliaments, where external campaigning or lobbying is not always as effective as using parliamentarians to champion the cause and bring their colleagues round. Such an approach might also have mitigated the sustainability challenges arising from staffing changes.

6.5. Inter-institutional and regional dialogue

124. The evaluation findings show that the project is considered to have led to greater inter-institutional dialogue. The majority of regional survey respondents (60%) agreed that the project had promoted and/or supported inter-institutional dialogue and coordination in beneficiary countries (see figure 12 below), and the analysis of changes in land use (Q16). Moreover, 80% of respondents agreed that the project had promoted and/or supported analysis of (intersectoral) price transmission mechanisms and of the generation of added value (Q16).

[52] GU.9.1, GU.9.3, PA.9.1, GU.9.16, PA.9.5, PA.9.9, PA9.12, PA.9.15, PA.9.17, PA.9.18, PA.9.22, ES.9.1; ES.9.8, ES.9.12, HO.9.3, HO.9.8, NI.9.2, NI.9.8, NI.9.9, NI.9.11, NI.9.12 and NI.9.19.

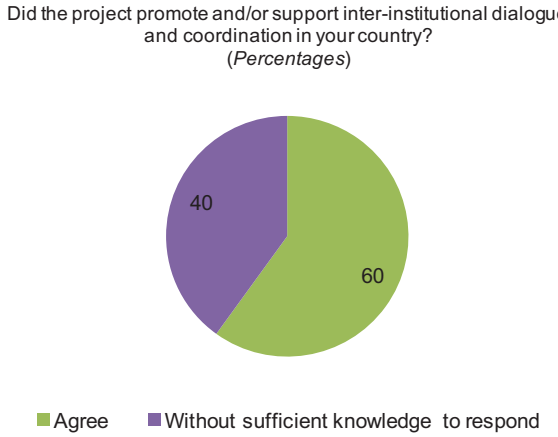
[53] PA.10.13, PA.10.14, PA.10.16, PA.10.12, ES.10.1, ES.10.2, ES.10.10.8, ES.10.12, NI.10.2, NI.10.5, NI.10.6, NI.10.8, NI.10.9, NI.10.13, NI.10.15 and NI.10.19. Follow-up support for the formulation and implementation of the policies resulting from the use of LEAP was also requested by a number of participants (ES.10.5, NI.10.7 and NI.10.16), and six participants made a number of other suggestions on how to reach more actors for capacity-building activities on energy related topics and provide continuous support to those who had participated in the workshops (PA.10.6, PA.10. 11, ES.10.3, ES.10.4, NI.10.10 and NI.10.18).

[54] PA.10.9, PA.10.18, ES.10.6, ES.10.16 and NI.10.12.

[55] The BIEE project sought to collect basic information and calculate indicators to measure energy efficiency at thenational and sectoral level, including the energy, transportation, industrial, residential, agricultural and services sectors.

[56] HO.9.6, HO.9.8 and HO.9.27.

Figure 12
Beneficiaries views on the project's impact on promoting inter-institutional dialogue and coordination
(Survey findings Q16)



125. A large majority of respondents (80%) said that the project activities had played a significant role in establishing international dialogue (Q21). In addition, 60% said that the project activities had played a significant role in promoting cooperation between the participating countries, and in disseminating information on the development of policies for biofuels sustainable production and use (Q21). One telephone interviewee stressed the importance of maintaining intraregional dialogue and cooperation, designing a regional biofuels policy, and developing regional experiences and technology in line with regional resources and needs, always on the understanding that such measures should not compete with food production.

6.6. Self-sustaining capacity-building and leveraging technology

126. The evaluation has also placed emphasis on analysing two of the criteria for the preparation of DA concept papers,[57] namely that the project should result in durable, self-sustaining initiatives to develop national capacity-building, and should be innovative and take advantage of information and communication technology, knowledge management and networking of expertise at the subregional, regional and global levels. Both of those criteria have been addressed tangentially when discussing the efficiency of project management support and whether an ongoing capacity-building process was implemented.

127. The evaluation suggests that the project did, to some extent, leverage knowledge exchange and networking through the workshops, particularly the two regional workshops.

128. The project's implementation cannot be said to have optimized its potential to take advantage of technology, one of the core DA criteria. While the project did use technology to promote the

[57] See the Guidelines for the preparation of concept notes for the 7th tranche of the Development Account (2010-2011). The criteria for successful DA projects are that they should result in durable, self-sustaining initiatives to develop national capacity-building, with a measurable impact at field level, ideally having multiplier effects; should be innovative and take advantage of information and communication technology, knowledge management and networking of expertise at the subregional, regional and global levels; should utilize the technical, human and other resources available in developing countries and effectively draw on the existing knowledge/skills/capacity within the Secretariat; and should create synergies with other development interventions and benefit from partnerships with stakeholders outside of the United Nations system.

sophisticated LEAP model, better use of technology could have made an appreciable impact. For example, a modest capacity-building resource platform could have been created to support workshop participants interested in using LEAP, and an online forum for discussing issues and sharing experiences among countries could have been set up to promote knowledge exchanges and networking outside the workshops. Even when the short project duration is taken into account, this must be considered a missed opportunity. When asked whether such an online capacity-building resource platform would add value today, a number of telephone interviewees said that they would. One of those interviewees gave as an example a project financed by the Government of Germany in which he was involved, which placed an important focus on its online platform. One of the four lines of action of that project was dedicated to dialogue with other networks and another was dedicated to a regional platform (academia4B) to promote capacity in the region.

The key evaluation findings regarding the project's sustainability and prospects for sustained impact are that:

- The project has helped to promote cooperation between participating countries, in particular by disseminating information on the development of policies for the sustainable production and use of biofuels. It has also helped to initiate international dialogue on sustainable biofuels development.
- Little thought was given to follow-up support after the end of the project activities. No post-project impact assessment was carried out in the two years following the project, making the impact assessment more difficult and reliant on the evaluation survey findings and the feedback from telephone interviews. These surveys show that the lack of post-workshop support and follow-up was a weakness. However, there is strong interest in further support from ECLAC in connection with LEAP and other areas of energy policy.
- The adoption and implementation of LEAP was achieved to a lesser extent than the enhancement of skills. This is, to some extent, normal, as skills are developed on an individual level and is thus a less complex process, whereas implementing LEAP requires organizational will and is thus a more difficult result to achieve. Therefore the level of adoption of LEAP could not only be seen as quite positive, but, given the relatively short exposure to the model during the national workshops, is quite impressive, and testimony to the good decision taken by ECLAC to use LEAP and the value it represented for national stakeholders.
- The project did, to some extent, leverage knowledge exchange and networking through the workshops, particularly the two regional workshops.
- The project did not optimize its potential to take advantage of technology. While technology was used to promote LEAP, a capacity-building resource platform and online forum for workshop participants could have made a more appreciable impact.
- The project's approach to securing such (sustainable) outcomes as the development of new national policy and legislation on sustainable biofuels promotion did not take into account the influence of stakeholders such as parliamentarians and possible advocacy approaches, or the actions needed to build the necessary momentum to create pan-regional structures, such as LASBA.

7. GOOD PRACTICES AND LESSONS LEARNED

This section sets out the:

- Good practices resulting from this project (section 7.1)
- Lessons learned from the project (section 7.2)
- Good practices from sustainable energy initiatives undertaken by the European Union and other institutions (section 7.3)

7.1. Good practices

129. The promotion of the LEAP model and the related capacity-building was the main good practice identified in the final project report. Not only did the project increase technical and middle- and senior-level government staff members' knowledge on how to use energy scenario models, it also developed integrated energy planning capacities and skills.

130. The evaluation findings would suggest that the promotion of the LEAP model and the related capacity-building was indeed a core good practice of the project. However, it was the LEAP training within the wider context of earlier work on the construction of the national energy scenarios and the discussion and capacity-building on these scenarios at the workshops that was key. In other words, LEAP capacity-building was not a stand-alone component of the project. This could be one factor that explains the relatively strong take-up of LEAP after the national workshops, even though no formal system of post-workshop support was available to facilitate it.

7.2. Lessons learned

131. Looking to the future, it is difficult to see what lessons can be learned from the project, given that the national and regional context has evolved in the four years since the project ended. However, ECLAC and other relevant project stakeholders might wish to consider and reflect upon a number of points.

Lesson learned/ Reflection point 1: **more scope for feedback on and/or third-party reviews of the project design during the formulation stage, to ensure that all design aspects, including hypotheses and explicit or implicit assumptions underpinning the design, are discussed and reviewed.**

132. Project design elements, such as the choice of a quality tool (LEAP) and its use in applied national contexts in beneficiary countries, can be seen as a success and were one of the project's strengths. However, the design of the end-stage of the project appears to have been weaker, where insufficient consideration was given to ongoing capacity-building efforts. LEAP capacity-building could have been continued in the post-workshop phase, increasing the prospects for sustained project impact. Therefore some elements of the project design are useful for future endeavours, while others would have to be improved upon. Furthermore, if the project document, design and related assumptions (both explicit and implicit) had been reviewed either prior to the project launch or during the inception period, it is likely that the objective of establishing LASBA would have come under more scrutiny. Such a review would have focused on whether it was realistic to expect that the country- and regional-level workshops alone would generate sufficient momentum to establish a regional biofuels alliance, particularly in such a relatively short time-frame, and the fact that considerable consultation and consensus-building efforts would have to have been undertaken with the many stakeholders across the Latin American and Caribbean region.

Lesson learned/ Reflection point 2: **greater consideration of capacity-building and organizational change dimensions during the project design and implementation phases.**

133. It is worth asking whether further reflection at the design stage and during implementation on the links between the project objectives and its capacity-building dimension would have produced better results. The project established clear links between capacity-building, using LEAP and creating country-specific energy scenarios to provide a national context for reflection and consideration prior to the country workshops. The selection of LEAP was also a good example of leveraging technology.

134. However, questions should have been asked about how ongoing capacity-building support would be provided to workshop participants, how the use of LEAP would be promoted in participating ministries or organizations, and who the key actors and decision makers were who would need to embrace LEAP in order for it to become mainstreamed as a planning tool in participants' countries. This would have required wider organizational aspects to be taken into account, such as the size and workload of relevant departments, their receptiveness to new tools or technology and to the advantages of an integrated planning approach, and internal knowledge management mechanisms so that new skills could be transferred to staff who had not attended the project workshops. A short capacity needs assessment at the outset, or during the project launch and inception phase, might have provided further insight and added value. ECLAC might also wish to consider whether using a theory of change approach for some projects would add value in the future (bearing in mind that such an approach could have significant implications for the design process of some projects, particularly the scale and nature of stakeholder consultations prior to the project design phase).

Lesson learned / Reflection point 3: **greater efforts to apply the DA principles, such as taking advantage of technology, in order to increase the project's impact.**

135. The evaluation findings show that the project successfully stimulated interest in LEAP, built user capacity, and sparked wider interest in using an integrated planning approach. Moreover, a significant number of organizations whose representatives attended the workshops are now using LEAP. While that number could have been higher if post-workshop advice and support on using LEAP had been provided, such activities would have had budget implications, particularly if organized on a regional basis. It is therefore understandable that activities for which there were insufficient resources were not foreseen. However, other forms of support, such as providing some limited advice and help through an online resource portal would not have required significant budgetary resources. In this respect, the project could have made much greater use of technology to promote more sustained capacity-building. It would also have been beneficial to complement this portal with a troubleshooting service and online forum where workshop participants could ask other beneficiaries for advice or support, discuss common issues and share experiences. This would have allowed the energy ministries, related institutions and constituent staff of more advanced countries to share their experiences with less advanced countries and support them, in accordance with another DA criterion to promote intraregional networking and exchanges.

136. An online platform could also have provided limited support for post-project needs in working with LEAP and supported increased use of the model across participating countries, thus acting as a catalyst to stimulate interest in countries that had not participated in the project. It could also have helped to encourage dialogue about the added valued of a regional network or alliance and to generate momentum towards establishing one along the lines of LASBA, by providing a practical demonstration of the benefits of sharing experiences and capacity among countries

137. The final project report identified the failure to prioritize biofuel production in national political agendas as a major challenge now and in the future, notwithstanding the progress made under the project. An online platform providing capacity support and an opportunity for discussion and experience-sharing could have made a contribution to addressing this, and would also have helped

to address another challenge mentioned in the final report, namely the weak institutional framework in many countries, particularly small countries. By providing examples of the benefits of LEAP on such an online forum, other countries would have been made aware of the value of an integrated and multi-dimensional approach to sustainable energy issues and other challenges mentioned in the final report could have been addressed. The report stresses that when the project was formulated high oil prices meant that countries were interested in exploring the possibility of replacing fossil fuels with plant-based products, such as biofuels, but by the time the project came to be implemented that environment had fundamentally changed. These points are made simply to provide some points for reflection and learning, as it is acknowledged that, following the global financial crisis, the project was implemented in a very different global and regional context.

Lesson learned/Reflection point 4: **systematic project monitoring and more detailed and analytical reporting to provide a stronger baseline against which to assess progress and identify key issues, challenges and strategic decisions.**

138. Another lesson learned is the need for a stronger monitoring and evaluation framework to oversee project design, implementation and learning. The relative lack of detail in the annual progress reports and the final project report does not facilitate reflection on key aspects of the project implementation. As mentioned above, the final report identified the very different global environment as a key factor in the loss of momentum for creating the environment that would facilitate the establishment of a regional sustainable biofuels alliance. One lesson learned that was highlighted in the final report was the need to recheck and update the context which influenced the project's conceptualization, and to establish contact with government authorities and technical staff, in the light of the high turnover of civil servants. However, there is no analysis of why the project context and assumptions were not revisited during the implementation phase or whether other actions could have been considered to boost prospects for sustained impact and to address challenges such as the weak institutional frameworks identified in the final report. The post-project workshop surveys provided valuable feedback on the workshops strengths and points for improvement, yet this was not analysed in the project reports, nor were some of the participants' comments on possible areas in which they would have liked ECLAC to provide ongoing capacity-building and support.

Lesson learned / Reflection point 5: **reinforce strategic project reflection through formal sounding board or review meetings, where key strategic issues related to optimizing impact and sustainability prospects can be identified.**

139. The very different project operating context and its implications could have been addressed if a monitoring mechanism and strategic management approach had been in place, ideally when the project was finally launched or at least during the inception phase, at the end of year 1, or at the implementation mid-point. Not only does this suggest that strategic management of the project was insufficient, but also raises the question of whether DA projects would benefit from design feedback and implementation review structures. This should be reflected upon and explored. The Programme Planning and Evaluation Unit (PPEU) does provide general backstopping services to project managers throughout the life cycle of the project, including assisting project managers in the design, implementation, monitoring and reporting stages, and developing project management tools. However, the experience of implementing this project suggests that there may be value in having more defined review or exchange points or more proactive support that is not dependent on requests for assistance. PPEU could hold workshops to support project leaders, or act as a sounding board, allowing issues to be discussed with input from a third-party.

140. Similarly consideration should be given to how projects' sustained impact could be supported and project actions in this area optimized. One example, as suggested above, in the case of the biofuels project would have been an online forum or platform, which could have been run as a small, stand-alone activity or linked to other ECLAC projects on sustainable energy matters. For example, there might have been some synergies with Energy Efficiency Indicators Database (BIEE) project, given its

focus on building technical capacity in national institutions responsible for formulating national energy-saving programmes.

Lesson learned / Reflection point 6: **when designing projects and monitoring their implementation, broad areas of focus should be identified with regard to feasibility, risk planning and sustainability.**

141. Having fewer areas of focus can sometimes increase the clarity of a project, but it can also increase exposure to external risks. Thus, if the market conditions or environment underpinning a project change, it can make it more difficult to achieve success, as was the case with the biofuels project. Consideration should therefore be given to the possibility of promoting specific SETs as part of a broader, more holistic framework used for numerous sustainable energy solutions. However, there is no one-size-fits-all answer. Section 7.3 below sets out the approach used by the European Union Covenant of Mayors, which does not focus on specific SETs, but rather provides an incentive framework targeted at many levels, including the political level, and covering all mainstream renewable energy technologies, the technical implementation support and related financing programmes.

142. In the case of the biofuels project there are at least two broad strands of project focus: increasing the capacity of Latin American and Caribbean countries to develop and implement sustainable means of producing biofuels; and increasing their capacities to use LEAP and integrated energy planning approaches. In the light of the aftershocks of the 2008 global financial crisis, around the world and in Latin America and the Caribbean, one approach might have been to consider increasing the focus on the LEAP capacity-building and whether aspects of the biofuels dimension of the project could have been either reduced or eliminated. Making this kind of strategic decision is easier if the core strands of project focus are explicitly mapped out. Had this been done in the case of the biofuels project, it might have had a greater impact, as the LEAP philosophy would have facilitated a reorientation of the project's focus.

143. Given the time that has elapsed since the end of the project and the regional changes that have taken place, it is difficult to pinpoint useful lessons to be learned; however, future efforts to promote the development and adoption of sustainable energy policies could take inspiration from the Covenant of Mayors initiative and focus on the local and municipal levels, where there may be more opportunities to promote sustainable energy and reduce CO_2 emissions.

7.3. Good practices from other sustainable energy initiatives undertaken by the European Union and other institutions

144. One example of a highly successful initiative to promote sustainable energy policies at the local and municipal levels is the Covenant of Mayors (www.eumayors.eu). Launched in 2008 following the approval of the European Union climate and energy package, the Covenant of Mayors was intended to support the local efforts to reach the European Union 20-20-20 targets,[58] by recognizing the crucial role that local governments have to play in mitigating the effects of climate change, particularly as 80% of European Union energy consumption and CO_2 emissions is associated with urban activity. Within two years of its launch, the Covenant had attracted more than 1,500 signatory cities, towns and communes across Europe and beyond. The Covenant is interesting on a number of levels, including its voluntary character, political leadership (mayors and municipal authorities decide whether to sign up), and the fact that all signatories must develop a full Sustainable Energy Action Plan (SEAP), including a baseline emissions inventory. The European Commission and the European Investment Bank (EIB) have developed dedicated financing

[58] The European Union climate and energy package is a set of binding legislation to ensure the European Union meets its ambitious climate and energy targets for 2020. The package sets three key targets, known as the 20-20-20 targets: a 20% reduction in greenhouse gas emissions, compared with 1990 levels; a 20% increase in the share of energy from renewable sources; and a 20% improvement in energy efficiency.

programmes to support the Covenant, providing hundreds of millions of euros in technical assistance grants and loans to help municipalities implement their SEAPs.

145. The Covenant is an example of how bottom-up schemes, with incentives such as political recognition and financial support, can help to make low-carbon economies a reality. It is also an example of significant capacity-building support being provided to municipalities in the wider context of clear political actions and commitments that had already been undertaken. Today, seven years after it was launched, the Covenant of Mayors has some 6,500 signatories, not just in Europe, but also in North Africa, Asia and one Latin American city.[59]

146. An interesting example of a sustainable energy capacity-building initiative aimed at parliamentarians is the Parliamentary Action on Renewable Energy (PARE) project. Jointly implemented by the United Nations Development Programme and an organization called Climate Parliament, with the support of the European Commission and the Danish Ministry of Foreign Affairs, the project supports cross-party groups of parliamentarians from Africa, the Middle East and Asia in promoting the development of renewable energy sources. It has achieved some impressive results, including a constitutional commitment from the Tunisian parliament to environmental conservation, making Tunisia the first country in the world, outside of Latin America, to do so. Tunisia also adopted the Renewable Energy Act, despite significant opposition from the national electricity utility.

147. In India and Bangladesh, the advocacy and lobbying work undertaken by the cross-party groups has played an important role in significantly increasing the funding available for sustainable energy. In India, such efforts were instrumental in a government decision to allow the Indian Renewable Energy Development Agency to raise US$ 162.4 million through tax-free bonds as part of a wider reform; to more than double the budget for the Ministry of New and Renewable Energy to US$ 896.23 million in the 2014/15 budget; to revise the National Clean Energy Fund Guidelines leading to more than US$ 450 million in additional renewable energy funding; and to reintroduce generation-based incentives in the 2013/14 Union Budget, which provided a further US$ 129.9 million in additional financing for wind power projects. In Bangladesh, the cross-party group's advocacy and lobbying work helped to secure an allocation of US$ 0.19 million from the national budget for the newly established Sustainable and Renewable Energy Development Authority, and to encourage the Government to launch a new US$ 52 million Renewable Energy Fund, the first of its kind.

148. The PARE project and the Covenant of Mayors are examples of how capacity-building can be particularly effective when linked to specific policy objectives and political commitments to financing goals. For this reason they are relevant to any ECLAC internal post-project reflection exercise on what can be learned from the biofuels project.

[59] Temuco, Chile, became a signatory to the Covenant in 2014.

The key evaluation findings regarding good practices and lessons learned are that:

- The project's main good practice was the work to promote LEAP and the related capacity-building, with the LEAP training within the wider context of the earlier development work on national energy scenarios and the discussion of and capacity-building on these at the workshops as a key element.

- The project design and approach was weaker in the final phase of the project implementation, where insufficient consideration was given to ongoing capacity-building in the post-workshop phase, and to increasing the prospects for sustained impact.

- Greater use of technology could have promoted more sustained capacity-building and knowledge exchange and networking. An online forum for discussing issues and sharing experiences could have provided limited support for post-project needs in working with LEAP; addressed some challenges, such as weak institutional frameworks; promoted LEAP take-up in national institutions; and provided a practical demonstration of the benefits of sharing experiences and capacities among countries.

- While the very different global and regional context that existed following the global financial crisis was a key challenge and affected the project results, it could have been addressed through project monitoring and more strategic management, ideally when the project was finally launched or during the implementation phase. Consideration should be given to establishing feedback mechanisms during the design and implementation phases.

- Consideration should be given to how projects' sustained impact could be supported and project actions optimized, and to the need for more monitoring, the data from which should form the basis of project reports and learning processes.

8. EVALUATION CONCLUSIONS AND RECOMMENDATIONS

This section contains the:

- Evaluation conclusions (section 8.1)
- Evaluation recommendations (section 8.2)

8.1. Evaluation conclusions

149. **On the whole, the project was relevant, even if there was scope for improvement.** The core objectives were relevant to national and regional policy objectives, although more detailed analysis of the national situation in each country could have been carried out. While a baseline assessment was not provided in the project document, knowledge of sustainability issues surrounding biofuels within ECLAC, and the use of customized country scenarios and workshops meant that the project had sufficient flexibility to meet the needs of these countries that chose to participate after the project was launched. Overall, the project design was relatively strong, with a clear, flexible approach that allowed it to adapt to different national contexts.

150. The **core** project activities provided a logical response to the identified country needs, through the sequence of situation analysis, baseline and scenario development and capacity-building based on the LEAP tool. However, the relevance of the project was undermined by its delayed start, which meant that the global environment had changed significantly as a result of the global financial crisis. At this point, all project assumptions and the needs of beneficiary countries should have been reassessed.

151. One **weakness** in the project design was the component concerning the creation of LASBA, as it was not clear whether the activities under this component would create sufficient momentum for its creation or what LASBA would do. This is another example of a component where a formal review of the objectives, target results and activities after the initial delay in the project launch might have led to a readjustment.

152. **The project implementation was efficient, in the sense that actions were taken to carry out the foreseen activities, enabling the partial accomplishment of the project's objectives.** In general, national consultations and scenario planning support were carried out efficiently, and the workshops were very well organized. The feedback from workshop participants reveals good levels of satisfaction with the input materials, facilitation, logistics, venue and catering. One suggestion emanating from that feedback was better adapting the workshop content to national situations. Further efficiency gains were made by the budget redeployment, which allowed 12 workshops to be held instead of the initial 6. With the benefit of hindsight, the project managers conceded that holding more national workshops instead of the regional workshops could have produced greater efficiency and impact, as the national ones proved more cost-efficient; however, overall, the volume of work and events delivered on a modest budget shows that the project was cost-efficient.

153. With regard to the efficiency of the project planning, the selection of the participant countries during year 1 seems to have been one element that contributed to a rather slow start, and the fact that almost all the national workshops, with the exception of the Chile workshop, took place during year 3, meant that there was little time to leverage the capacity-building and training within national ministries and policy contexts. The project planning could therefore have been improved. Another area that could have been improved was the reporting, which was relatively superficial; more

detailed analysis of national situations in and the impact on beneficiary countries could have been provided, particularly the capacity and institutional-level challenges.

154. **The project was partially effective in achieving its target outputs and results**. Firstly, and very positively, the workshops raised awareness of the need for a multisectoral approach to energy planning and introduced the LEAP model as a tool for cross-sectoral policy debate. The biggest achievements of the project were the development and delivery of the 12 national workshops, and the scenario planning and LEAP capacity-building. The national and regional workshops were the single most important example of the project's capacity-building rationale. Not only did participants appreciate the workshops, but holding 12 instead of 6 meant that expectations were surpassed in this area, something from which the project stakeholders, managers and ECLAC can take considerable satisfaction.

155. The **evaluation** findings show that significant progress was made in enhancing participants' knowledge to develop and implement sustainable biofuels policies, increasing the technical capacity to formulate such policies within national government institutions from participating countries. The LEAP model was not adopted as readily as capacity-building assessments. Nevertheless, with approximately 40% of respondents' organizations using LEAP it was still quite positive. Overall, key achievements of the project included increased awareness of the need for a multisectoral approach to energy planning through the project workshops and the introduction of the LEAP model as a tool for cross-sectoral policy debate. The number of decision makers, from 77 institutions, involved in the capacity-building processes was also quite impressive. These achievements confirm that two of the project's expected accomplishments were partially achieved, namely to provide policymakers with more comprehensive analysis for promoting sustainable production and use of biofuels (EA 1) and to enhance technical capacity in Latin American countries to design and apply policies for sustainable biofuel production and use to reduce poverty and mitigate global warming (EA 2).

156. **While** the project has had an impact at the institutional level, both in terms of use of LEAP and building staff capacities and knowledge to develop and implement sustainable biofuels projects, constraints have included the specialist training and knowledge required to work with LEAP, the need for collaboration across government ministries, and more generic organizational factors, such as staff turnover. Examples of the benefits resulting from the project include Costa Rica, which was able to leverage the knowledge acquired during the workshops to address biofuel prices, and Uruguay, where energy ministry staff were able to learn about energy scenario analysis and planning.

157. There are a number of examples of the project's impact on Latin American and Caribbean countries ability to establish sustainable energy policies, legislation or planning outcomes for biofuels' production and use, including the new Biofuels Act in Panama, and the more detailed analysis of transport policy developed by the Costa Rican Government as part of its ambitions plans to reduce CO_2 emissions by 2020. The LEAP-based 2030 energy scenarios and related staff training on use of these energy scenarios formed the basis of the national energy policy developed by the National Secretariat for Energy of Panama and the national energy plan developed by the Ministry of Energy of the Plurinational State of Bolivia. Those scenarios were also used by the Nicaraguan Ministry of Mines and Energy as technical support for both research and policy formulation work.

158. While the reasons for the failure to establish LASBA are, in many respects, understandable, no alternative options for a more sustainable project impact were considered. Given some of the positive individual and organizational impacts, including use of LEAP, it is a pity that no provision was made in the project plan for ongoing post-workshop support for individuals and national ministries, or for a more formal strategy to generate momentum in support of establishing a regional alliance, or at least a dialogue. However, ECLAC did have more success in other related initiatives, in particular the creation of the Mesoamerican Biofuels Research and Development Network

(RMIDB).[60] The amount of time that was needed to establish the Network underlines the point that insufficient time was left at the end of the project to create a regional biofuels alliance.

159. The biofuels project had numerous design strengths, but it failed to cover all relevant factors to securing outcomes such as the development of new national sustainable biofuels policy and legislation, for example no consideration was given to the influence of stakeholders, particularly parliamentarians, or possible advocacy approaches, or to the actions needed to build the momentum for a pan-regional structure such as LASBA.

160. As some of the results and impacts mentioned above were pointed out during the telephone interviews, it is likely that there are other such results. It is therefore regrettable that no post-project monitoring was carried out, even if it was no more than sending an e-mail to participants, or a selection of participants, once a year to establish if any developments in national energy policy had occurred that could be partly attributed to the project. Such a consultation could also have provided an opportunity to ask for feedback on other capacity-building and institutional development needs, following up on participant feedback provided at the workshops, and would have been a more holistic and strategic approach to capacity-building needs.

161. The project implementation experience and the lessons learned suggest that greater support from ECLAC for DA projects could be valuable at a number of stages, such as providing feedback or acting as a sounding board at the design stage, by putting a check on assumptions and project design in the event of a delayed launch; strengthening monitoring and the use of data and feedback collected from stakeholders and beneficiaries; and providing a third-party perspective on sustainability plans. While PPEU does provide general backstopping services to project managers throughout the life cycle of the project, including assisting project managers in the design, implementation, monitoring and reporting phases, and developing management tools to assist them, there may be value in having more defined review or exchange points or more proactive support that is not dependent on assistance requests.

162. A greater, more sustained impact could probably have been obtained by adopting a more strategic approach to the core intervention rationale, particularly capacity-building, which was at the heart of the project. The project also failed to uphold one of the core DA principles, namely taking advantage of technology. This is a real pity, as greater use of technology could have made an appreciable difference, by providing a modest capacity-building resource platform to support workshop participants interested in using LEAP. In that connection it is worth considering whether an online resource platform, offering advice, could provide resource-strapped national energy ministries with more strategic support to develop their own energy plans and policies. Could such a regional resource facility help to address the capacity deficits within ministries and other challenges, such as staff rotation? With regard to the part of this DA criterion to take advantage of knowledge management and networking of expertise at the subregional, regional and global levels, the evaluation findings suggest that the project did do this, to some extent, through the workshops, particularly the two regional workshops, and took advantage of technology by promoting capacity-building for LEAP and related software.

163. Future efforts to promote sustainable energy policies should focus greater attention on local and municipal efforts, where there may be more opportunities to improve sustainable energy performance and reduce CO_2 emissions. The examples of an initiative, developed by the European Union and its partners, was given in the previous section, as input into any reflection in this area by ECLAC or its counterparts in national energy ministries across Latin America and the Caribbean.

[60] Efforts to establish the Network began in 2009, and were finalized in August 2011. It was created under the umbrella of the Mesoamerica Project, with the participation of the Central American Integration System (SICA) countries, Colombia and Mexico. Colombia and Mexico have provided laboratory equipment to support biofuels research and other research initiatives. The Network has implemented a number of projects.

Similarly, when planning future capacity-building efforts in the sustainable energy field, ECLAC might also want to consider the awareness-raising and advocacy experience of the PARE project in securing new policy and legislation initiatives at the national government level. The relative success of PARE, both in terms of its methodology and some of its results, may be useful to ECLAC and member countries when reflecting on how to promote sustainable energy sources in the future.

8.2. Evaluation recommendations

164. This section sets out the evaluation recommendations, building on the evaluation findings and conclusions detailed above. Each of the five recommendations are set out below, together with:

(a) The recommendation number
(b) A recommendation summary, setting out the core recommendation
(c) A detailed recommendation, which goes into more depth and sets out example activities or next steps
(d) Details of which stakeholder the recommendation is addressed to.

165. Given the amount of time that has elapsed since the end of the project, it is difficult to formulate recommendations for future work, as not only has the energy situation in Latin America and the Caribbean changed, but so too have the ECLAC programmes and projects in the wider energy arena. Analysis of and reflection on the lessons that can be learned from this project has been ongoing as part of the preparation of the draft final report, and these recommendations are provided for the consideration of ECLAC and other relevant project stakeholders. The recommendations are summarized below, and elaborated in detail thereafter.

166. The recommendations summarized below are addressed to the Programme Planning and Operations Division (R1 and R2), the Natural Resources and Infrastructure Division and the subregional headquarters in Mexico (R3, R4 and R5) of ECLAC.

Recommendations for the Programme Planning and Operations Division:

- **R1:** Provide more guidance on and resources for capacity-building, awareness-raising, advocacy and leveraging technology.
- **R2:** Provide structured support to and act as a sounding board for DA projects to improve project design, monitoring, sustainability planning and learning.[61]

Recommendations for the Natural Resources and Energy Unit (Natural Resources and Infrastructure Division and ECLAC subregional headquarters in Mexico):

- **R3:** Conduct survey on the individual capacity-building and institutional development needs of the Latin American and Caribbean ministries responsible for energy.
- **R4:** Consider the need to establish a new ECLAC sustainable energy online resource platform and advisory support facility on using the LEAP model.
- **R5:** Consider the value of providing integrated support to generate financing for Latin American and Caribbean sustainable energy projects.

[61] This is a separate recommendation to R1, as it focuses on the core processes of project design, implementation and monitoring and is close to the core mission of the Programme Planning and Evaluation Unit, ECLAC.

R1

Recommendation summary: provide more guidance on and resources for capacity-building, awareness-raising, advocacy, and leveraging technology

Linkages with evaluation findings:
Section 8.1, paragraph 14
Section 6.4, paragraph 21
Section 6.6, paragraph 25
Section 8.1, paragraphs 8 and 11

Some of the weaknesses in the assumptions upon which the creation of LASBA was based and the issue of whether advocacy of stakeholder groups, such as parliamentarians, should have been considered. While this recommendation is made on the basis of this evaluation of the biofuels project, it is likely that ECLAC has other DA projects that seek to influence government or other stakeholders in order to achieve policy or legislative change.
Findings include:

- Insufficient focus on capacity-building and support for participants and their institutions in the post-workshop phase, and on planning for optimal ongoing capacity-building and skills transfer. A greater strategic approach to capacity-building is needed to optimize prospects for institutional change and sustainability.
- Insufficient consideration of advocacy targeting national legislators, which would secure political understanding of, and support for, legislative or regulatory changes to promote biofuels, and failure to review the assumptions underlying the creation of LASBA.
- Missed opportunities to take greater advantage of technology, for example ICT solutions could have provided low-cost post-workshop and post-project support to participants, their institutions and provided a platform for discussion, experience sharing and learning.

Detailed recommendation: In order to improve the performance of DA projects, ECLAC should provide project teams with more guidance and support resources in a number of key cross-cutting areas, including:

(a) Designing, implementing and monitoring capacity-building interventions
It is likely that many project implementers in ECLAC do not have considerable experience of designing higher-impact capacity-building interventions. In the case of this project, increased guidance and resources on designing and implementing capacity-building actions would probably have made a positive contribution to the project's results and impact. Such guidance and support could include one or more of the following:

- Tools and guidance to carry out effective stakeholder capacity and training needs analysis
- Guidance on transferring and mainstreaming newly acquired (individual) skills into beneficiary country institutions, and advice on how to optimize those skills
- Generic impact enablers, such as train-the-trainer approaches.

(b) Optimizing the DA criterion of taking advantage of technology in ECLAC projects
This could include providing guidance and resources for DA projects on different ways to optimize capacity-building and skill transfer using technology, thus promoting sustained impact. Guidance could cover:

- The development of online capacity-building resources or an online platform that would allow beneficiaries to direct their own development and learning.
- The use of online platforms to enhance a project's sustained impact prospects and improve its sustainability (and exit) strategy, by providing a relatively low-cost means of making ongoing capacity-building and technical resources and making them available to target groups after a project has ended.
- The use of social media for specific awareness-raising or advocacy campaigns to increase a project's visibility and reach.

(c) Awareness-raising, campaigning and advocacy to achieve policy and legislative change
It is likely that some ECLAC project staff do not have in-depth knowledge of these areas, or the differences between awareness-raising and advocacy. Recommended actions would have to be adjusted according to the target groups. Despite the project's objectives to foster legislative development and change, no specific advocacy work with parliamentarians was contemplated.

R1	
ECLAC could support project design and strategy in areas such as awareness-raising, campaigning and advocacy, by providing guidance and resource materials on designing and implementing specific actions that seek policy or legislative developments or change, by identifying relevant target groups, such as civil servants and parliamentarians. The aforementioned PARE project could be used as a basis for elements to consider when developing and implementing awareness-raising, campaigning and advocacy strategies, which should be grounded in sound analysis of the situation, stakeholders and target group. For example, politicians and parliamentarians generally dislike direct or overt lobbying, preferring an advocacy approach that identifies them as "champions" or "believers" and encourages them to persuade other members of parliament of the benefits, as the club culture of parliaments means that parliamentarians often trust each other more readily than outside groups or interests. Hence, it is important that projects that aim to bring about new legislation or regulatory outcomes include campaigning and advocacy actions that are tailored to the target groups.	
Addressed to:	Programme Planning and Operations Division, ECLAC
R2	
Recommendation summary: provide structured support to and act as a sounding board for DA projects to improve project design, monitoring, sustainability planning and learning	
Linkages with evaluation findings: Section 7.2, paragraphs 6, 7, 8 and 9 Section 8.1, paragraph 13 The evaluation findings suggest that the project could have been more effective and had a more sustained impact if proper checks had been in place to instigate a review of the project concept when it was finally launched, if there had been more stringent monitoring and use of monitoring data and stakeholder feedback, and if more time had been devoted to planning and strategizing how to optimize prospects for sustained impact.	
Detailed recommendation: To help DA projects develop a strong project design, ECLAC should consider establishing a robust project monitoring mechanism and thorough sustainability planning. ECLAC should also act as sounding board for DA projects in order to provide a third-party perspective, which could be the considered opinion of a PPEU staff member or of an external consultant. While ECLAC already provides backstopping services to project managers, a more defined sounding board role or review/feedback meeting would help to identify and to foster real discussion of key issues in a way that ad-hoc requests for feedback and backstopping support most likely would not. Such support would not need to a cumbersome framework, it could be provided initially by means of a document check, whereby ECLAC would review key documents, depending on which stage of the project the sounding board review took place. For example, if it was at the design stage, the draft project document would be reviewed, or if it was at the end of year 1, a progress report. This would be followed by a sounding board meeting, with interactive discussions between the project owners or leader and PPEU staff. What is important is that the sounding board meeting should promote open discussion and allow both the project manager or leader and PPEU to consider key project cycle management issues (good design, solid assumptions, appropriate risk assessment) and strategic matters, and to ensure that the feedback from implementation (both successes and challenges) is taken into account.	
Addressed to:	Programme Planning and Operations Division, ECLAC

R3	
Recommendation summary: Conduct survey on the individual capacity-building and institutional development needs of the Latin American and Caribbean ministries responsible for energy.	
Linkages with evaluation findings: Section 8.1, paragraph 12 There may be scope to continue to address specific capacity needs to complement the work of other ECLAC projects, such as the BIIEE project. This would be a belated, but logical, follow-up to some of the participant feedback from the workshop surveys.	
Detailed recommendation: ECLAC may want to consider whether asking project participants from national government to complete an online survey would be useful at this stage. Such a survey could, for example, cover all sustainable energy sources, not just biofuels, and would allow ECLAC to form an overview of individual capacity-building needs and wider institutional requirements. It could provide a valuable input into developing a medium-term strategic approach to capacity-building and institutional development in the energy sector.	
Addressed to:	Natural Resources and Energy Unit (Natural Resources and Infrastructure Division and ECLAC subregional headquarters in Mexico), ECLAC
R4	
Recommendation summary: Consider the need to establish a new ECLAC sustainable energy online resource platform and advisory support facility on using the LEAP model.	
Linkages with evaluation findings: Section 8.1, paragraph 11 This recommendation is linked to R3 on capacity needs assessment, and other findings on leveraging technology.	
Detailed recommendation: ECLAC should consider whether there would be value in setting up an online capacity resource platform and advisory support facility on using LEAP. This could be available to stakeholders in biofuels matters, but it would make more sense if it covered the whole energy sector. A first step would be to make a short cost-benefit analysis of such a support service. Key costs would be the development of the web portal, developing and uploading content, and post set-up maintenance, plus any staff time for providing e-mail and telephone support, although this could be minimized by making good use of the FAQs section. Benefits would likely include: • A core ECLAC support service that would be available to optimize post-project sustainability for most ECLAC projects within the energy sector • A strategic approach to and framework for capacity-building • A 24/7 capacity-building resource service for ECLAC member countries • Lower web-related development costs for donor-financed projects implemented by ECLAC • Greater flexibility to expand and develop capacity-building content in response to member countries' changing needs.	
Addressed to:	Natural Resources and Energy Unit (Natural Resources and Infrastructure Division and ECLAC subregional headquarters in Mexico), ECLAC

R5	
Recommendation summary: Consider the value of providing integrated support to generate financing for Latin American and Caribbean sustainable energy projects.	
Linkages with evaluation findings: Section 7.3, paragraphs 13,14,16 and 18 Section 8.1, paragraph 15 Weaknesses in the assumptions upon which the creation of LASBA was based and the failure to consider advocacy of other stakeholder groups, such as parliamentarians.	
Detailed recommendation: This evaluation contains examples of successful sustainable energy projects where capacity-building was linked to wider action and commitment frameworks, in some cases with the additional incentive of access to financing. It should be emphasized that the examples provided are for illustrative purposes only, and many more could be proposed by ECLAC itself. However, it may be valuable for ECLAC to think about how capacity-building can be maximized in its strategy for the sustainable energy sector, and how additional financing could incentivize ECLAC member countries to pursue more ambitious sustainable energy policy and programme goals. ECLAC could therefore consider: • Carrying out a review of relevant regional and international funding available for sustainable energy in Latin America and the Caribbean, and creating an inventory of such funding for ECLAC member countries • Providing member countries with strong sustainable energy project concepts • Helping member countries to develop proposals and access additional international financing. There are many sources of funding that ECLAC member countries could apply to in an effort to bolster their sustainable energy sector.	
Addressed to:	Natural Resources and Energy Unit (Natural Resources and Infrastructure Division and ECLAC subregional headquarters in Mexico), ECLAC

ANNEXES

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ANNEX 1

Review Terms of Reference

TERMS OF REFERENCE

ASSESSMENT OF DEVELOPMENT ACCOUNT PROJECT # 06/07 AM

STRENGTHENING NATIONAL CAPACITIES TO DESIGN AND IMPLEMENT SUSTAINABLE ENERGY POLICIES FOR THE PRODUCTION AND USE OF BIO-FUELS IN LATIN AMERICA AND THE CARIBBEAN

I. Background

The Development Account

The Development Account (DA) was established by the General Assembly in 1997, as a mechanism to fund capacity development projects of the economic and social entities of the United Nations (UN). By building capacity on three levels, namely: (i) the individual; (ii) the organizational; and (iii) the enabling environment, the DA becomes a supportive vehicle for advancing the implementation of internationally agreed development goals (IADGs) and the outcomes of the UN conferences and summits. The DA adopts a medium to long-term approach in helping countries to better integrate social, economic and environmental policies and strategies in order to achieve inclusive and sustained economic growth, poverty eradication, and sustainable development.

Projects financed from the DA aim at achieving development impact through building the socio-economic capacity of developing countries through collaboration at the national, sub-regional, regional and inter-regional levels. The DA provides a mechanism for promoting the exchange and transfer of skills, knowledge and good practices among target countries within and between different geographic regions, and through the cooperation with a wide range of partners in the broader development assistance community. It provides a bridge between in-country capacity development actors, on the one hand, and UN Secretariat entities, on the other. The latter offer distinctive skills and competencies in a broad range of economic and social issues that are often only marginally dealt with by other development partners at country level. For target countries, the DA provides a vehicle to tap into the normative and analytical expertise of the UN Secretariat and receive on-going policy support in the economic and social area, particularly in areas where such expertise does not reside in the capacities of the UN country teams.

The DA's operational profile is further reinforced by the adoption of pilot approaches that test new ideas and eventually scale them up through supplementary funding, and the emphasis on integration of national expertise in the projects to ensure national ownership and sustainability of project outcomes.

DA projects are being implemented by global and regional entities, cover all regions of the globe and focus on five thematic clusters.[1] Projects are programmed in tranches, which represent the Account's

[1] Development Account projects are implemented in the following thematic areas: advancement of women; population/ countries in special needs; drug and crime prevention; environment and natural resources; governance and institution building; macroeconomic analysis, finance and external debt; science and technology for development; social development and social

programming cycle. The DA is funded from the Secretariat's regular budget and the Economic Commission for Latin America and the Caribbean (ECLAC) is one of its 10 implementing entities. The UN Department of Economic and Social Affairs (DESA) provides overall management of the DA portfolio.

ECLAC undertakes internal assessments of each of its DA projects in accordance with DA requirements. Assessments are defined by ECLAC as brief end-of-project evaluation exercises aimed at assessing the relevance, efficiency, effectiveness and sustainability of project activities. They are undertaken as desk studies and consist of a document review, stakeholder survey, and a limited number of telephone-based interviews.

The project

The project "Strengthening national capacities to design and implement sustainable energy policies for the production and use of bio-fuels in Latin America and the Caribbean" was designed to be implemented during the period 2009-2011 for a total budget of US$ 453,000. It sought to strengthen the capacity of LAC governments to design and implement sustainable energy policies for the production and use of biofuels. More specifically, it aimed at strengthening the capacity of countries to formulate and implement energy strategies, policies and measures that promote the use of SETs, particularly the sustainable production and use of biofuels, while ensuring that national development of energy resources remains on a sustainable path. The following accomplishments were expected to be achieved:

(a) Policy makers are provided with more comprehensive analysis for promoting sustainable production and use of biofuels.
(b) Enhanced technical capacity in Latin American countries to design and apply policies for sustainable biofuel production and use to reduce poverty and mitigate global warming.
(c) Increased regional collaborations to promote sustainable biofuel production through the creation of a Latin American Sustainable Biofuels Alliance, (LASBA).

The project strategy consisted of creating a continuous capacity strengthening process, jointly with country authorities, over the lifetime of the project by executing the project activities in sequential stages that build upon each other, at both the national and sub-regional level. Rather than one time training events, the project was expected to actively engage countries in a sequence of project activities ranging from: diagnosis and baseline scenario development to sub-regional meetings. It was designed to contribute to ECLAC's subprogrammes §9 (Natural Resources and Infrastructure), §2 (Production Innovation) and §8 (Division of Sustainable Development and Human Settlement) as well as to the targets of the Millennium Development Goals (MDGs), specifically: goal 1 (eradicate extreme poverty and hunger) and goal 7 (ensure environmental sustainability).

The Division of Natural Resources and Infrastructure (DRNI) at ECLAC Headquarters in Santiago was responsible for overall coordination and implementation of the project, and in particular for all project activities in the Andean Sub-Region. ECLAC sub-regional Headquarters in Mexico was responsible for the coordination and implementation of project activities in the Central American sub-region. The project also relied on the active participation of sub-regional and national stakeholders, from governments, other public institutions and the private sector. The activities were implemented in 12 countries: Chile, Colombia, Costa Rica, Guatemala, Honduras, El Salvador, Panamá, Nicaragua, Domenican Republic, Bolivia, Paraguay and Uruguay.

integration; statistics; sustainable development and human settlement; and trade. See also UN Development Account website: http://www.un.org/esa/devaccount/projects/active/theme.html.

II. Purpose of the evaluation

This assessment is in accordance with the General Assembly resolutions 54/236 of December 1999 and 54/474 of April 2000, which endorsed the Regulations and Rules Governing Programme Planning, Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (PPBME). In this context, the General Assembly requested that programmes be evaluated on a regular, periodic basis, covering all areas of work under their purview. As part of the general strengthening of the evaluation function to support and inform the decision-making cycle in the UN Secretariat in general and ECLAC in particular and within the normative recommendations made by different oversight bodies endorsed by the General Assembly, ECLAC's Executive Secretary is implementing an evaluation strategy that includes periodic evaluations of different areas of ECLAC's work. This is therefore a discretionary internal evaluation managed by the Programme Planning and Evaluation Unit (PPEU) of ECLAC's Programme Planning and Operations division (PPOD).

The final assessment of the project will be retrospective and summative in nature and should consider both anticipated and unanticipated key results. It will look at all project activities and, to the extent possible, at non-project activities. Specifically, it will seek to:

(a) Analyze the design of the project as well as the relevance of its stated goals to the thematic area and region within which it operated.
(b) Assess the project's level of efficiency in implementing its activities, including its governance and management structures.
(c) Take stock of the results obtained by the project and evaluate the extent to which it achieved its objectives.

III. Scope and focus

The assessment will seek to be independent, credible and useful and adhere to the highest possible professional standards. It will be consultative and engage the participation of a broad range of stakeholders. The unit of analysis is the project itself, including its design, implementation and effects. The assessment will be undertaken in accordance with the provisions contained in the Project Document. The assessment will be conducted in line with the norms, standards and ethical principles of the United Nations Evaluation Group (UNEG).[2]

Although this exercise should not be considered a fully-fledged evaluation (e.g. less extensive data collection and analysis involved, less evaluation criteria considered, etc.), it is expected that ECLAC's guiding principles to the evaluation process are applied. In particular, special consideration will be taken to assess the extent to which ECLAC's activities and products respected and promoted human rights. This includes a consideration of whether ECLAC interventions treated beneficiaries as equals, safeguarded and promoted the rights of minorities, and helped to empower civil society. Moreover, the evaluation process itself, including the design, data collection, and dissemination of the evaluation report, will be carried out in alignment with these principles.

[2] Standards for Evaluation in the UN System, UNEG, April 2005, http://www.unevaluation.org/document/detail/22; Norms for Evaluation in the UN System, UNEG, April 2005, http://www.uneval.org/document/detail/21; UNEG Ethical Guidelines for Evaluation, UNEG, March 2008, http://www.unevaluation.org/document/detail/102.

The assessment will place particular emphasis on measuring the project's adherence to the following key DA criteria:[3]

- To result in durable, self-sustaining initiatives to develop national capacities, with measurable impact at field level, ideally having multiplier effects.
- To be innovative and take advantage of information and communication technology, knowledge management and networking of expertise at the sub regional, regional and global levels.
- To utilize the technical, human and other resources available in developing countries and effectively draw on the existing knowledge/skills/capacity within the UN Secretariat.
- To create synergies with other development interventions and benefit from partnerships with non-UN stakeholders.

The assessment will also examine the extent to which gender concerns were incorporated into the project –whether project design and implementation incorporated the needs and priorities of women, whether women were treated as equal players, and whether it served to promote women's empowerment. When analyzing data, the evaluator will, wherever possible, disaggregate by gender.

The evaluator will be expected to work independently but ECLAC will provide organizational support. Specifically, PPEU will provide support to manage the online surveys through SurveyMonkey. PPEU will prepare the database and will directly distribute the surveys among project beneficiaries. PPEU will finally provide the evaluator with the consolidated responses. Additionally, PPEU will provide assistance to coordinate the interviews, including initial contact with beneficiaries to present the assessment and the evaluator. Following this presentation, the evaluator will directly arrange the interviews with available beneficiaries.

The target audience and principal users of the evaluation include all project implementing partners and beneficiaries, the Programme Manager of the Development Account (DESA), as well as other Regional Commissions and agencies of the UN system.

IV. Evaluation questions

This assessment encompasses three different stages of the DA project (i.e. design, implementation and results) and it is structured around four criteria: relevance, efficiency, effectiveness and sustainability. A set of evaluation questions will guide both the collection of information and the analysis. The responses to these questions are intended to explain "the extent to which," "why," and "how" specific outcomes were attained. Therefore, they should provide intended users the necessary information to make decisions, take action or add to knowledge.

The questions included hereafter are intended to serve as a basis for the final set of evaluation questions, to be adapted by the evaluator and presented in the inception report.

Relevance: the extent to which the project and its activities are suited to the priorities and policies of the region and countries at the time of formulation and to what extent they are linked or related to the ECLAC mandate and programme of work.

- Did the design properly address the issues identified in the region?
- Were the objective and accomplishments relevant to the countries' development needs and priorities?
- Did the objective and accomplishments remain relevant throughout the implementation?

[3] UN GA, "Guidelines for the Preparation of Concept Notes for the 7th Tranche of the Development Account (2010-2011)".

- Were the objective and accomplishments aligned with ECLAC's mandate and the relevant subprogrammes?
- Were the activities and outputs consistent with the objective and the attainment of the expected accomplishments?
- Were governance and management structures of the project effectively established?
- Were these structures appropriate to the objective, accomplishments and activities?
- Did the problem analysis define the initial situation with sufficient precision?
- Did the problem analysis define the major problem conditions with sufficient precision?
- Did the problem analysis identified realistic cause-effect relationships among problem conditions?
- Did the objectives analysis demonstrate the logic and plausibility of the means-end relationship?

Effectiveness: the extent to which the activities attain its objective and expected accomplishments.

- To what extent did the project achieve the expected accomplishments outlined in the project document?
- Did the project provide policy makers with more comprehensive analysis for promoting sustainable production and use of biofuels?
- Did the project enhance the technical capacity of LA countries to design and apply policies for sustainable biofuel production and use to reduce poverty and mitigate global warming?
- Did the project increase regional collaborations to promote sustainable biofuel production through the creation of a Latin American Sustainable Biofuels Alliance?
- To what extent are the project's main beneficiaries satisfied with the quality and timeliness of the outputs and services?
- What factors have contributed to achieving or not achieving the intended outcomes?
- What factors contributed to effectiveness or ineffectiveness?
- To what degree were approaches such as a human rights based approach to programming, gender mainstreaming and results-based management understood and pursued in a coherent fashion?
- Has the project made any difference in the behavior/attitude/skills/performance of the clients?
- How effective were the project activities in enabling capacities and influencing policy making?
- Are there any tangible policies that have considered the contributions provided by the project in relation to the project under evaluation?

Efficiency: measurement of the outputs (qualitative and quantitative) in relation to the inputs.

- Did governance and management structures of the project contribute to effective implementation and coordination of partners?
- Was the project successful in creating a continuous capacity strengthening process, jointly with country authorities, over the lifetime of the project?
- Did project procedures contribute or jeopardize the effective implementation of the project?
- Which partners did the project bring together?
- Have the invested resources produced the planned outcomes?
- Were the needed resources available in a timely manner and utilized as planned?
- Were outcomes achieved on time?
- Was the project implemented in the most efficient way compared to alternatives?
- Were there any complementarities and synergies with the other work being developed?

Sustainability: the extent to which the benefits of the project are likely to continue after funding has been withdrawn.

- Will the outputs delivered be sustained by national capacities after project completion?
- Are the project outcomes expected to have a lasting impact on beneficiaries' access to knowledge and technical capacity in the medium- to long term?
- To what extent has the project contributed (or will it contribute) to strengthen the capacity of LAC governments to design and implement sustainable energy policies for the production and use of biofuels?
- Has follow up support after the end of the activities been discussed and formalized?
- Does the project demonstrate potential for replication and scale-up of successful practices?

V. Assessment methodology

This section suggests an overall approach and methods for conducting the assessment, including data sources and collection tools that will likely yield the most reliable and valid answers to the evaluation questions. The final methodology should be proposed by the evaluator during the inception phase. In order to reduce potential biases, it is advisable to foresee triangulation at different levels (e.g. methods and sources). The following data collection and analysis methods are envisaged:

Desk review: review and identify relevant sources of information and conceptual frameworks that exist and are available. Among others, the following documents should be analysed: allotment advice, redeployments, project document, annual progress reports, final project report and terms of reference for different consultancy works. Furthermore, the main stakeholders will be mapped, including managers, implementing partners within and outside the UN system, as well as programme beneficiaries.

Interviews: a limited number of interviews (structured, semi-structured, in-depth, key informant, focus group, etc.) may be carried out via tele- or video-conference with project partners to capture the perspectives of managers, beneficiaries, participating ministries, departments and agencies, etc. PPEU will provide assistance to coordinate the interviews, including initial contact with beneficiaries to present the assessment and the evaluator. Following this presentation, the evaluator will directly arrange the interviews with available beneficiaries.

Surveys: self-administered electronic survey directed at two different types of stakeholders: a) project managers within ECLAC and partners within the UN System and participating countries, and b) project beneficiaries. PPEU will provide support to manage the online surveys through SurveyMonkey. PPEU will prepare the database and will directly distribute the surveys among project beneficiaries. PPEU will finally provide the evaluator with the consolidated responses.

Problem and objective trees and theory of change: the project document includes both a problem and an objective tree. These simplified representations of reality and the development hypothesis behind them should be assessed by the evaluator. It may be done by logically reconstructing the theory of change, identifying original weaknesses, gaps, unintended effects (both positive and negative), etc.

VI. Evaluation Process

The assessment will be structure in three phases:

Inception phase (10 days): desk review of all relevant project documentation as well as a stakeholder mapping of key actors. The evaluator will elaborate an inception report clearly describing the methodology to be used, including an evaluation matrix and a detailed workplan. The evaluation matrix

will include the evaluation questions (and sub-questions), the sources of information to answer each of them and the proposed collection tools.

Collection of information (25 days): the evaluator, with the assistance of PPEU, may conduct an electronic survey. The evaluator will elaborate the survey questions for the different groups, according to their overall function within the project. Moreover, the evaluator may conduct a limited number of interviews with project partners and beneficiaries via tele- or video-conference. The evaluator will elaborate an intermediate report clearly describing the preliminary findings.

Analysis of information and report writing (25 days): on the basis of the analysis of the collected information, the evaluator will explain the main findings, identify potential lessons and provide recommendations. The evaluator will elaborate a draft evaluation report, which will be reviewed by ECLAC's Programme Planning and Operations Division staff and the Evaluation Reference Group and the evaluation consultant (coordinator) for comments. These comments will be addressed by the evaluator in the revision process, and will be responded to formally by the evaluator, indicating what adjustments were made according to each comment and why. Once the revision is complete, the evaluator will submit the final evaluation report.

VII. Procedures and accountabilities

PPEU is responsible for commissioning and managing the assessment. An Evaluation Reference Group, composed of representatives of each of the implementing partners, will be formed to provide feedback to the evaluator/evaluation team on preliminary evaluation findings and final conclusions and recommendations and review the draft evaluation report for robustness of evidence and factual accuracy.

An evaluation consultant (coordinator) has been hired in order to coordinate the effective and timely completion of five DA project assessments in full compliance with ECLAC's evaluation policy and strategy. The evaluation coordinator works under the general guidance of PPOD Chief and the direct supervision of PPEU Chief. The evaluation coordinator, together with PPEU, will be responsible for:

- Providing overall management of the assessments, including overall orientation and preparation, budget oversight, administrative and logistical support in the methodological process, and quality assurance.
- Recruiting the evaluator.
- Drafting assessment TORs and providing strategic guidance to the evaluator.
- Sharing relevant information and documentation with the evaluator and supporting him/her in the identification of, and communication with, project stakeholders.
- Supporting the evaluator in the data collection process: managing the development, distribution, and analysis of surveys; and organizing remote interviews as needed.
- Reviewing key assessment deliverables for quality and robustness and facilitating the overall quality assurance process.
- Managing the dissemination and communication process of the assessment report.
- Editing and disseminating the evaluation report.

The evaluator will be responsible for:

- Designing the evaluation methodology.
- Undertaking a desk review.
- Conducting the data collection process, including the design of the electronic surveys and semi-structured interviews.
- Analyzing data and elaborating hypothesis, findings, conclusions, recommendations and lessons learnt.

VIII. Key Products

The evaluation will include the following outputs:

(a) **Inception Report.** No later than 10 days after the signature of the contract, the consultant should deliver the inception report, which should include the background of the project, an analysis of the Project profile and implementation and a full review of all related documentation as well as project implementation reports. Additionally, the inception report should include a detailed evaluation methodology, including the evaluation matrix and detailed workplan, the description of the types of data collection instruments that will be used and a full analysis of the stakeholders and partners that will be contacted to obtain the evaluation information. First drafts of the instruments to be used for the survey, focus groups and interviews should also be included in this first report.

(b) **Preliminary findings Report**. No later than 4 weeks after the signature of the contract, the consultant should deliver the preliminary findings report including the analysis, main findings and preliminary conclusions based on data analysis of surveys, interviews and focus groups.

(c) **Draft final evaluation Report**. No later than 8 weeks after the signature of the contract, the consultant should deliver the preliminary report for revision and comments by the coordination consultant, PPOD and the ERG. It describes the main activities and results of the project, the findings of the data collection process, and the lessons, conclusions and recommendations derived from it, including the project's prospects for sustainability. The recommendations are key to guiding improvements efforts in management and implementation of future DA projects.

(d) **Final Evaluation Report.** No later than 10 weeks after the signature of the contract, the consultant should deliver the final evaluation report which should include the revised version of the preliminary version after making sure all the comments and observations from the coordination consultant, PPOD and the ERG have been included. Before submitting the final report, the consultant must have received the clearance on this final version from PPOD, assuring the satisfaction of ECLAC with the final evaluation report.

(e) **Presentation of the results of the evaluation.** A final presentation of the main results of the evaluation to ECLAC staff involved in the project will be delivered at the same time of the delivery of the final evaluation report.

The final report is the main output of the process.

The inception, intermediate and final reports will be written in English. The project document and annual monitoring reports are also in English. The evaluator will conduct most of the interviews in Spanish.

IX. Required competencies

The evaluator should be independent from any organizations that have been involved in designing, executing or advising any aspect of the project. The evaluator should have the following competencies, skills and experience:

<u>Education</u>

- MA in political science, public policy, development studies, sociology economics, business administration, or a related social science.

Experience

- At least five years of progressively responsible relevant experience in programme/project evaluation are required.
- Experience in at least three evaluations with international (development) organizations is required.
- Proven competency in quantitative and qualitative research methods, particularly self-administered surveys, document analysis, and informal and semi-structured interviews are required.
- Working experience in Latin America and the Caribbean is desirable.
- Good knowledge of sustainable energy policies and bio-fuels production and use is an advantage.

Language Requirements

- Proficiency in English and Spanish.

X. Evaluation Timeline

The evaluator will carry out the described tasks during a three-month period starting on January 2015. The specific schedule for the submission of each of the evaluation deliverables will be agreed during the inception phase. In an initial attempt to organize the work, the following dates are proposed:

Inception report	12th February 2015
Preliminary Findings report	27th February 2015
Draft final report	27th March 2015
Final report	10th April 2015

XI. Payment schedule and conditions

The contract issued for this assignment will include the payment for the services of the evaluator. The payments will be made according to the following schedule and conditions:

- 10% of the total value of the contract will be paid against the satisfactory delivery of the inception report, which should be delivered as per the established deadlines.
- 20% of the total value of the contract will be paid against the satisfactory delivery of the preliminary findings report, which should be delivered as per the established deadlines.
- 30% of the total value of the contract will be paid against the satisfactory delivery and presentation of the draft final report, which should be delivered as per the established deadlines.
- 40% of the total value of the contract will be paid against the satisfactory delivery of the final report and revision matrix, which should be delivered as per the established deadlines.

Payments will be made after approval by ECLAC.

Annex 1. Evaluation Ethics

The evaluation will be conducted in line with the norms and standards laid out by the United Nations Evaluation Group (UNEG) in its "Norms for Evaluation in the UN System" and "Standards for Evaluation in the UN System".[4]

Evaluators are also expected to respect UNEG's ethical principles as per its "Ethical Guidelines for Evaluation":[5]

• Independence: Evaluators shall ensure that independence of judgment is maintained and that evaluation findings and recommendations are independently presented.

• Impartiality: Evaluators shall operate in an impartial and unbiased manner and give a balanced presentation of strengths and weaknesses of the policy, program, project or organizational unit being evaluated.

• Conflict of Interest: Evaluators are required to disclose in writing any past experience, which may give rise to a potential conflict of interest, and to deal honestly in resolving any conflict of interest which may arise.

• Honesty and Integrity: Evaluators shall show honesty and integrity in their own behavior, negotiating honestly the evaluation costs, tasks, limitations, scope of results likely to be obtained, while accurately presenting their procedures, data and findings and highlighting any limitations or uncertainties of interpretation within the evaluation.

• Competence: Evaluators shall accurately represent their level of skills and knowledge and work only within the limits of their professional training and abilities in evaluation, declining assignments for which they do not have the skills and experience to complete successfully.

• Accountability: Evaluators are accountable for the completion of the agreed evaluation deliverables within the timeframe and budget agreed, while operating in a cost effective manner.

• Obligations to Participants: Evaluators shall respect and protect the rights and welfare of human subjects and communities, in accordance with the UN Universal Declaration of Human Rights and other human rights conventions. Evaluators shall respect differences in culture, local customs, religious beliefs and practices, personal interaction, gender roles, disability, age and ethnicity, while using evaluation instruments appropriate to the cultural setting. Evaluators shall ensure prospective participants are treated as autonomous agents, free to choose whether to participate in the evaluation, while ensuring that the relatively powerless are represented.

• Confidentiality: Evaluators shall respect people's right to provide information in confidence and make participants aware of the scope and limits of confidentiality, while ensuring that sensitive information cannot be traced to its source.

• Avoidance of Harm: Evaluators shall act to minimize risks and harms to, and burdens on, those participating in the evaluation, without compromising the integrity of the evaluation findings.

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[4] *Standards for Evaluation in the UN System, UNEG, April 2005,* (http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=22); *Norms for Evaluation in the UN System, UNEG, April 2005,* http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=21).

[5] *UNEG Ethical Guidelines for Evaluation, UNEG, March 2008* (http://www.unevaluation.org/ethicalguidelines).

• Accuracy, Completeness and Reliability: Evaluators have an obligation to ensure that evaluation reports and presentations are accurate, complete and reliable. Evaluators shall explicitly justify judgments, findings and conclusions and show their underlying rationale, so that stakeholders are in a position to assess them.

• Transparency: Evaluators shall clearly communicate to stakeholders the purpose of the evaluation, the criteria applied and the intended use of findings. Evaluators shall ensure that stakeholders have a say in shaping the evaluation and shall ensure that all documentation is readily available to and understood by stakeholders.

• Omissions and wrongdoing: Where evaluators find evidence of wrong-doing or unethical conduct, they are obliged to report it to the proper oversight authority.

ANNEX 2

Bibliography

1. Evaluation Terms of Reference
2. Strengthening national capacities to design and implement sustainable energy policies for the production and use of bio-fuels in the LAC region – Project Document (Prodoc)
3. Project Progress Report
4. Project Final Report
5. Standards for Evaluation in the UN System, UNEG, April 2005
6. Aportes de los Biocombustibles a la Sustentabilidad del Desarrollo en América Latina y el Caribe: elementos para la formulación de políticas". LC/W.178, CEPAL (marzo 2008). Santiago, Chile
7. Metodología y prospectiva a partir de escenarios energéticos (2008-2030) realizados con el modelo LEAP: Chile
8. Metodología y prospectiva a partir de escenarios energéticos (2008-2030) realizados con el modelo LEAP: Colombia
9. Metodología y prospectiva a partir de escenarios energéticos (2008-2030) realizados con el modelo LEAP: El caso de Paraguay
10. Metodología y prospectiva a partir de escenarios energéticos (2008-2030) realizados con el modelo LEAP: El caso de Bolivia
11. Metodología para la prospectiva Energética Centroamérica
12. Costa Rica – Resultados de Escenarios 2030 (Informe Preliminar)
13. Guatemala – Resultados de Escenarios 2030 (Informe Preliminar)
14. Honduras – Resultados de Escenarios 2030 (Informe Preliminar)
15. El Salvador – Resultados de Escenarios 2030 (Informe Preliminar)
16. Panamá – Resultados de Escenarios 2030 (Informe Preliminar)
17. Nicaragua – Resultados de Escenarios 2030 (Informe Preliminar)
18. República Dominicana – Resultados de Escenarios 2030 (Informe Preliminar)
19. Taller Nacional de Capacitación sobre Planificación y Prospectiva Energética a partir del modelo LEAP
20. Hipótesis LEAP 2008 - 2030, Planificación Energética - DNE Octubre 2011 (Uruguay)
21. Estudio comparativo del potencial de producción y uso sostenible de biocombustibles para algunos países de América Latina
22. Implicaciones del desarrollo de los biocombustibles para la gestión y aprovechamiento del agua
23. Implementación del Modelo ModerGIS para identificación Sostenible de los Biocombustibles en el caso: Costa Rica y Paraguay.
24. Project sub-contracts (24 sub-contracts)
25. Project Redeployment Request (16 May 2011)

Workshop Satisfaction Surveys

26. Country Workshop Satisfaction Survey - Bolivia
27. Country Workshop Satisfaction Survey - Chile
28. Country Workshop Satisfaction Survey – Costa Rica
29. Country Workshop Satisfaction Survey – Colombia
30. Country Workshop Satisfaction Survey – El Salvador
31. Country Workshop Satisfaction Survey - Guatemala
32. Country Workshop Satisfaction Survey - Honduras
33. Country Workshop Satisfaction Survey - Nicaragua
34. Country Workshop Satisfaction Survey - Panama
35. Country Workshop Satisfaction Survey - Paraguay
36. Country Workshop Satisfaction Survey – República Dominicana
37. Country Workshop Satisfaction Survey – Uruguay
38. Workshop Satisfaction Survey – Regional Forum on Biofuels

Workshops – All other Materials (Agenda, Participants List, Reading Material etc.)

39. Diálogo de Políticas sobre desarrollo institucional e innovación en biocombustibles en América Latina y el Caribe (Santiago, Chile) – all other Workshop Materials.
40. Taller Nacional de Prospectiva Energética a partir del modelo LEAP. Sede de la CEPAL, Santiago de Chile, 13 al 15 de diciembre de 2010 - – all other Workshop Materials.
41. Taller Nacional de Prospectiva Energética a partir del Modelo LEAP en Colombia, Ciudad de Bogotá, 7 al 10 de marzo del 2011 - all other Workshop Materials.
42. Taller Nacional de Prospectiva Energética a partir del Modelo LEAP, Centro Cultural PANI, San José, Costa Rica, 5 al 8 de abril, 2011 - – all other Workshop Materials.
43. Taller Nacional de Prospectiva Energética a partir del Modelo LEAP, Auditorium del Ministerio de Energía y Minas, República de Guatemala, 11 al 14 de abril de 2011 – all other Workshop Materials- – all other Workshop Materials.
44. Taller Nacional de Prospectiva Energética a partir del Modelo LEAP Centro Interactivo de Información Hídrica y Ambiental de la Secretaria de Energía y Recursos Naturales, República de Honduras, 26 al 29 de abril de 2011 - – all other Workshop Materials.
45. Taller Nacional de Prospectiva Energética a partir del Modelo LEAP, Auditorium de La Geo, San Salvador, República de El Salvador, 2 al 5 de mayo de 2011 - all other Workshop Materials.
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47. Taller de Capacitación sobre Planificación Energética y Herramientas para la Prospección Energética, LEAP, Managua, República de Nicaragua, 24 al 27 de mayo, 2011 - – all other Workshop Materials.
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49. Taller de Nacional de Capacitación sobre Planificación y Prospectiva Energética a partir del modelo LEAP, Ministerio de Obras Públicas y Comunicaciones, Salón de Actos, Asunción, República del Paraguay, 4 al 7 de octubre, 2011 – all other Workshop Materials.
50. Taller de Nacional de Capacitacion sobre Planificacion y Prospectiva Energetica a partir del modelo LEAP, Hotel Presidente, La Paz, Estado Plurinacional de Bolivia, 13 al 16 de septiembre, 2011 – all other Workshop Materials.
51. Taller de Nacional de Capacitación sobre Planificación y Prospectiva Energética a partir del modelo LEAP, Dirección Nacional de Energía, Montevideo, República del Uruguay, 11 al 14 de octubre, 2011 – all other Workshop Materials.
52. Covenant of Mayors – How to Develop a Sustainable Energy Action Plan (SEAP)
53. Programa BIEE (Base de Indicadores de Eficiencia Energética) – ECLAC website and various presentations online.
54. Parliamentary Action for Renewable Energy – 2014 Evaluation Report, EC (NIRAS)
55. Biofuels and Rural Economic Development in Latin America and the Caribbean; José Falck-Zepeda, Siwa Mangi, Timothy Sulser, Patricia Zambrano Cesar Falconi Working Paper LAC/02/10 January 2010.

ANNEX 3

Evaluation Framework (Evaluation Questions)

Overview Evaluation Framework (Evaluation Questions)

EQ No.	Proposed Evaluation Questions & Indicators	Data Sources
	Relevance	
	Defined as per ToR: *Extent to which the project and its activities are suited to the priorities and policies of the region and countries at the time of formulation and to what extent they are linked or related to the ECLAC mandate and programme of work*	
EQ1	**What was the relevance of the project to regional and country needs?** **Indicators:** ***Proposed indicators:*** a. Extent to which the project design properly addressed the issues identified in the region b. Extent to which the objectives were relevant to the countries' development needs and priorities c. Extent to which project objectives remained relevant throughout the project implementation d. Beneficiaries level of satisfaction with project relevance e. Extent to which the project goals were linked to ECLAC's mandate and work programme	a. ProDoc and other core project documents b. Project progress reports c. Various project outputs Telephone interviews d. Online Survey e. Additional wider information on biofuels industry in LAC region (in particular for indicator EQ1.c)
EQ2	**What was the quality of the project design to the regional and country needs?** ***Proposed Indicators:*** a. Extent to which the design properly addressed the issues identified in the region b. Extent to which the project design process showed adequate consultation of relevant stakeholders c. Beneficiaries level of satisfaction with quality of project design d. Extent to which the problem analysis defined both i) the initial situation, and ii) the major problem conditions, with sufficient precision? e. Extent to which the problem analysis identified realistic cause-effect relationships among problem conditions? f. Extent to which the project design show good anticipation of the required activities and implementation approach to meet the needs identified in the countries and region? g. Extent to which project governance and management structures were clearly defined and established, and appropriate of same to the project objectives and activities?	a. ProDoc and other core project documents b. Project progress reports c. Various project outputs d. Telephone interviews e. Online Survey f. Additional wider information on biofuels industry in LAC region

	Efficiency	
	Defined as per ToR: *Measurement of the outputs (qualitative and quantitative) in relation to the inputs*	
EQ3	**What was the overall efficiency of the project implementation?**	
	Proposed Indicators: a. Extent to which project governance and management structures of the project contributed to effective project implementation? b. Degree to which a continuous capacity strengthening process was established during the project, in concert with country authorities c. Extent to which the project procedures contributed positively to efficient and effective project implementation? d. Quality of the project management performance e. Degree to which invested resources produced the planned outcomes f. Extent to which required resources were available in a timely manner and utilized as planned g. Extent to which outcomes were achieved on time h. Extent to which the project implementation chose more/most efficient implementation paths? i. Beneficiaries level of satisfaction with project management and general efficiency of project implementation j. Extent to which partner contributions were optimised and any complementarities synergies developed? k. Extent to which ICTs were leveraged to maximise efficiency of project implementation, communication, knowledge-sharing and dissemination	a. ProDoc and other core project documents b. Project progress reports c. Project financial reporting, in particular budget drawdown and absorption d. Various project outputs e. Telephone interviews (NB interviews with ECLAC project implementation staff) f. Online Survey
	Effectiveness	
	Defined as per ToR: Extent to which the activities attain its objective and expected accomplishments.	
EQ4	**What was the overall effectiveness of the project, in terms of achievement of its target outcomes?**	
	<u>Indicators</u> a. Degree of project achievement of targeted project results b. Extent to which comprehensive analysis for promoting sustainable production and use of biofuels was provided to national policy makers c. Degree to which technical capacities of LA countries to design and apply policies for sustainable biofuel production and use (in order to reduce poverty and mitigate global warming) were enhanced	a. ProDoc and other core project documents b. Project progress reports c. Various project outputs (e.g. workshop presentations, workshop reports, capacity development approach etc.)

	d. Extent to which project contributed to increase regional collaborations to promote sustainable biofuel production through the creation of a Latin American Sustainable Biofuels Alliance e. Beneficiaries level of satisfaction with quality and timeliness of the outputs and services? f. What factors have contributed to achieving or not achieving the intended outcomes? g. What factors contributed to effectiveness or ineffectiveness? h. To what degree were approaches such as a human rights based approach to programming, gender mainstreaming and results-based management understood and pursued in a coherent fashion? i. Has the project made any difference in the behaviour/attitude/skills/performance of the clients? j. How effective were the project activities in enabling capacities and influencing policy making? k. Are there any tangible policies that have considered the contributions provided by the project in relation to the project under evaluation?	d. Telephone interviews e. Online Survey f. Additional wider information on biofuels industry in LAC region
	Sustainability	
	Defined as per ToR: *Extent to which the benefits of the project are likely to continue after funding has been withdrawn.*	
EQ5	**What have been, and are, the prospects for sustained project impact?**	
	Proposed Indicators: a. Extent to which project outputs delivered will be sustained by national capacities after project completion? b. Extent to which project outcomes are expected to have a lasting impact on beneficiaries' access to knowledge and technical capacity in the medium- to long term c. Extent to which the project has (or will) contributed to strengthening LAC government capacity to design and implement sustainable energy policies for biofuels production and use d. Extent to which follow-up support after the end of the activities been discussed and formalized e. Extent to which the project demonstrates potential for replication and scale-up of successful practices	a. ProDoc and other core project documents b. Project progress reports c. Various project outputs (e.g. workshop presentations, workshop reports, capacity development approach etc.) d. Telephone interviews e. Online Survey f. Additional wider information on biofuels industry in LAC region

ANNEX 4

Survey (Country Level Survey)

***Evaluación Externa de la Cuenta del Proyecto de Desarrollo #06/07 AM*: "Fortalecimiento de las Capacidades Nacionales en el Diseño de Políticas Energéticas Sostenibles para la Producción y Uso de Biocombustibles"**
(En adelante llamado "Proyecto CEPAL de Biocombustibles")

Encuesta para Beneficiarios de Bolivia (borrador)

Mayo 2015

Como parte de su estrategia de mejora continua y con la intención de proveer un mejor servicio a los países de la región, la Comisión Económica para América Latina y el Caribe (CEPAL) realiza evaluaciones periódicas de sus proyectos y programas relativos a sus diferentes áreas de trabajo. En esta ocasión la CEPAL está realizando la evaluación del proyecto de Cuentas para el Desarrollo 06/07 AM "Fortalecimiento de las Capacidades Nacionales en el Diseño de Políticas Energéticas Sostenibles para la Producción y Uso de Biocombustibles", a fin de medir la relevancia, eficiencia, efectividad y sustentabilidad de las actividades financiadas por este proyecto en beneficio a los diferentes países de América Latina y el Caribe.

En el marco de este proyecto, se han implementado varias actividades incluyendo talleres técnicos, seminarios, cursos en línea, asistencias técnicas, publicaciones y estudios. Estas actividades han sido implementadas por la División de Recursos Naturales e Integración.

Nuestros registros muestran que usted participó en algunas de las siguientes actividades:

- Seminario Nacional – Indicadores de Eficiencia Energética en Bolivia, La Paz, 12 y 13 de Septiembre 2011
- Taller Nacional de Capacitación sobre Planificación y Prospectiva Energética a partir del Modelo LEAP, Hotel Presidente, La Paz , Estado Plurinacional de Bolivia 13 al 16 septiembre 2011

De esta manera, solicitamos su colaboración en responder a la encuesta adjunta para conocer sus percepciones sobre dichas actividades y el aporte que las mismas pudieron haber tenido en su área de trabajo.

La encuesta le tomará aproximadamente 10 - 20 minutos de su tiempo y nos ayudara a identificar resultados concretos y áreas donde se puede mejorar la asistencia que se brinda a los países de la región. Mucho agradeceríamos llenar los datos y devolver la encuesta antes del xx de abril de 2015.

Agradecemos mucho su ayuda y sus respuestas. Sus aportes serán manejados en forma estrictamente confidencial y nos serán de mucha utilidad para establecer los impactos y la efectividad de los servicios prestados por la CEPAL y para mejorarlos en el futuro.

Si tiene alguna pregunta sobre esta encuesta, por favor envíe sus comentarios y sugerencias al siguiente correo: evaluacion@cepal.org.

Sección A: Información sobre el Beneficiario

Por favor indique en que organización trabaja

Organización dónde usted trabaja:		
a.	Institución gubernamental	
b.	Agencia del Sistema de las Naciones Unidas	
c.	Agencia regional intergubernamental	
d.	Organización no gubernamental sin fines de lucro	
e.	Empresa privada	
f.	Otro (Especificar)	

Por favor indique la opción que mejor represente el cargo que usted ejerce en la organización

Cargo actual:					
a.	Personal directivo		d.	Personal investigador	
b.	Personal técnico		e.	Otro Especificar	
c.	Personal administrativo				

Por favor, especifique en qué país trabaja

País donde trabaja:					
a.	Bolivia		i.	Honduras	
b.	Brasil		j.	México	
c.	Chile		k.	Nicaragua	
d.	Colombia		l.	Panamá	
e.	Costa Rica		m.	Paraguay	
f.	Ecuador		n.	Perú	
g.	El Salvador		o.	República Dominicana	
h.	Guatemala		P	Uruguay	
				Otro (favor especificar)	

Por favor, especifique su sexo

Sexo:		
a.	Femenino	
b.	Masculino	

SECCIÓN B: TALLERES Y SEMINARIOS

En el marco de este proyecto se han organizado los siguientes eventos y talleres en Bolivia:

Seminario Nacional – Indicadores de Eficiencia Energética en Bolivia, La Paz, 12 y 13 de Septiembre 2011
Taller Nacional de Capacitación sobre Planificación y Prospectiva Energética a partir del Modelo LEAP, Hotel Presidente, La Paz , Estado Plurinacional de Bolivia 13 al 16 septiembre 2011

1. **Ha participado usted en alguno de los eventos organizados en el marco del proyecto?**

Si	No	Sin conocimiento suficiente para poder responder

2. **Por favor, indique en cuál de los siguientes eventos ha participado**

Nombre del Evento	***Seleccione***
Seminario Nacional – Indicadores de Eficiencia Energética en Bolivia, La Paz, 12 y 13 de Septiembre 2011	
Taller Nacional de Capacitación sobre Planificación y Prospectiva Energética a partir del Modelo LEAP, Hotel Presidente, La Paz , Estado Plurinacional de Bolivia 13 al 16 septiembre 2011	

3. **Por favor, indique su grado de satisfacción con respecto a los siguientes aspectos de los eventos en los que participó:**

		Nada satisfecho	**Algo satisfecho**	**Satisfecho**	**Muy satisfecho**	**Sin conocimiento suficiente para poder responder**
a.	La claridad de las diferentes presentaciones del evento					
b.	El balance entre la parte teórica y los ejercicios prácticos					
c.	El nivel de incorporación de las políticas y estrategias de su país en la utilización del programa LEAP en los ejercicios Prácticos					
d.	La calidad del facilitador (s) / líder (s) / moderador (s)					
e.	La calidad de las respuestas que recibió a sus preguntas durante el evento					
f.	La contextualización de las respuestas con respecto a la realidad de su país					
g.	La coordinación del evento y el tiempo asignado a las diferentes secciones del evento					
h	La estructura del taller					

		Nada satisfecho	Algo satisfecho	Satisfecho	Muy satisfecho	Sin conocimiento suficiente para poder responder
I	El contenido del taller					
j	La entrega del contenido, en particular el medio elegido para su presentación (clase magistral, medios interactivos, etc.)					
k	La duración del evento					
l	El lugar donde se llevo a cabo el evento					

4. Indique por favor su grado de satisfacción en relación con la calidad de los materiales proporcionados para la capacitación y la utilización del modelo LEAP para cada uno de los siguientes aspectos:

		Nada satisfecho	Algo Satisfecho	Satisfecho	Muy satisfecho	Sin conocimiento suficiente para poder responder
a.	La claridad del contenido de los materiales que usted recibió					
b.	El balance entre el material teórico y el material para los ejercicios prácticos					
c.	El material proporcionado da cuenta de todos los sectores importantes involucrados en la planificación de la energía de su país (transporte, industria, residencial, Urbana, Rural, Purificación de aguas, etc.).					
d.	El nivel en que los materiales proporcionados dan cuenta de las estrategias y políticas de su país en la utilización del modelo LEAP.					
e.	La calidad del material en proporcionar respuestas a sus dudas y preguntas.					
f.	La contextualización del contenido proporcionado con respecto a la realidad de su país					
g.	La cantidad de materiales proporcionados y su extensión en contenido					
h.	La estructura de los diferentes documentos proporcionados					
i.	La presentación gráfica y educativa					

Sección C: Publicaciones y estudios

5. En el marco del proyecto se desarrollaron las publicaciones y estudios mencionados en el siguiente cuadro, ¿conoce o ha leído algunas de dichas publicaciones y /o estudios?:

	Publicaciones y estudios desarrollados en el marco del Proyecto	Si	No
1	Estudio comparativo del potencial de producción y uso sostenible de biocombustibles para algunos países de América Latina		
2	Implicaciones del desarrollo de los biocombustible para la gestión y aprovechamiento del agua		
3	Metodología y prospectiva a partir de escenarios energéticos (2009-2030) realizados con el modelo LEAP: El caso de Bolivia		

Si su respuesta es No favor de pasar a la sección D

6. Por favor indique su nivel de conocimiento o familiaridad con las publicaciones/estudios:

	Nada	Poco	Bastante	Mucho	Sin conocimiento suficiente para poder responder
Estudio comparativo del potencial de producción y uso sostenible de biocombustibles para algunos países de América Latina					
Implicaciones del desarrollo de los biocombustible para la gestión y aprovechamiento del agua					
Metodología y prospectiva a partir de escenarios energéticos (2009-2030) realizados con el modelo LEAP: El caso de Bolivia					

7. En general ¿cómo calificaría la calidad de los estudios?

	Muy baja	Baja	Alta	Muy alta	Sin conocimiento suficiente para poder responder
Estudio comparativo del potencial de producción y uso sostenible de biocombustibles para algunos países de América Latina					
Implicaciones del desarrollo de los biocombustible para la gestión y aprovechamiento del agua					
Metodología y prospectiva a partir de escenarios energéticos (2009-2030) realizados con el modelo LEAP: El caso de Bolivia					

8. ¿Hasta qué punto le parece que las publicaciones/estudios son relevantes al contexto de su país?

	Muy relevantes	Bastante relevantes	Poco relevantes	Nada relevantes	Sin conocimiento suficiente para poder responder
Estudio comparativo del potencial de producción y uso sostenible de biocombustibles para algunos países de América Latina					
Implicaciones del desarrollo de los biocombustible para la gestión y aprovechamiento del agua					
Metodología y prospectiva a partir de escenarios energéticos (2009-2030) realizados con el modelo LEAP: El caso de Bolivia					

9. ¿Hasta qué punto está usted satisfecho/a con estas publicaciones/estudios?

	Muy satisfecho/a	Bastante satisfecho/a	Poco satisfecho/a	Nada satisfecho/a	Sin conocimiento suficiente para poder responder
Estudio comparativo del potencial de producción y uso sostenible de biocombustibles para algunos países de América Latina					
Implicaciones del desarrollo de los biocombustible para la gestión y aprovechamiento del agua					
Metodología y prospectiva a partir de escenarios energéticos (2009-2030) realizados con el modelo LEAP: El caso de Bolivia					

10. ¿Hasta qué punto está usted satisfecho del apoyo y esfuerzo de CEPAL en la formulación de estas publicaciones /estudios?

	Muy satisfecho/a	Bastante satisfecho/a	Poco satisfecho/a	Nada satisfecho/a	Sin conocimiento suficiente para poder responder
Estudio comparativo del potencial de producción y uso sostenible de biocombustibles para algunos países de América Latina					
Implicaciones del desarrollo de los biocombustible para la gestión y aprovechamiento del agua					
Metodología y prospectiva a partir de escenarios energéticos (2009-2030) realizados con el modelo LEAP: El caso de Bolivia					

11. ¿Le han proporcionado información y/o conocimiento útil para la toma de decisiones las publicaciones/estudios elaboradas en el marco de este proyecto? :

	Si	No	Sin conocimiento suficiente para poder responder

¿Si su respuesta fue si, podría por favor brindar ejemplos concretos de cómo ha utilizado las publicaciones/estudios en toma de decisiones?

12. ¿Tienes usted recomendaciones para futuras publicaciones/estudios?

Sección D: Preguntas Generales

13. Teniendo en cuenta sus necesidades personales y el contexto nacional

	Si	No	Sin conocimiento suficiente para poder responder
¿Cree usted que ha sido pertinente el desarrollo de capacidades perseguido por el proyecto?			
¿Cree usted que ha sido pertinente la creación de redes e intercambio en cuanto al desarrollo personal de sus conocimientos y habilidades en el desarrollo e implementación de políticas de biocombustibles sostenibles?			

14. ¿Cómo evaluaría usted el nivel de satisfacción con respecto a la naturaleza y el alcance de las actividades antes, durante y después de su participación en los eventos organizados en el marco del este proyecto para cada uno de los siguientes aspectos?

		Nada satisfecho	Algo Satisfecho	Satisfecho	Muy satisfecho	N/A
a.	La asesoría y apoyo necesario en la identificación y recolección de información para los indicadores / inventarios de Gases de Efecto Invernadero (GEI) requeridos para la utilización de LEAP durante el evento					
b.	El apoyo recibido para diseñar, planificar y desarrollar **análisis y escenarios** durante el evento					
c.	Apoyo para diseñar, planificar y desarrollar **análisis y escenarios** después del evento.					
d.	Asesoría y apoyo en la planificación de **políticas nacionales** y desarrollo de **iniciativas nacionales** después el evento					

15. ¿Cómo evaluaría usted el nivel de satisfacción con respecto al apoyo recibido de parte de CEPAL

		Nada satisfecho	Algo Satisfecho	Satisfecho	Muy satisfecho	N/A

16. En general

	Si	No	Sin conocimiento suficiente para poder responder
¿Han respondido a sus expectativas las actividades y eventos del proyecto en los cuales usted ha participado?			

17. Por favor explique su respuesta

18. Por favor indique si está de acuerdo con las siguientes afirmaciones relacionadas con el impacto del proyecto en el perfeccionamiento de sus conocimientos y habilidades personales para **desarrollar e implementar políticas de biocombustibles sostenibles,**:

		Totalmente en desacuerdo	En desacuerdo	De acuerdo	Totalmente de acuerdo	Sin conocimiento suficiente para poder responder
a.	El proyecto contribuyó a aumentar mi conocimiento para **desarrollar e implementar políticas de biocombustibles sostenibles.**					
b.	El proyecto contribuyó a mejorar mis habilidades para **desarrollar e implementar políticas de de biocombustibles sostenibles**					
c.	He utilizado el modelo LEAP en el desempeño de mis actividades laborales					

19. Por favor indique su grado de acuerdo con las siguientes afirmaciones en relación a la mejora de las capacidades técnicas institucionales relacionadas al desarrollo e implementación de políticas sostenibles como resultado de su participación en el proyecto:

		Totalmente en desacuerdo	En desacuerdo	De acuerdo	Totalmente de acuerdo	Sin conocimiento suficiente para poder responder
a.	El proyecto mejoró las capacidades técnicas a nivel institucional para el desarrollo e implementación de políticas sostenibles de Biocarburantes.					
b.	Se ha incorporado el Modelo LEAP en el seno de las actividades de mi organización					

20. ¿En qué grado, cumplió el proyecto sus expectativas en términos de su contribución al aumento de capacidades a nivel nacional para:

		Supera mis expectativas	Cumplió con mis expectativas	Parcialmente era lo que esperaba	No cumplió con mis expectativas	Sin conocimiento suficiente para poder responder
a.	El desarrollo e implementación de políticas sostenibles de Biocarburantes a nivel nacional.					
b.	La utilización del modelo LEAP en el desarrollo e implementación de políticas sostenibles de Biocarburantes a nivel nacional.					

21. ¿Podría brindar ejemplos de cómo el apoyo y las actividades del proyecto CEPAL *Fortalecimiento de las capacidades nacionales en el Diseño de Políticas Energéticas Sostenibles para la Producción y el Uso de Biocombustible* han contribuido a resultados y logros específicos en su país? (Por favor incluya paginas web si lo considera necesario o envíenos documentación adicional a xxxxx@eclec.org/research@frontierservices.eu).

22. ¿Podría usted mencionar cuales han sido las políticas sostenibles de Biocombustibles que han sido desarrolladas e implementadas en Bolivia?

23. ¿Cree usted que las actividades del proyecto han influido o contribuido en el desarrollo e implementación de esta(s) política(s)?

24. Habiendo ya transcurrido más de cuatro años desde el taller Nacional de capacitación en la utilización del modelo LEAP, ¿diría usted que el modelo LEAP ha sido incorporado a nivel institucional en Bolivia en los siguientes niveles?

	Si	No	Sin conocimiento suficiente para poder responder
A nivel institucional, el modelo LEAP ha sido exitosamente incorporado en su organización.			
A nivel nacional, el modelo LEAP ha sido exitosamente incorporado por todas las entidades pertinentes del gobierno.			
A nivel nacional, el modelo LEAP ha sido exitosamente incorporado por las organizaciones privadas pertinentes.			

Si en la pregunta precedente usted ha **respondido SI** a alguna de las opciones, por favor **continúe con la pregunta 26**. Si usted ha **respondido No** o **No Sabe** a la incorporación del modelo LEAP, por favor **continúe con la pregunta 25.**

25. ¿Cuales piensa usted que han sido las razones por las que el modelo LEAP no ha sido incorporado como herramienta de planificación de la energía nacional?

Por favor continúe con la pregunta 29

26. ¿Qué cambios y/o mejoras se han evidenciado en el desarrollo y/o implementación de las políticas energéticas gracias al modelo LEAP?

27. Indique qué tan importantes han sido las siguientes contribuciones en el aumento del conocimiento y/o mejora de la capacidad de su país para *el Diseño de Políticas Energéticas Sostenibles para la Producción y el Uso de Biocombustible como resultado de las actividades de este proyecto.*

		Nada importante	Algo Importante	importante	Muy importante	Sin conocimiento suficiente para poder responder
a.	La apertura a un dialogo entre las diferentes esferas de actores políticos, técnicos y empresariales.					
b.	La apertura al cuestionamiento en material de política energética desde los distintos sectores de la sociedad.					
c.	La voluntad de generar una Estrategia Nacional de Energía 2008-2030					

28. Factores que han restringido el impacto: ¿Qué tan importantes cree usted, han sido los siguientes factores (si es que lo han sido) en limitar el impacto del apoyo prestado por el proyecto *Fortalecimiento de las capacidades nacionales en el Diseño de Políticas Energéticas Sostenibles para la Producción y el Uso de Biocombustible* de la CEPAL?

		Muy importante	Importante	Parcialmente importante	Ninguna importancia	No Sabe
a.	Limitación de recursos dentro del ministerio/ organización (como por ejemplo: capacidad limitada del personal, número inadecuado de empleados, etc.)					
b.	Falta de apoyo interno					
c.	Falta de apoyo político					
d.	Dificultades para persuadir a la jerarquía superior de considerar o adoptar iniciativas políticas sostenibles de Biocarburantes.					
e.	Falta de financiamiento gubernamental para apoyar iniciativas especificas de política de Biocarburantes.					
f.	Seguimiento y apoyo inadecuado después de la finalización del proyecto.					
g.	Otros (por favor especifique)					

29. ¿Tiene usted alguna sugerencia para mejorar la eficacia o impacto de las actividades desarrolladas en el marco del proyecto?

Muchas Gracias por su tiempo, colaboración y compartir su experiencia, la información dada en esta encuesta es muy apreciada!

ANNEX 5

Survey (Regional Level Survey)

Evaluación Externa de la Cuenta del Proyecto de Desarrollo #06/07 AM: "Fortalecimiento de las Capacidades Nacionales en el Diseño de Políticas Energéticas Sostenibles para la Producción y Uso de Biocombustibles" (En adelante llamado "Proyecto CEPAL de Biocombustibles")

Encuesta para Beneficiarios Regionales (borrador)

Mayo 2015

Como parte de su estrategia de mejora continua y con la intención de proveer un mejor servicio a los países de la región, la Comisión Económica para América Latina y el Caribe (CEPAL) realiza evaluaciones periódicas de sus proyectos y programas relativos a sus diferentes áreas de trabajo. En esta ocasión la CEPAL está realizando la evaluación del proyecto de Cuentas para el Desarrollo 06/07 AM "Fortalecimiento de las Capacidades Nacionales en el Diseño de Políticas Energéticas Sostenibles para la Producción y Uso de Biocombustibles", a fin de medir la relevancia, eficiencia, efectividad y sustentabilidad de las actividades financiadas por este proyecto en beneficio a los diferentes países de América Latina y el Caribe.

En el marco de este proyecto, se han implementado varias actividades incluyendo talleres técnicos, seminarios, cursos en línea, asistencias técnicas, publicaciones y estudios. Estas actividades han sido implementadas por la División de Recursos Naturales e Integración.

La encuesta le tomará aproximadamente 10 - 20 minutos de su tiempo y nos ayudara a identificar resultados concretos y áreas donde se puede mejorar la asistencia que se brinda a los países de la región. Mucho agradeceríamos llenar los datos y devolver la encuesta antes del 5 de Junio de 2015.

Agradecemos mucho su ayuda y sus respuestas. Sus aportes serán manejados en forma estrictamente confidencial y nos serán de mucha utilidad para establecer los impactos y la efectividad de los servicios prestados por la CEPAL y para mejorarlos en el futuro.

Si tiene alguna pregunta sobre esta encuesta, por favor envíe sus comentarios y sugerencias al siguiente correo: evaluacion@cepal.org

Sección A: Información sobre el Beneficiario

Por favor indique en que organización trabaja

Organización dónde usted trabaja:		
a.	Institución gubernamental	
b.	Agencia del Sistema de las Naciones Unidas	
c.	Agencia regional intergubernamental	
d.	Universidad o Instituto de investigación	
e.	Organización no gubernamental sin fines de lucro	
f.	Empresa privada	
g.	Otro (Por favor, especifique)	

Por favor indique la opción que mejor represente el cargo que usted ejerce en la organización.

Cargo actual:					
a.	Personal directivo		d.	Personal investigador	
b.	Personal técnico		e.	Otro (Por favor, especifique)	
c.	Personal administrativo				

Por favor, indique en qué país trabaja.

País donde trabaja:					
a.	Alemania		k.	Guatemala	
b.	Bolivia		l.	Honduras	
c.	Brasil		m.	México	
d.	Chile		n.	Nicaragua	
e.	Colombia		ñ.	Panamá	
f.	Costa Rica		o.	Paraguay	
g.	Ecuador		p.	Perú	
h.	El Salvador		q.	República Dominicana	
i.	España		r.	Uruguay	
j.	EE.UU.		s.	Otro (Por favor, especifique)	

Por favor, especifique su género.

Sexo:		
a.	Femenino	
b.	Masculino	

Sección B: Foros y Seminarios

En el marco de este proyecto se han organizado los siguientes eventos a nivel regional en América Latina y el Caribe:

Diálogo de Políticas sobre desarrollo institucional e innovación en biocombustibles en América Latina y el Caribe, CEPAL-Santiago, Chile. 28 y 29 de marzo 2011.
El Foro Regional sobre Biocombustibles: Diversificando la matriz energética, San Salvador, El Salvador, 30 de noviembre y 1 de diciembre 2011.

5. ¿Ha participado usted en alguno de los eventos regionales organizados en el marco del proyecto?

Sí	No

En caso de respuesta negativa pasa a la sección C

6. Por favor, especifique en qué evento ha participado:

Diálogo de Políticas sobre desarrollo institucional e innovación en biocombustibles en América Latina y el Caribe, CEPAL-Santiago, Chile. 28 y 29 de marzo 2011.
El Foro Regional sobre Biocombustibles: Diversificando la matriz energética, San Salvador, El Salvador, 30 de noviembre y 1 de diciembre 2011.

FILTRO:
Diálogo de Políticas sobre desarrollo institucional e innovación en biocombustibles en América Latina y el Caribe, CEPAL-Santiago, Chile. 28 y 29 de marzo 2011. → Sección B1
El Foro Regional sobre Biocombustibles: Diversificando la matriz energética, San Salvador, El Salvador, 30 de noviembre y 1 de diciembre 2011 → Sección B2

Sub-sección B.1: Evento "Diálogo de Políticas sobre desarrollo institucional e innovación en biocombustibles en América Latina y el Caribe", CEPAL-Santiago, Chile. 28 y 29 de marzo 2011

Las siguientes preguntas harán referencia al evento "Diálogo de Políticas sobre desarrollo institucional e innovación en biocombustibles en América Latina y el Caribe", CEPAL-Santiago, Chile. 28 y 29 de marzo 2011

7. **En relación al evento, por favor, indique a continuación su nivel de satisfacción con respecto a los siguientes aspectos:**

		Nada Satisfecho	Poco Satisfecho	Satisfecho	Muy Satisfecho	Sin conocimiento suficiente para poder responder
a.	La representación de los diferentes expertos de la región y de los organismos regionales fue satisfactoria					
b.	Los temas que se abordaron fueron pertinentes					
c.	Las diferentes presentaciones fueron relevantes a la situación regional de América Latina y el Caribe					
d.	Las diferentes presentaciones promovieron adecuadamente la discusión e intercambio de experiencias					
e.	El dialogo regional entre las diferentes entidades presentes ha incentivado el avance hacia una visión integral de las políticas energéticas a nivel regional en América Latina y el Caribe					

8. **¿En qué medida diría usted que le han sido útiles las siguientes presentaciones ofrecidas durante el evento?**

Nombre de las presentaciones dadas en el evento	Nada útil	Poco útil	Útil	Muy útil	Sin conocimiento suficiente para poder responder
Economía de los Biocombustibles 2010: Temas Clave para América Latina y el Caribe, Annie Dufey					
Políticas y capacidades de I&D+I en biocombustibles en América Latina y el Caribe, Juan Benavides					
Biotop Project-Biofuels Assessment on technical Opportunities and Research Needs for Latin America, Mercedes Ballestero					
Presentación del Proyecto- Fortalecimiento de las capacidades nacionales en el diseño e implementación de políticas energéticas sostenibles para la producción y uso de Biocarburantes, Andrés Schuschny					

Nombre de las presentaciones dadas en el evento	Nada útil	Poco útil	Útil	Muy útil	Sin conocimiento suficiente para poder responder
Diálogo de políticas sobre desarrollo institucional e innovación en biocombustibles en ALC- Estudios de caso sobre innovación y patentes en biocombustibles, Alberto Saucedo y Sofía Boza					
Programa Nacional para la Producción y Uso do Biodiesel – PNPB, Marcos Leite					
ModerGIS sustentabilidad del Sector Energético mediante LEAP, SIG y Análisis multicriterio de Decisión Aplicación Caso Colombia – Dialogo de Políticas sobre desarrollo institucional e innovación en biocombustibles en América Latina y el Caribe, Ricardo Quijano					
BEFS una Herramienta para apoyo a desarrollo de Políticas, Erika Félix					
Criterios de Sostenibilidad en el Contexto del Global Bioenergy Partnership – GBEP desde la Perspectiva de América Latina y el Caribe, G. Parra					
Sistemas de Innovación para el desarrollo de los biocombustibles : Experiencia de Embrapa, Frederico Durães					
La Alianza Europea en Investigación Energética (EERA), Mercedes Ballesteros					
Desarrollo de las condiciones Europeas para una bio-economia e innovaciones tecnológicas en la producción de biocombustibles, Arne Gröngröft y Dr. Thomas Breuer					
Advanced biofuel context in Brazil and R&D Perspectives, Marcelo Poppe					

9. Si ha seleccionado "Útil" o "Muy útil" en cualquiera de las categorías anteriores, por favor, describa como le han sido útiles estas presentaciones.

Sub-sección B.2: evento "Foro Regional sobre Biocombustibles", San Salvador, El Salvador, 30 de noviembre y 1 de diciembre 2011

Las siguientes preguntas harán referencia al evento "Foro Regional sobre Biocombustibles", San Salvador, El Salvador, 30 de noviembre y 1 de diciembre 2011.

En relación al evento, por favor, indique a continuación su nivel de satisfacción con respecto a los siguientes aspectos:

	Nivel de satisfacción con los siguientes aspectos del evento Regional en el que usted participo	Nada Satisfecho	Poco Satisfecho	Satisfecho	Muy Satisfecho	Sin conocimiento suficiente para poder responder
a.	La representación de los diferentes expertos de la región y de los organismos regionales fue satisfactoria					
b.	Los temas que se abordaron fueron pertinentes					
c.	Las diferentes presentaciones fueron relevantes a la situación regional de América Latina y el Caribe					
d.	Las diferentes presentaciones promovieron adecuadamente la discusión e intercambio de experiencias					
e.	El dialogo regional entre las diferentes entidades presentes ha incentivado el avance hacia una visión integral de las políticas energéticas a nivel regional en América Latina y el Caribe					

10. ¿En qué medida diría usted que le han sido útiles las siguientes presentaciones ofrecidas durante el evento?

Nombre del presentaciones par evento	Nada útil	Poco útil	Útil	Muy útil	Sin conocimiento suficiente para poder responder
Resumen Ejecutivo "Biocombustible" 2008-2011, Rodolfo Castro, Ministerio de Agricultura y Ganadería, Centro Nacional de Tecnología Agropecuaria y Forestal de El Salvador					
Políticas Públicas para el Desarrollo Sostenible de Biocombustibles, Francisco Burgos, Organización de los estados Americanos					
Los Biocombustibles en Colombia, Alfonso Santos, Federación Nacional de Biocombustibles de Colombia					
Biocombustibles avanzados: dónde estamos? Natasha Vidangos, Bureau of Energy and Natural Resources Departamento de Estado, EE.UU					
Estrategia Eco-Competitividad País, Sector Energía – Biocombustibles, Ana Lucia Alfaro, MINAET					
Biocombustibles en El Salvador, Manuel Cerrato, Consejo Nacional de Energía, Dirección de Combustibles					
Biocombustibles en Guatemala, José Francisco Pedroza, Ministerio de Energía y Minas Republica de Guatemala					
Unidad Técnica de Biocombustibles UTB Honduras, Santiago Mejía					
Experiencia en Nicaragua, Dr. Luis Molina Barahona, Ministerio de Energía y Minas, Nicaragua					
Situación Actual de las Biocombustibles en la República de Panamá, David Muñoz, Secretaria Nacional de Energía, Gobierno Nacional, Republica de Panamá					
Situación Biocombustibles en República Dominicana, Francisco Gómez, Comisión Nacional de Energía, República Dominicana					
Estado Actual y Perspectivas de los Biocombustibles en Colombia, Beatriz Herrera, Unidad de Planeación Minero Energética, Ministerio de Minas y Energía República de Colombia					
Situación y Perspectivas del uso y Producción de Biocombustibles, Eduardo Viedma Paoli, Viceministerio de Minas y Energía, Paraguay					
Situación Actual de los Bioenergéticos en México, Lucia Martínez, Secretaría de Energía, México					
Presentación del Proyecto- Fortalecimiento de las capacidades nacionales en el diseño e implementación de políticas energéticas sostenibles para la producción y uso de Biocarburantes, Andrés Schuschny					

Nombre del presentaciones par evento	Nada útil	Poco útil	Útil	Muy útil	Sin conocimiento suficiente para poder responder
ModerGIS sustentabilidad del Sector Energético mediante LEAP, SIG y Análisis multicriterio de Decisión Aplicación Caso Costa Rica y Paraguay – FORO REGIONAL sobre BIOCOMBUSTIBLES, Ricardo Quijano, CEPAL					
Visión Regional de los Biocombustibles, Aida Lorenzo de Juárez, Asociación de Combustibles Renovables, Guatemala					
Energías Renovables en las políticas y Estrategias del Sector Agrícola en las Países del SICA, Manuel Jiménez, Secretaria Ejecutiva del Consejo Agropecuario Centroamericano					
Proyecto ATN/OC-10897- ES "Plan de Acción para el desarrollo de la Estrategia de Biocombustibles", Ana Graciela Cortez de Urrutia, Ministerio de Agricultura y Ganadería, Centro Nacional de Tecnología Agropecuaria y Forestal,					
Propuesta para la fijación de Precios de Referencia de biocombustible dentro del Mercado Salvadoreño, Danilo Mirón, Centro Nacional de Energía, Republica del Salvador					
Fundación Empresa y Desarrollo, Mauricio Aguilera Contreras, El Salvador					
Foro Regional de Biocombustibles, Conclusiones, CEPAL					

11. **Si ha seleccionado "Útil" o "Muy útil" en cualquiera de las categorías anteriores, por favor, describa como le han sido útiles estas presentaciones**

Sub-sección B.3: eventos en general

12. Indique, por favor, su nivel de satisfacción con el tratamiento dado a los siguientes temas durante los eventos:

		Nada Satisfecho	Poco Satisfecho	Satisfecho	Muy Satisfecho	Sin conocimiento suficiente para poder responder
a.	Producción y uso sostenible de los biocombustibles en busca de una seguridad energética.					
b.	El impacto del Cambio Climático.					
c.	El Calentamiento Global.					
d.	El uso de la tierra para la producción de biocombustibles como medida para fomentar el desarrollo rural.					
e.	El uso de energías renovables distintas a los Biocarburantes					
f.	La promoción de la eficiencia energética.					
g.	La coordinación entre los sectores energéticos, agrícolas y medioambientales para establecer políticas integradas.					
h.	La capacitación de los cuadros técnicos del sector público en los fundamentos de la planificación energética, a través de la facilitación de una herramienta concreta.					
i.	El análisis comparado de las políticas y tendencias en América Latina y el Caribe					
j.	La investigación en materia de biocombustibles					
k.	Las herramientas necesarias para el análisis de sostenibilidad y los sistemas de innovación					
l.	La sostenibilidad económica					
m.	La sostenibilidad social					
n.	La sostenibilidad ambiental					
o.	La injerencia política institucional					
p.	Desarrollar una visión integral e intersectorial de la problemática energética					

13. Por favor, indique su nivel de satisfacción con la variedad de temas ambientales presentados durante los eventos regionales en relación a los problemas ambientales que necesitan ser tomados en cuenta en la elaboración de políticas sostenibles de biocombustibles:

	Impactos ambientales que son considerados en la elaboración de políticas sostenibles de biocombustibles:	Nada Satisfecho	Poco Satisfecho	Satisfecho	Muy Satisfecho	Sin conocimiento suficiente para poder responder
a.	Balance energético					
b.	Emisiones de gases efecto invernadero					
c.	Emisiones locales					
d.	Calidad de suelo					
e.	Disponibilidad y calidad del agua					
f.	Frontera agrícola y biodiversidad					
g.	Delimitación de la expansión de la frontera agrícola destinada a biocombustibles respecto a cultivos agroalimentarios, bosques y áreas protegidas					
h.	El fenómeno El Niño					

14. Por favor, indique su nivel de satisfacción con la variedad de temas sociales tratados durante los eventos regionales que necesitan ser tomados en cuenta en la elaboración de políticas sostenibles de biocombustibles:

	Impactos sociales que son considerados en la elaboración de políticas sostenibles de biocombustibles:	Nada Satisfecho	Poco Satisfecho	Satisfecho	Muy Satisfecho	Sin conocimiento suficiente para poder responder
a.	Seguridad alimentaria					
b.	Acceso a la tierra, agua y otros recursos naturales					
c.	Desarrollo rural y social					
d.	Acceso a fuentes de energía					
e.	Salud y seguridad					

Sección C: Proyecto en general

Los siguientes talleres, seminarios , publicaciones y estudios se llevaron a cabo en el marco del proyecto:

Talleres y Seminarios

1. Taller Nacional de Prospectiva Energética a partir del modelo LEAP. Sede de la CEPAL, Santiago de Chile, 13 al 15 de diciembre de 2010.
2. Taller Nacional de Prospectiva Energética a partir del Modelo LEAP en Colombia, Ciudad de Bogotá, 7 al 10 de marzo del 2011.
3. Taller Nacional de Prospectiva Energética a partir del Modelo LEAP, Centro Cultural PANI, San José, Costa Rica, 5 al 8 de abril, 2011
4. Taller Nacional de Prospectiva Energética a partir del Modelo LEAP, Auditorium del Ministerio de Energía y Minas, República de Guatemala, 11 al 14 de abril de 2011
5. Taller Nacional de Prospectiva Energética a partir del Modelo LEAP Centro Interactivo de Información Hídrica y Ambiental de la Secretaria de Energía y Recursos Naturales, República de Honduras, 26 al 29 de abril de 2011
6. Taller Nacional de Prospectiva Energética a partir del Modelo LEAP, Auditorium de La Geo, San Salvador, República de El Salvador, 2 al 5 de mayo de 2011
7. Taller Nacional de Prospectiva Energética a partir del Modelo LEAP Autoridad Nacional de los Servicios Públicos (ASEP), República de Panamá, 6 al 11 de mayo de 2011
8. Taller de Capacitación sobre Planificación Energética y Herramientas para la Prospección Energética, LEAP, Managua, República de Nicaragua, 24 al 27 de mayo, 2011
9. Taller de Capacitación sobre Planificación Energética y Herramientas para la Prospección Energética, LEAP, Santo Domingo, República de Dominicana, 30 de Mayo – 2 de Junio, 2011
10. Taller de Nacional de Capacitación sobre Planificación y Prospectiva Energética a partir del modelo LEAP, Ministerio de Obras Públicas y Comunicaciones, 7 de octubre 2011
11. Salón de Actos, Asunción, República del Paraguay, 4 al 7 de octubre, 2011
12. Taller de Nacional de Capacitación sobre Planificación y Prospectiva Energética a partir del modelo LEAP, Hotel Presidente, La Paz, Estado Plurinacional de Bolivia, 13 al 16 de septiembre, 2011
13. Taller de Nacional de Capacitación sobre Planificación y Prospectiva Energética a partir del modelo LEAP, Dirección Nacional de Energía, Montevideo, República del Uruguay, 11 al 14 de octubre, 2011

Publicaciones y Estudios

1. "Costa Rica: Resultados de escenarios 2030 (Informe Preliminar)"
2. "El Salvador: Resultados de Escenarios 2030 (Informe Preliminar)"
3. "Estudio comparativo del potencial de producción y uso sostenible de biocombustibles para algunos países de América Latina"
4. "Guatemala: Resultados de Escenarios 2030 (Informe Preliminar)"
5. "Implementación del Modelo ModerGIS para la identificación Sostenible de los Biocombustibles en el caso: Costa Rica y Paraguay"
6. "Implicaciones del desarrollo de los biocombustible para la gestión y aprovechamiento del agua"
7. "Metodología para la prospectiva energética en Centroamérica"
8. "Metodología y prospectiva a partir de escenarios energéticos (2008-20130) realizados con el modelo LEAP: El caso de Chile"
9. "Metodología y prospectiva a partir de escenarios energéticos (2008-20130) realizados con el modelo LEAP: El caso de Colombia"
10. "Metodología y prospectiva a partir de escenarios energéticos (2008-20130) realizados con el modelo LEAP: El caso de Paraguay"

11. "Metodología y prospectiva a partir de escenarios energéticos (2009-20130) realizados con el modelo LEAP: El caso de Bolivia"
12. "Nicaragua: Resultados de Escenarios 2030 (Informe Preliminar)"
13. "Panamá: Resultados de Escenarios 2030 (Informe Preliminar)"
14. "República Dominicana: Resultados de Escenarios 2030 (Informe Preliminar)"
15. "Taller Nacional de Capacitación sobre Planificación y Prospectiva Energética a partir del modelo LEAP. HIPÓTESIS LEAP 2008 – 2030"
16. "Taller nacional de prospectiva energética a partir del modelo LEAP. Honduras: Resultaos de Escenarios 2030 (Informe Preliminar)"

15. ¿Ha participado o contribuido en algún taller o seminario y/o tiene conocimiento o ha leído alguna publicación o estudio mencionado anteriormente?

Sí
No (FIN DE ENCUESTA)

16. Por favor, indique la medida en que considera usted que el proyecto ha promovido y/o apoyado los siguientes factores:

	Medida en que el proyecto ha promovido y/o apoyado a los puntos siguientes	Amplia-mente en desacuerdo	En desacuerdo	De acuerdo	Ampliamente de acuerdo	Sin conocimiento suficiente para poder responder
a.	El diálogo y la coordinación interinstitucional en su país					
b.	El análisis de los mecanismos (intersectoriales)de transmisión sobre los precios					
c.	El análisis de los cambios del uso del suelo					
d.	El análisis de la generación de valor agregado					
e.	La evaluación de la viabilidad y la sostenibilidad ambiental en la producción de biocombustibles					
f.	La evaluación de los beneficios sociales resultado de la producción de biocombustibles					

17. ¿Qué tan pertinentes fueron los siguientes objetivos del proyecto en relación a las necesidades y el contexto de su país?

	Objetivos del Programa y pertinencia a las necesidades y contexto nacional de mi país	Nada pertinentes	Poco pertinentes	Pertinentes	Muy pertinentes	Sin conocimiento suficiente para poder responder
a.	Proveer a los tomadores de decisiones de un análisis más amplio y profundo para promover la producción y uso de biocombustibles sostenibles (TdR del proyecto).					
b.	Reforzar la capacidad técnica de los países para diseñar e implementar políticas para la producción y uso sostenible de biocombustibles con el objetivo de a reducir la pobreza y mitigar el calentamiento global (TdR del proyecto).					
c.	Aumentar la colaboración regional para promover la producción sostenible de biocombustibles a través de la creación de una Alianza Latinoamericana de Biocombustibles Sustentables **(TdR del proyecto).**					

18. Por favor, indique su nivel de satisfacción con el proyecto en relación a los siguientes puntos:

	Nivel de satisfacción en cuanto a la calidad de la información sobre los siguientes ítems:	Nada Satisfecho	Poco Satisfecho	Satisfecho	Muy Satisfecho	Sin conocimiento suficiente para poder responder
a.	Las actividades del proyecto proporcionaron información relevante en el ámbito de la promoción e implementación del uso sostenible de biocombustibles a través de la implementación de políticas y el desarrollo de capacidades en los ámbitos de la investigación, el desarrollo y la innovación.					

	Nivel de satisfacción en cuanto a la calidad de la información sobre los siguientes ítems:	Nada Satisfecho	Poco Satisfecho	Satisfecho	Muy Satisfecho	Sin conocimiento suficiente para poder responder
b.	Las actividades del proyecto han diseminado información que ha ayudado a incrementar la competitividad y sostenibilidad de la producción y uso de biocombustibles					
c.	Los estudios y análisis comparativos de los diferentes elementos que proveen valor en al cadena de producción de biocombustibles han dado respuestas significativas a sus necesidades para promover de manera sostenible el uso de biocombustibles a nivel nacional.					
d.	Las buenas prácticas presentadas sobre la incorporación de varias cadenas agroindustriales promoviendo la utilización no tradicional y la involucración de diversos actores de todos tamaños en la promoción del uso sustentable de biocombustibles.	a				
e.	Las actividades de **inclusión social en el ámbito de la pro**moción del uso sostenible de los biocombustibles.					

19. ¿Tiene alguna recomendación para mejorar la eficacia y/o impacto de este proyecto a nivel regional?

20. Por favor, indique el nivel de importancia que han tenido las actividades del proyecto en el mejoramiento del sistema de información y comunicación para el desarrollo e implementación de políticas sostenibles de biocombustibles a nivel nacional:

	Impacto del proyecto en el mejoramiento del sistema de información y comunicación en el desarrollo e implementación de políticas sostenibles de biocombustibles:	**Muy importante**	**Importante**	**Poco Importante**	**Sin Importancia**	**Sin conocimiento suficiente para poder responder**
a.	Impacto de las actividades del proyecto en la mejora de la comunicación entre las diferentes instituciones gubernamentales responsables de las políticas de producción y uso sostenibles de biocombustibles					
b.	Impacto de las actividades del proyecto en la mejora de la comunicación facilitando el alineamiento de las distintas políticas relevantes en el ámbito de los biocombustibles					
c.	Impacto de las actividades del proyecto en el mejoramiento del sistema de información y comunicación en el desarrollo e implementación de políticas sostenibles en relación a la seguridad alimentaria					
d.	Impacto de las actividades del proyecto en el mejoramiento del sistema de información y comunicación en el desarrollo e implementación de políticas sostenibles en relación a la eficiencia energética en el país					
e.	Otro *factor (por favor especifique):*					

21. Por favor, indique el nivel de importancia que han tenido las actividades del proyecto en la mejora de las capacidades nacionales para el desarrollo y la implementación de políticas sostenibles de biocombustibles.

	Impacto del proyecto en la generación de dialogo internacional, colaboración y diseminación de información	Muy importante	Importante	Poco Importante	Sin importancia	Sin conocimiento suficiente para poder responder
a.	Impacto de las actividades del proyecto en la generación de dialogo internacional.					
b.	Impacto de las actividades del proyecto en fomentar la colaboración entre los diferentes países participantes, alianzas nacionales e internacionales					
c.	Impacto de las actividades del proyecto en la diseminación de información sobre el desarrollo de políticas para la producción y uso sostenibles de biocombustibles.					
d.	Otro factor *(por favor especifique):*					

22. **¿Existen casos, o conoce ejemplos, de impacto positivo en su país como resultado del apoyo y actividades proporcionadas por el proyecto?**

Sí
No (salte la siguiente pregunta)

Por favor, proporcione ejemplos específicos: (Por favor incluya páginas web si lo considera necesario o envíenos documentación adicional a evaluacion@ce,pal.org)

Ejemplo 1:

Ejemplo 2:

Ejemplo 3:

23. Por favor indique cuáles cree que son las necesidades de desarrollo de capacidades actuales, y futuras, de su país en materia de biocombustibles.

Muchas Gracias por su tiempo, colaboración y compartir su experiencia, la información dada en esta encuesta es muy apreciada!

ANNEX 6

Survey Distribution List

Bolivia	
Name	Organization
Yurguen Ibarra Guerrero	VMDE
Xavier Salazar Sanjinés	VMDE
Bernando Mendizabal Maric	VMDE
Lourdes Abastoflor Céspedes	VMDE
Boris Ballester Gemio	VMDE
Adriana Viera Carreño	VMDE
Maria Cristina Arellano	VMDE
Alvaro Hubner	VMDE
Juan Roberto Machicado Botetano	VMDE
Kiddian Janife Justiniano Suarez	VMDE
Carla Reque Montealegre	VMDE
Raúl Villarroel Barrientos	VMEEA
Javier Raúl Pórrez Carpio	VMEEA
María Gabriela Guzmán Antezana	VMEEH
Carla Derpic Burgos	VMEEH
Eduardo Aliaga Téllez	VMICTAH
Freddy Daniel Gonzales Miranda	VMICTAH
Cristobal Aguilar	VMICTAH
Virginia Rendón	YPFB
Dorian Pantoja Rocha	ENDE
Francisco Vega	ENDE
Pamela Alexandra Duran Ayoroa	CNDC
Vicente Melendres Aranibar	AE
Daniel Aldo Cáceres Jerez	AE
Omar Martínez Velásquez	AE
Fernando Loayza Guillen	ANH
Karl Heinz Ampuero Puerta	UDAPE
Juan Arenas Jiménez	UDAPE
Omar Viscarra Tórrez	ANH
Edgar Peñaranda Silva	VMDE
Jose Guido Camacho Arispe	VMDE
Chile	
Name	Organization
Alberto Abel Álvarez Cifuentes	Centro de Innovación Energética, UTFSM
José Ignacio Medina Guzmán	Centro de Investigación y Planificación del Medio Ambiente
Fernando Hentzschel Martínez	Centro en Energias Renovables, Corfo

Alberto Saucedo	CEPAL - UDA
Maritza Jadriejevic	CONAMA
Alvaro Puelma	Dictuc
Carlos Estay	División Acceso y Equidad Energética, Ministerio de Energía
Carlos Ernesto Acevedo Willigmann	ENAP
Dario Alejandro Morales Figueroa	InnovaChile, Corfo
César Vásquez	Ministerio de Energía
Fernando Anaya Amenábar	Ministerio de Energía
Hernán Sepúlveda	Ministerio de Energía
Ignacio Fernández Amunátegui	Ministerio de Energía
María Soledad Barrios	Ministerio de Energía
Juan Carlos Martina	Ministerio de Energìa
Arturo Felipe Larrain Velasco	Ministerio de Energía, Div.Energías Renovables No Convencionales
Johanna Jiménez Bocanegra	Ministerio de Energía, División Seguridad y Mercado Energético
Stephen Hall	Ministerio de Energía, Programa Pais de Eficiencia Energética
Cristobal Westendarp	Poch Ambiental
María Luz Farah González	Poch Ambiental
Bruno Andrés Campos Rubillo	PROGEA, Universidad de Chile
Rubén Marcos Triviño Escobar	Secretaría de Transporte (SECTRA)
Gonzalo Arias	Secretaria de Transporte del MTT
Marcelo Valdes Stefano	Universidad Católica
Danilo Andrés Jara Aguilera	Universidad Católica de Chile
Victor Julio Martinez Aranza	Universidad Católica de Chile
Juan Ladislao Parra Llanca	Universidad de Chile
Manuel Diaz	Universidad de Chile
Andres Pica	Universidad Católica de Chile
Colombia	
Name	Organization
Aponte Gutiérrez, Juan Carlos	UPME
Acuña Roncancio, Paula Catalina	Universidad Nacional de Colombia
Amaranto Sanjuán, Haider Enrique	UPME
Beltran Quintero, Carlos David	Ministerio de Minas y Energía
Cadena Ordoñez, Jorge Horacio	EMGESA S.A. ESP
Cardenas Valderrama, Juan Felipe	UPME
Cerquera Lozada, Haydee Daisy	Ministerio de Minas y Energía
Daza Aragón, Christie Johanna	Federación de Biocombustibles
Garrido Tejada, Dayra Patricia	Banco de la República
Garzon Escobar, Claudia Esperanza	Ministerio de Minas y Energía
Garzón Lozano, Enrique	UPME
Guayara Gutierrez, Helena G.	UPME

Henao Ramírez, William Javier	Ministerio de Ambiente, Vivienda y Desarrollo Territorial
Homez Sánchez, Jairo Orlando	Ministerio de Ambiente, Vivienda y Desarrollo Territorial
Leon Muñoz, Ismael	UPME
Manrique Galvis, Juan José	UPME
Montes Uribe, Enrique	Banco de la República (Banco central)
Muñoz Ruiz, José Edilberto	Ministerio de Minas y Energía
Ochoa Barrios, Oscar Luis	MAQUILAGRO S.A
Ovalle Sanabria, Katherine	Universidad de los Andes
Pardo Martínez, Ricardo Andrés	Universidad Nacional
Perez Jaimes, Luis Alirio	Ministerio de Minas y Energía
Pinzon Marquez, Alejandro	MAQUILAGRO S.A.
Pinzón Salavarrieta, Mónica	Ministerio de Ambiente, Vivienda y Desarrollo Territorial
Quijano Hurtado, Ricardo	Universidad Nacional de Colombia
Ramirez Ceron, Walter Marino	Ministerio de Minas y Energía
Riaño Moreno, Jairo	UPME
Saavedra Pineda, Santiago	Ministerio de Ambiente, Vivienda y Desarrollo Territorial
Salazar, Mateo	Universidad de los Andes
Vanegas Pinzón, Silvia	Ministerio de Ambiente, Vivienda y Desarrollo Territorial
Vasquez Villa, Juan David	Empresas Públicas de Medellín
Vides Lozano, Martha Ligia	Ministerio de Minas y Energía
Zapata Lesmes, Henry Josué	UPME
Costa Rica	
Name	Organization
Alonso Acuña	Ministerio de Agricultura (MAG)
Giovanni Castillo Pacheco	Dirección Sectorial de Energía (DSE) MINAET
Alfonso Herrera Herrera	Dirección Sectorial de Energía (DSE) MINAET
Iván Alonso Delgado	Dirección de Cambio Climático MINAET
Arturo Molina Soto	Dirección Sectorial de Energía (DSE) MINAET
Say-Lheng Solera Ching	Dirección Sectorial de Energía (DSE) MINAET
Grettel Ruiz M.	Dirección Sectorial de Energía (DSE) MINAET
Jorge Pérez Mora	Dirección Sectorial de Energía (DSE) MINAET
Nobelty Sánchez Acuña	Dirección Sectorial de Energía (DSE) MINAET
Sara Salazar Badilla	Instituto Costarricense de Electricidad (ICE)
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Roy Guzmán Ramírez	Compañía Nacional de Fuerza y Luz. SA. (CNFL)
El Salvador	
Name	Organization
Mario Wilfredo Chávez	Universidad Centroamericana, UCA
Tomás Eduardo Velis Ortiz	SIGET
José Luis Regalado Morataya	SIGET
José Calixto Arias	SIGET

Leonel Ernesto Hernández Chávez	Universidad Centroamericana, UCA
Ada Herrera	La GEO
Carlos Roberto Guzmán	La GEO
Marta Alvarado	CEL
Mauricio Ardón	Consejo Nacional de Energía, CNE
Pedro Girón	Consejo Nacional de Energía, CNE
Oscar Flores	Consejo Nacional de Energía, CNE
Manuel Cerrato	Consejo Nacional de Energía, CNE
Juan José García Méndez	Consejo Nacional de Energía, CNE
David Adonay Murcia Andrade	Consejo Nacional de Energía, CNE
Carlos Mauricio Erroa Colato	ETESAL
Gina Navas de Hernández	Secretaría Técnica de la Presidencia, STP
Raúl Antonio Díaz Cañas	CEL
David Parada Velásquez	Consejo Nacional de Energía, CNE
Francisco Adonay Molina Avilés	La GEO
Juan Carlos Guevara Jiménez	CEL
Guatemala	
Name	Organization
Luis Alfonso Chang Navarro	CNEE
Juan Carlos Morataya Ramos	CNEE
José Antonio Morataya Cerna	CNEE
Francisco Hernández	COMEGSA
Josué Alejandro Figueroa	EEGSA
Luis Eduardo Hernández Gonzalez	EEGSA
Alaide González Leche	Energía y Medio Ambiente
Rolando Rodríguez G.	Estrategias de Inversión
Carlos Hugo Rodas Marotta	INDE
Erik René Guerrero Silva	MARN
Enrique Antonio Castro conde Pac	MARN
José Ilich Cotí Díaz	MARN
Rafael Orlando Cuyán C.	MEM
Jaime Mercar Chonay	MEM
Héctor Hugo Tzoc Menchu	MEM
Héctor Oswaldo García Guzmán	MEM
Nimrod Abimael Solis Colindres	MEM
Estuardo Adolfo Herrera Jerez	MEM
Jorge Asturias Ozaeta	OLADE
Claus Schieber	Soluciones Energéticas
Rafael Roberto Sandoval Girón	Universidad Rafael Landívar

Honduras	
Name	Organization
Osly Rodas	GIZ
Adriana Alvarez	CNE
Miguel Figueroa	CNE
Oscar Aguilar	S.M.T
Gustavo Portales	ENEE
Wendy Lara	ENEE
Amy Guardiola	ENEE/ Planificación
Eddy López	ENEE/ Planificación
Lilián Morazán	Escuela Agrícola del Zamorano
José Cecilio Cárcamo	Grupo Terra
Jacobo Toledo	SERNA-DEFOMIN
Miguel Martinez	SERNA-DEFOMIN
Cathy Lagos	SERNA-DGE
Deniz Diaz	SERNA-DGE
Jorge Flores	SERNA-DGE
Julio Perdomo	SERNA-DGE
Luis Ortiz	SERNA-DGE
Luz Flores	SERNA-DGE
Manuel Manzanares	SERNA-DGE
Marcela Urquia	SERNA-DGE
Maryury Mejia	SERNA-DGE
Wilfredo Flores	SERNA-DGE
Wilmer Henriquez	SERNA-DGE
Wilfredo Girón	Unidad Cambio Climático/SERNA
Olga Ortiz.	SERNA/DGE
Jonnathan Lopez	UNAH
Jose Antonio Alcantara	ADEICO
Mario Ruben Zelaya	Energia Integral
Pedro Lopez	DECA/SERNA
Angel Mauricio Santos	SERNA-DEFOMIN
Carolina Andara	SERNA-DGE
Marco Flores	UNAH
Nicaragua	
Name	Organization
Ing. David Fariñas	MEM
Ing. Roberto Martinez	MEM
Ing. Alejandro Castillo	MEM
Lic. Victor Soto	MEM
Ing. Martha Jaime	MEM

Ing. Diana Navarrete	MEM
Lic. Amalia López	MEM
Lic. Karla Membreño	MEM
Lic. Victor Cortez	MEM
Lic. Fernando Ocampo Silva	MEM
Ing. Alexis Román	MEM
Ing. José Hernández	MEM
Ing. Adolfo Mejia Lanza	ECORESSOURCES
Ing. Ronald Morales	Aqualimpia de Nicaragua
Ing. Jellin Pavón Tijerino	INTA
Ing. Luis Gutiérrez	ENATREL
Ing. Leaner Bohorque	CNDC
Ing. Modesto Rojas	ALBANISA
Maya Anahi Uriarte	CPMLN
Ing. René Arce Arellano	DISNORTE
Ing. Elisa Marenco Castellón	MARENA
Panama	
Name	Organization
Plinio Barroso	Secretaría Nacional de Energia (SNE)
Ramon Cumbrera	Secretaría Nacional de Energia (SNE)
Zaratí Cartin	Secretaría Nacional de Energia (SNE)
Oscar Gálvez	Secretaría Nacional de Energia (SNE)
Marta Bernal	Secretaría Nacional de Energia (SNE)
Karima Rachel de Ku	Autoridad Nacional de Servicios Públicos (ASEP)
Jenny Da Lorenzo	Autoridad Nacional de Servicios Públicos (ASEP)
Sonia Fernandez	Autoridad Nacional de Servicios Públicos (ASEP)
Urbelinda Pinel	Autoridad Nacional de Servicios Públicos (ASEP)
Ruben Nieto	Autoridad Nacional de Servicios Públicos (ASEP)
Ramfis Tuñon	Autoridad Nacional de Servicios Públicos (ASEP)
Jorge Fisher	Empresa de Transmisión Electrica S.A. (ETESA)
Mario Saavedra	Empresa de Transmisión Electrica S.A. (ETESA)
Ernesto Rosales	Empresa de Transmisión Electrica S.A. (ETESA)
Orlando Fernandez	Centro Nacional de Despacho (CND)
Ramses Torrijos	Centro Nacional de Despacho (CND)
Cynthia Deville	Autoridad Nacional del Ambiente (ANAM)
Alfredo Obregón	Autoridad Nacional del Ambiente (ANAM)
Raul Moran	Ministerio de Desarrollo Agropecuario (MIDA)
Katiuska Correa	Ministerio de Economía y Finanzas (MEF)
Erick Molino	Ministerio de Economía y Finanzas (MEF)
Rhona Díaz	Universidad Técnologica de Panamá (UTP)
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Italo Petrocelli	Universidad Técnologica de Panamá (UTP)
Arturo Caicedo	Instituto Nacional de Estadísticas (INEC)
Carlos Iglesia	Secretaría Nacional de Energia (SNE)
Paraguay	
Name	Organization
Anastacio sebastian Arce E.	ITAIPU Binacional
Pedro Chudyk Lylyk	ITAIPU Binacional
Guillermo Gonzalez Yaryes	ITAIPU Binacional
Marta Rumich	Entidad Binacional Yacyreta
Carlos York	Entidad Binacional Yacyreta
Justo Pastor Lambaré Molas	A.N.D.E.
José María Villamayor Sosa	A.N.D.E.
Carlos Eduardo Moreira Guerra	A.N.D.E.
Adriana María Barrios Gonzalez	A.N.D.E.
Carlos Fernando Giménez	Facultad de Cs. Exactas y Naturales - U.N.A.
Estela Maria Riveros Rodas	Facultad Politecnica - U.N.A.
Javier Amate	Facultad Politecnica - U.N.A.
Cristian Pascotini	Secretaria Técnica de Planificación
Victor Portillo	Secretaria Técnica de Planificación
Sonia Servín	Ministerio de Indutria y Comenrcio
Juan Carlos Rolón	Facultad de Ingeniería - U.N.A
Diógenes Sartorio	Facultad de Ingeniería - U.N.A.
Juan Carlos Figari	Viceministerio de Transporte - MOPC
Juan Segales Romero	Viceministerio de Transporte - MOPC
Hugo Cacace	Comisión de Entes Binacionales Hidroelectricas
Axel Benítez	Comisión de Entes Binacionales Hidroelectricas
Daniel Puentes Albá	Viceministerio de Minas y Energía - MOPC
Andrés González	Viceministerio de Minas y Energía - MOPC
Hugo Ariel Ramírez	Viceministerio de Minas y Energía - MOPC
Dominican Republic	
Name	Organization
Flady Cordero	Comisión Nacional de Energía (CNE)
Francisco Cruz	Comisión Nacional de Energía (CNE)
Francisco Mariano	Comisión Nacional de Energía (CNE)
Julian Despradel	Comisión Nacional de Energía (CNE)
Lenny Alcántara	Comisión Nacional de Energía (CNE)
Marién Jesús Garcia A.	Comisión Nacional de Energía (CNE)
Manuel Peña	Comisión Nacional de Energía (CNE)
Carolina Hernández	Superintendencia de Electricidad (SIE)
Iván Guzmán	Superintendencia de Electricidad (SIE)
Luis Ruiz	Ministerio de Economía, Planificación y Desarrollo

Héctor Espinosa	Ministerio de Economía, Planificación y Desarrollo
Juan Carlos Russo	Empresa Generación Hidroeléctrica Dominicana (EGEHID)
Elías Gómez	Ministerio de Medioambiente y Recursos Naturales
Luz Alcántara	Ministerio de Medioambiente y Recursos Naturales
Martín Peña	Ministerio de Medioambiente y Recursos Naturales
Celia Mezquita	Ministerio de Medioambiente y Recursos Naturales
Raúl Herrera	Dirección General de Aduanas
Cristóbal Rivera	Dirección General de Aduanas
Germán Pichardo	AES Dominicana
Edy Jiménez	AES Dominicana
Audie Germán Bencosme Rosario	EGEHAINA
Jorge Mallen	PROPA-GAS
Osvaldo González	Palamara-La Vega
Omar Cerda	Palamara-La Vega
José D. Mateo Solis	Seaboard
Francisco Núñez Ramírez	Corporación Dominicana de Empresas Eléctricas Estatales, CDEEE
Genris Reyes	Corporación Dominicana de Empresas Eléctricas Estatales, CDEEE
Angel Díaz	Generadora San Felipe
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José Ramón Vásquez A.	Ministerio de Agricultura
Jhasmil Rosseliz Tolentino Guzmán	Ministerio de Agricultura
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Rafael R. Ruíz Ramírez	Empresa Generación Hidroeléctrica Dominicana (EGEHID)
Uruguay	
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Carmen Villasante	UTE
María Leticia Severi	UTE
Diego Alvarez	UTE
Fernando Fontana	UTE
Bernardo Zimberg	ANCAP
Magela Negro	ANCAP
Alejandro Pedezert	ANCAP
Yamila Hana	ANCAP
Paola Visca	MVOTMA
Alvaro Fierro	DNE
Augusto Tricotti	DNE
Arianna Spinelli	DNE
Pablo Caldeiro	DNE
Lorena Dichiara	DNE
Andres Osta	DNE
Wilson Sierra	DNE

Cecilia San Roman	DNE
Carolina Mena	DNE
Sebastian Hernandez	DNE
Larisa Machado	DNE
Rossana Gaudioso	DNE
Eliana Melognio	DNE
Alejandra Reyes	DNE
Alfredo Piria	URSEA
Lercy Barros	URSEA
Survey (Regional Level Survey)	
Name	Organization
Arne Grongroft	Alemania
Franklin Molina	Bolivia
Frederico Ozanan Machado Durães	Brasil
Marco Antonio Viane Leite	Brasil
Ricardo Dornelles	Brasil
Marcelo Poppe	Brasil
Luis Horta	Brasil
Azis Galvao	Brasil
Rodrigo Cazzanga	Chile
Aida Baldini	Chile
Paulina Valenzuela	Chile
Alvaro Uruza Moll	Chile
Irene Astudillo	Chile
Claudia López	Chile
Dario Morales	Chile
Viviana Avalos	Chile
Alejandro Lorenzini	Chile
Daniel Mattos Habit	Chile
Benjamin Page Diaz	Chile
Alfonso Traub	Chile
Robinson Betancourt	Chile
Ladis Parra	Chile
Karin Von Osten	Chile
Annie Duffey	Chile
Daniela Stange	Chile
Elzbieta Bochno	Colombia
Ricardo Quijano	Colombia
Juan Benavides	Colombia
Marta Valdez Melara	Costa Rica

Ana Lucia Alfaro	Costa Rica
Nestor Luna	Ecuador
Merecedes Ballesteros	España
Erika Feliz	Italia
Alfredo Zamarripa Colmenero	México
Rene Martinez Bravo	México
Guillermo Parra	Paraguay
Hugo Ramirez Mereles	Paraguay
Roxana Orrego	Perú

ANNEX 7

Telephone Interview Guide

1. Relevance of project to national needs and context? (**RELEVANCIA DEL PROYECTO CON RESPECTO A LAS NECESIDADES Y EL CONTEXT NACIONAL?)**

2. [Regarding the project assumptions and design] Views on quality of the design of the (wider) ECLAC Biofuels project w.r.t. project activities and support covering target stakeholders needs? **(EN CUANTO A LAS PRESUMCIONES Y DISEÑO DEL PROYECTO) CUALES SON SUS OPINIONES SOBRE LA CALIDAD DEL DISÑO GLOBAL DE PROYECTO DE BIOCABIRANTES DE LA CEPAL, CON RESPECTO A LAS ACTIVIDADES DEL PROYECTO Y EL APOYO SIBLADO EN LAS NECESIDADES DE LAS PARTES INTERESADAS?**

3. In your view, what were the key strengths and weaknesses (if any) in the project design? (**EN SU OPINIÓN ¿CUÁLES FUERON LAS PRINCIPALES FORTALEZAS Y DEBILIDADES (SI LAS HAY) DEL DISEÑO DE ESTE PROYECTO?)**

4. Impact of the Project Activities on beneficiaries' personal knowledge development and skills development in sustainable biofuels policy development and implementation? **(IMPACTO DE LAS ACTIVIDADES DEL PROYECTO SOBRE EL DESARROLLO Y EL DESARROLLO DE APTITUDES DE CONOCIMIENTO PERSONAL DE LOS BENEFICIARIOS EN EL DESARROLLO DE POLÍTICAS DE BIOCOMBUSTIBLES SOSTENIBLE Y SU IMPLEMENTACION)**

5. **Views on project implementation experience (SUS OPINIONES SOBRE LA EXPERIENCIA DE EJECUCIÓN DEL PROYECTO:):**
   a. **DESEMPEÑO DE LAS GESTION DE PROYECTOS** (Project management performance)
   b. **EL SEGUIMIENTO DEL PROYECTO** (Project monitoring)
   c. **LOS REPORTES DEL PROYECTO** (Project reporting)

6. Views on project implementation experience and the performance of the core (continuous) capacity development approach (**SUS OPINIONES SOBRE LA EXPERIECNI DE EJECUCIÓN DEL PROYECTO Y EL RENDIMIENTO DEL ENFOQUE CENTRAL DE DESARROLLO DE CAPACIDADES (CONTINUAS))**

7. **(IMPACTO DE LAS ACTIVIDADES DEL PROYECTO SOBRE EL DESARROLLO DE CONOCIMIENTO PERSONAL DE LOS BENEFICIARIOS Y DEL DESARROLLO DE APTITUTDES DE POLÍTICAS DE BIOCOMBUSTIBLES SOSTENIBLE?)**
   A. COMO SE MIDO ESTO? (How was this measured?)
   A. CUALES FUERON LOS RESULTADOS (What were the results?)
   b. HUBO AMBITO DE MEJORA? (Scope for improvement (if any)

8. How was gender equality promoted in the project? **(COMO SE PROMOVIO LA IGUALDAD DE GENERO EN EL PROYECTO?)**
   A. **PARIEDAD EN LA SELECCION DE PARTICIPANTES PARA LOS SEMINARIOS Y EVENTOS DE FORMACION?** (Factored into participant selection for training seminars and events?)
   a. OTROS? Other?

9. Wider Impact of the Project Activities on development of national capabilities in sustainable biofuels policy development and implementation? **(AMPLIO IMPACTO DE LAS ACTIVIDADES DEL PROYECTO SOBRE EL DESARROLLO DE LAS CAPACIDADES NACIONALES EN EL DESARROLLO DE LA POLÍTICA DE BIOCOMBUSTIBLES SOSTENIBLES Y DE SU IMPLEMENTACION?)**

a. **QUE PARTES INTERESADAS SE HAN CAPACITADO MAS POSITIVAMENTE?** (Which stakeholders have been most positively capacitised?)
b. **QUE PAÍSES EN SU OPINION MUESTRAN MAYOR IMPACTO Y PORQUE?** (Which countries in your view show most impact? Why?)

10. Project beneficiary satisfaction with Impact of the Project Activities on development of national capabilities in sustainable biofuels policy development and implementation **(SATISFACCIÓN DE LOS BENEFICIARIOS DEL PROYECTO CON IMPACTO EN LAS ACTIVIDADES DEL PROYECTO SOBRE EL DESARROLLO DE LAS CAPACIDADES NACIONALSE EN LE DESARROLLO DE LA POLÍTICA DE BIOCOMBUSTIBLES SOSTENIBLES Y SI APLICACIÓN? HUBO AMBITO DE MEJORA?)**

11. Examples of positive project impacts and success stories from one or more project countries: **(EXEMPLOS DE IMPACTOS POSITIVOS DEL PROYECTO Y HISTORIAS DE ÉXITO DE UNO OF MÁS PAÍSES PARTICIPANDO EN LE PROYECTO)**

12. Examples of good/better practice from the project? **(EXEMPLOS DE BUENAS PRACTICAS DEL PROYECTO?)**

a. **BUENAS PRACTICAS EN MATERIA DE RESULTADOS /IMPACTO EN UNO O MÁS PAÍSES PARTICIPANDO EN LE PROYECTO? (Good practice with regard to results or impact from one or more project countries?**
b. **LAS BUENAS PRACTICAS EN RELACIÓN CON LAS ACTIVIDADE DE GESTION Y DE EJECUCION DEL PROYECTO?** (Good practice with regard to project management or implementation practices/innovations etc.)

13. Wider Impact of the Project Activities on development of national capabilities in sustainable biofuels policy development and implementation in the target countries? **(AMPLIO IMPACTO DE LAS ACTIVIDADES DEL PROYECTO SOBRE EL DESARROLLO DE LAS CAPACIDADES NACIONALES EN EL DESARROLLO DE LA POLÍTICA DE BIOCOMBUSTIBLES SOSTENIBLES Y DE SU IMPLEMENTACION EN LOS PAISES SIBLADOS?)**

14. Impact-Enhancing Factors: What factors, if any, have helped target LAC countries gain the most from the learning and support from the ECLAC Biofuels Project? **(FACTORES DE IMPACTO: QUE FACTORES EN SU CASO HAN AYUDADO A LOS PAÍSES DE ALC A OBTENER EL MAXIMO RENDIMIENTO DE APRENDIZAJE Y DE APOYO DE LA PARTE DEL PRYECTO CEPAL DE BIOCOMBUSTIBLES?)**

15. Impact-Constraining Factors: What factors have constrained or reduced the potential impact of the learning and support from the ECLAC Biofuels Project? **(FACTORES DE RESTRICION: QUE FACTORES EN SU CASO HAN LIMITADO O REDUCIDO EL IMPACTO POTENCIAL DE APRENDIZAJE DE LA PARTE DEL PRYECTO CEPAL DE BIOCOMBUSTIBLES?)**

16. Current and future capacity development needs at LAC regional level or country-level **(DESARROLLO ACTUAL Y FUTURO DE LAS NECESIDADES DE CAPACITATION DE DESARROLLO EN EL AMBITO REGIONAL DE ALC O A NIVEL DEL PAIS)**

ANNEX 8

Telephone Interview List

No.	First Name	Family Name	Organisation
1	Hugo	Ventura	ECLAC sub-regional office in Mexico
2	Andres	Schuschny	Natural Resources and Infrastructure Division, ECLAC
3	Ing. Quím. Alejandra	Reyes	Dirección Nacional de Energía del Ministerio de Industria, Energía y Minería (Uruquay)
4	Bettina	Tebot	Dirección Nacional de Energía del Ministerio de Industria, Energía y Minería (Uruguay)
5	Juan Ladislao	Parrar	Universidad de Chile
6	José Antonio	Alcantara	Asociación para el Desarrollo Integral Comunitario (Honduras)
7	Osly Roberto	Rodas	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
8	Mario	Chávez	Universidad Centroamericana, UCA
9	Lilian	Morazán	Unidad Técnica de Biocombustibles

ANNEX 9

Country Survey – Overview Completion Levels by Country

	Bolivia	Chile	Colombia	Costa Rica	El Salvador	Guatemala	Honduras	Nicaragua	Panama	Paraguay	Rep Dominicana	Uruguay
Questions	Tot. No. Surveys: **5**	Tot. No. Surveys: **3**	Tot. No. Surveys: **4**	Tot. No. Surveys: **2**	Tot. No. Surveys: **2**	Tot. No. Surveys: **5**	Tot. No. Surveys: **6**	Tot. No. Surveys: **7**	Tot. No. Surveys: **3**	Tot. No. Surveys: **6**	Tot. No. Surveys: **5**	Tot. No. Surveys: **4**
Q1	5	3	4	2	2	5	6	7	3	6	5	4
Q2	5	3	4	2	2	5	6	7	3	6	5	4
Q3	5	3	4	2	2	5	6	7	3	6	5	4
Q4	5	3	4	2	2	5	6	7	3	6	5	4
Q5	5	3	3	2	2	5	6	7	3	6	5	4
Q5a	5	Na	na	na	na	na	na	na	na	Na	na	na
Q6	5	2	2	1	2	5	5	4	3	5	3	3
Q7	5	2	2	1	2	5	5	4	3	5	3	3
Q8	5	3	3	1	2	5	6	7	3	6	5	4
Q9	1	1	2	1	1	1	4	3	1	5	2	4
Q10	1	1	2	1	1	1	4	3	1	5	2	4
Q11	1	1	2	1	1	1	4	3	1	5	2	4
Q12	1	1	2	1	1	1	4	3	1	5	2	4
Q13	1	1	2	1	1	1	4	3	1	5	2	4
Q14	1	1	2	1	1	1	4	3	1	5	2	4
Q15	1	0	2	1	1	1	4	3	1	5	2	4

	Bolivia	Chile	Colombia	Costa Rica	El Salvador	Guatemala	Honduras	Nicaragua	Panama	Paraguay	Rep Dominicana	Uruguay
Questions	Tot. No. Surveys: 5	Tot. No. Surveys: 3	Tot. No. Surveys: 4	Tot. No. Surveys: 2	Tot. No. Surveys: 2	Tot. No. Surveys: 5	Tot. No. Surveys: 6	Tot. No. Surveys: 7	Tot. No. Surveys: 3	Tot. No. Surveys: 6	Tot. No. Surveys: 5	Tot. No. Surveys: 4
Q16	1	0	2	1	0	1	2	1	1	3	1	2
Q17	4	1	2	1	1	0	4	2	1	3	1	2
Q18	4	1	3	1	1	5	5	6	2	6	3	4
Q19	4	1	3	1	1	5	5	6	2	6	3	4
Q20	4	1	3	1	1	5	5	6	2	6	3	4
Q21	4	1	3	1	1	5	5	5	2	6	3	4
Q22	3	1	3	1	1	5	5	6	2	6	3	4
Q23	3	1	3	1	1	5	5	6	2	6	3	4
Q24	3	1	3	1	1	5	5	6	2	6	3	4
Q25	3	1	1	0	1	1	3	2	0	3	2	2
Q26	2	1	2	1	1	2	3	2	1	3	2	2
Q27	3	1	2	1	1	2	3	3	1	3	2	2
Q28	0	0	3	1	1	5	5	6	2	6	3	4
Q29	0	0	1	0	0	1	0	1	0	2	0	4
Q30	0	0	1	0	0	1	0	0	0	1	0	4
Q31	0	0	1	0	0	1	0	1	0	2	0	4
Q32	0	0	1	0	0	1	0	1	0	2	0	4
Q33	3	1	1	0	0	1	0	0	0	1	0	2
Q34	3	1	2	1	1	4	4	3	1	3	2	0
Q35	na	Na	2	1	1	2	3	3	1	2	2	0

ANNEX 10

Regional Survey – Overview Completion Levels by Country

	Panama	Brazil	Nicaragua	Chile	Paraguay	Costa Rica	Spain
Questions	Tot. No. Surveys: **1**	Tot. No. Surveys: **3**	Tot. No. Surveys: **1**	Tot. No. Surveys: **2**	Tot. No. Surveys: **1**	Tot. No. Surveys: **1**	Tot. No. Surveys: **1**
Q1	1	3	1	2	1	1	1
Q2	1	3	1	2	1	1	1
Q3	1	3	1	2	1	1	1
Q4	1	3	1	2	1	1	1
Q5	1	3	1	2	1	1	1
Q6	0	3	1	2	1	1	1
Q7	0	3	0	1	1	0	1
Q8	0	3	0	1	1	0	1
Q9	0	3	0	1	1	0	1
Q10	0	3	1	1	1	1	1
Q11	0	0	1	0	0	1	0
Q12	0	0	1	0	0	1	0
Q13	0	0	0	0	0	1	0
Q14	0	0	1	0	0	1	0
Q15	0	0	1	0	0	1	0
Q16	0	0	1	0	0	1	0
Q17	1	3	1	1	1	1	1
Q18	0	1	1	0	1	1	1
Q19	0	1	1	0	1	1	1
Q20	0	1	1	0	1	1	1

	Panama	Brazil	Nicaragua	Chile	Paraguay	Costa Rica	Spain
Questions	Tot. No. Surveys: **1**	Tot. No. Surveys: **3**	Tot. No. Surveys: **1**	Tot. No. Surveys: **2**	Tot. No. Surveys: **1**	Tot. No. Surveys: **1**	Tot. No. Surveys: **1**
Q21	0	0	0	0	1	1	0
Q22	0	1	1	0	1	1	1
Q23	0	1	1	0	1	1	1
Q24	0	1	1	0	1	1	1
Q25	0	0	0	0	0	0	0
Q26	0	1	1	0	0	1	1

ANNEX 11

Evaluator's revision matrix

A. COMMENTS ERG

NATURAL RESOURCES AND INFRASTRUCTURE DIVISION - NATURAL RESOURCES AND ENERGY UNIT

SPECIFIC COMMENTS		
REPORT SECTION (if applicable)	**COMMENTS ERG**	**EVALUATOR'S RESPONSE**
Sección 64 (página 43)	Es cierto que el proyecto resultó débil en cuanto a que se había establecido el compromiso de articular la LASBA (Latin American Biofuels Alliance) junto a los países, sin embargo, es importante destacar que cuando se formuló el proyecto el tema de los biocombustibles estaba muy en boga y había mucho interés en promover la producción de biocombustibles, sin embargo, cuando el proyecto se ejecutó, lo cual sucedió tardíamente pues los fondos tardaron casi 3 años en llegar, se suscitó una contingencia política totalmente diferente a la que había en el momento de formularse y escribirse el proyecto. Al momento de la ejecución del proyecto, el precio de los hidrocarburo subió estrepitosamente superando los 100 USD/barril, lo que generó una gran tensión social que se manifestó en países o regiones como México, Haití o Centro América habida cuenta del aumento del precio de los alimentos dado por el aumento en los precios del transporte y por el proceso de sustitución por los biocombustibles cuya producción el mercado incentivó por el aumento de los precios de los hidrocarburos. Esta situación puso en riesgo la seguridad alimentarios de muchos países latinoamericanos lo que provocó la retracción total por parte de los gobiernos en la promoción de biocombustibles por haberse convertido en una medida antipopular e inflacionaria. Por tal motivo, al momento de la ejecución del proyecto, se había perdido el momentum político para promover tal Alianza, razón por la cual, considerando, por aquel entonces, la opinión de los Estados Miembros y nuestra visión estratégica en nuestra relación con ellos, decidimos bajarle el perfil a la propuesta y desistir de promoverla.	These points on the context are noted, and more information has been added where deemed appropriate in the report. It would have been valuable to also have developed these points in the project reporting. With regard to the future a reflection point is also added in the report regarding identifying focus areas of the project.

ECLAC SUBREGIONAL OFFICE IN MEXICO - NATURAL RESOURCES AND ENERGY UNIT

GENERAL COMMENTS Estos comentarios se aplican más a las actividades y resultados del proyecto en los países atendidos por la sede subregional de la CEPAL México. El Proyecto ROA/132 contempló los siguientes países de la subregión referida: Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panamá y República Dominicana. Estos siete países más Belice forman parte del Sistema de la Integración Centroamericana (SICA).		
REPORT SECTION (if applicable)	**COMMENTS ERG**	**EVALUATOR'S RESPONSE**
	El tema de la planificación energética integral (con ayuda de LEAP u otros modelos), como tarea de Estado, es relativamente nueva los países del SICA y represente un problema de gran complejidad. En ese sentido el proyecto *ROA/132 ha sido un buen inicio, pero no es suficiente. Esto se desarrolla en siguientes párrafos.*	Pointed noted, and taken up in the report.
	El tema de biocombustibles es igualmente complejo, en especial cuando la tierra con vocación agrícola es un recurso escaso. Se amplifica en el caso de de Estados pequeños y débiles, bajo el predominio de políticas de libre mercado (implementadas en la década de los 90s). Esto se desarrolla en siguientes párrafos	Pointed noted, and taken up in the report.
Hallazgos de la Evaluación y Conclusiones, 17 y 18 (pág. 9).	*Todos estos países que conforman el SICA fueron afectados en forma muy severa por el alza de precios de los combustibles fósiles (en especial los derivados del petróleo) que se presentó en el período* 2003-2014. Bajo esa situación y considerando la importancia del sector agrícola en todos los países, existía mucho interés en los biocombustibles, lo que se manifestó en una de las directrices aprobada en el seno del SICA que proponía avanzar y lograr en el año 2020 una sustitución del 10% de las gasolinas y 5% del diesel, por bioetanol y biodiesel respectivamente (meta de la Estrategia Energética Sustentable Centroamericana 2020, aprobada por las autoridades de los países al final del año 2020. El *Proyecto ROA/132 permitió a los países tener evaluaciones más precisas de escenarios para lograr la meta referida e identificar y evaluar problemas específicos, en especial en el sector agrícola y en la cadena de la producción y comercialización de los biocombustibles. Algunos de esos*	Pointed noted, and taken up in the report.

	estudios fueron realizados en el marco del Proyecto ROA/132 y otros fueron realizados por los países en el marco de otros programas de cooperación (la OEA hizo evaluaciones en El Salvador, Guatemala, Honduras y República Dominicana; el Gobierno de Brasil, por medio de la Fundación Getulio Vargas, evaluó la producción de bioetanol en ingenios de El Salvador; el BID evaluó estrategias, considerando posible exportación de biocombustibles a EEUU y Europa, y la cooperación holandesa apoyó a Nicaragua y Honduras en temas de biodiesel). En buena medida los productos del ROA/132 fueron "inputs" para esas cooperaciones y en algunos casos la CEPAL colaboró con los países con esas iniciativas. Los resultados a la fecha muestran muchos obstáculos o barreras: en algunos casos la internalización de todos los costos no hacen viable a los biocombustibles; la disponibilidad de tierras para biocombustibles (problema en la mayor parte de los países); la lógica de los mercados de hidrocarburos liberalizados parece incompatible con los biocombustibles, requieren alguna medida de intervención estatal para la certidumbre de precios; los mercados regulados tienen problemáticas particulares (Costa Rica y Honduras). La cooperación venezolana de Petrocaribe (en Nicaragua, El Salvador y República Dominicana) puso otras restricciones (comerciales) a los biocombustibles. CEPAL ha continuado monitoreando el tema y ha apoyado a algunos países (con fondos propios o de otros proyectos). Los "Inputs" de CEPAL, en parte del proyecto ROA/132, se han usado por ejemplo para los "road maps" de las renovables que han realizado algunos países. En ese sentido, si se ha llevado a cabo un monitoreo y también se ha favorecido la retroalimentación. Quizás debe darle realce a la complejidad del tema, amplificada en el caso de Estados pequeños y débiles, bajo el predominio de políticas de libre mercado (implementadas en la década de los 90s).	
Hallazgos de la Evaluación y Conclusiones, 19 (pág. 10).	El tema de la planificación energética integral (con ayuda de LEAP u otros modelos), como tarea de Estado, es relativamente nueva los países del SICA (incluso en el caso de México, que pertenece a la OECD). En ese sentido debe tenerse presente la complejidad implícita del problema, que	Pointed noted, and taken up in the report.

	requiere tener un equipo pequeño de profesionales dedicado al tema. Eso no ha sido posible (salvo parcialmente los casos de Costa Rica y Nicaragua), sin embargo la capacitación proporcionada por *ROA/132 permitió que algunos países sacara provecho del LEAP y lo utilizarán (con apoyos externos) para un cálculo solido de inventarios de emisiones de Gases de Efecto Invernadero (GEI) y para la preparación de las Comunicaciones Nacionales de Cambio Climático. En el caso de CEPAL, el LEAP fue utilizado para una evaluación de la energía y el cambio climático para los países centroamericanos, que formó parte de un capítulo del informe: La economía del Cambio Climático en los países Centroamericanos.*	
Hallazgos de la Evaluación y Conclusiones, 20 (pág. 10).	En cuanto a lecciones para el futuro, s*igue habiendo un gran potencial del LEAP para la evaluación de las NAMAS (acciones de mitigación nacionales apropiadas) y de los INDCs (compromisos nacionales determinados esperados), estos últimos que se aprobarían en la COP 21 (París, Francia, diciembre de 2015). De igual forma hay un gran nicho para la planificación energética integral (con apoyo de LEAP), para cumplir con compromisos de* los nuevos Objetivos del Desarrollo Sostenible (ODSs, aprobados el pasado 25 de septiembre de 2015), así como la iniciativa SE4ALL (Energía Sostenible para Todos) y otros compromisos internacionales. El Objetivo 7 de los ODSs está dedicado a la energía. *La CEPAL espera seguir promoviendo y apoyando la planificación energética integral en su programa de trabajo 2016-2017. También hay un potencial importante en los temas de gobernanza de los recursos naturales y desarrollo territorial.*	This is a good point, and has been noted in the report.
	Comentario Global: creo que los fondos del proyecto *ROA/132 parecen pequeños para los retos enfrentados. En ese sentido creo que los criterios de racionalidad y la retroalimentación utilizados por la DRNI fueron fundamentales para los resultados alcanzados. Posicionan a CEPAL para continuar colaborando en una Agenda Energética, importante y prioritaria para los países*	I agree that much was done, in particular at output level, and the redeployment of Budget resources increased the practical reach and capacity building results of the project

SPECIFIC COMMENTS		
REPORT SECTION (if applicable)	**COMMENTS ERG**	**EVALUATOR'S RESPONSE**
recomendaciones 25 y 26, página 11	La recomendaciones 25 y 26 son buenas, pero no reconocen que parte de ese esfuerzo se está haciendo, por ejemplo en la participación de CEPAL en los Grupos de los ODSs, o bien en la alianza con BID y PNUD para SE4ALL. Igualmente la participación en IPEEC (The Partnership for Energy Efficiency Cooperation) y otras promovidas por la DRNI.	Duly noted – this has been added to the recommendations section
Evaluación y Conclusiones, 16 (pág. 10).	Efectivamente la LASBA no fue concretizada, sin embargo debe mencionarse que CEPAL apoyó la creación de la Red Mesoamericana de Investigación y Desarrollo en Biocombustibles (RMIDB), iniciada en 2009 y formalizada en reunión celebrada en la ciudad de Tuxtla, Chiapas, México, en agosto de 2011. Esta red fue creada bajo el paraguas del Proyecto Mesoamerica (PM) y con la participación, además de los países del SICA, de México y Colombia. CEPAL forma parte del grupo interinstitucional de apoyo al PM. Esta red (la RMIDB) ha tenido el patrocinio del gobierno mexicano (y también del colombiano), por medio del equipamiento de laboratorios de apoyo a la investigación de biocombustibles, así como las iniciativas para investigación en esa material. También dotó a algunos países con pequeñas plantas para la producción de biodiesel. Tiene los siguientes proyectos: Propuesta sobre mejoramiento genético en Jatropha; Formación y capacitación de recursos humanos; Posgrado mesoamericano; Diagnóstico ambiental y seguridad alimentaria con intercambio de experiencia; Desarrollo de tecnologías de proceso; Elaborar una propuesta de un "Estudio en microorganismos con fines de producción de insumos bioenergéticos".	This information on RMIDB is noted, even if not completely relevant given its somewhat differing mission, and has been added to the report. The 1-2 year gestation period underlines the complexity getting such regional or sub-regional initiatives off the ground and to some extent can probably emphasise that the time left for establishing LASBA (even in a favourable project and market context) was unrealistic/over-ambitious.

B. COMMENTS PPOD

General Comment Evaluator: *Thank you for the well-considered feedback. In each response column the word 'DONE' in red font denotes that this has been actioned along the lines/meaning of the comment provided (unless otherwise stated), and the text following "Comment Evaluator" provides further elaboration according as deemed appropriate.*

GENERAL COMMENTS			
	REPORT SECTION (if applicable)	**COMMENTS PPOD**	**EVALUATOR'S RESPONSE**
1		Please do not re-start the paragraph numbering at each section. Paragraph numbers should be continuous throughout the report.	**DONE**
2		Please make a final revision of the text as many small typos have been found throughout the report.	**DONE**
3	**Lessons learned**	This section still needs to be further developed, as many of the "lessons learned" here presented do not actually constitute lessons learned in themselves, some are recapitulation of the already presented findings or in other cases, are actually justifications for recommendations.	**DONE** **Comment Evaluator:** The text has been reformulated in parts to be consistent with one other report viewed. However, I disagree with this sentiment – unless by lessons learnt what is meant lessons learnt by the project without any input by the reviewer. A related point is that the lessons are referred to in the opening text as learning and reflection points, all the more given that this review comes years after the project end.
SPECIFIC COMMENTS			
	REPORT SECTION (if applicable)	**COMMENTS PPOD**	**EVALUATOR'S RESPONSE**
4	**Section 2.3 Paragraph 7**	Even though it is mentioned in the executive summary, please include the period of time in which the evaluation activities were implemented in this section.	**DONE** **Comment Evaluator:** The time period has been added to paragraph 13 in Section 2.4, as it seems to fit better here (as paragraph 7 relates only to the stakeholder consultation element of the evaluation)
5	**Section 4.1 paragraph 1**	We would appreciate the inclusion of some information on what were the regional and national contexts in the area of sustainable energy policies and the production of bio-fuels at the moment of the project design and implementation to provide some more background against which the relevance of the project can/has be/been assessed.	**DONE** **Comment Evaluator:** Some information has been added.

6	**Section 4.1 paragraph 3**	The report contains the following sentence, which seems somehow contradictory: The above picture of general relevance of the project to country needs is consistent with the country survey programme findings, which generally showed positive project beneficiary satisfaction with the project relevance are partly provided in the surveys completed by the participants after the completion of the workshops. Please revise the text and confirm if the satisfaction of beneficiary with the project was general or partial based in survey responses.	**DONE** **Comment Evaluator:** This sentence has been reformulated.
7	**Section 4.2 paragraph 4**	Please include some background information on the regional context in relation to sustainable energy policies and the use of fuel to strengthen the assessment of the project's relevance to the regional context at the moment of implementation of the project.	**DONE** **Comment Evaluator:** Some information on the regional context has been added.
8	**Section 5.1 paragraph 2**	This comment is being done for this specific paragraph, but is should also be considered for other various sections of the report. We suggest that when survey results of questions with high response rates for the "I do not have enough knowledge to answer this question", the main results should be presented based on the actual number of respondents who had enough knowledge to answer the question and not against the total number of respondents, as this might lead to confusion. This of course should be contextualized with the percentage of respondents not having enough knowledge to answer the question. For example, in this paragraph, of mentioning that 54% of respondents were satisfied with ECLAC support in preparing the comparative study and 42% claiming not having enough knowledge to answer the question , it should mention our of the 60% who did answer the question, XX% were satisfied……	**DONE** **Comment Evaluator:** Survey respondent rates have been redone to exclude high incidences of 'I do not have enough knowledge…." Responses.
9	**Section 6.6 paragraph 14**	The following statement has been included in this paragraph: Panama, also, was able to advance a lot. Could you please specify what type of advances or in what has Panama been able to advance as a result of this project?	**DONE** **Comment Evaluator:** Have checked back with the project manager and added some more detail.

10	**Section 6.7 paragraph 16**	As mentioned above, could you be more specific on what type of progress has been achieved by Panama and Nicaragua as a result of this project as stated in the last sentence of the paragraph?	**DONE** **Comment Evaluator:** Have checked back with the project manager and added some more detail.
11	**Section 7.1 paragraph 2**	Please revise this paragraph as it seems contradictory with the fact also presented throughout this project that 40% of participants or their institutions are actually using the leap model.	**DONE** **Comment Evaluator:** Point taken, this paragraph is over-focused on the project post-workshop feedback.
12	**Section 7.1 paragraph 5 and 6**	The information and data presented in these two paragraphs is repeated several times throughout the report. We recommend re-structuring the section where this information is presented to avoid the repetition of the same information so many times.	**Comment Evaluator:** I agree this is repeated but for a reason (no response) it is an important point and probably the only data but that shows LEAP take-up. It is repeated as it is relevant for impact (and learning) and conclusions. I believe reducing reference will weaken the evaluation findings.
13	**Section 7.6 paragr. 24 & 25**	Information presented in these two paragraphs is repetitive, please consolidate in one paragraph.	**DONE** The repetition has been removed by shortening paragraph 24. However, s they cover two distinct points (even if related) they have been kept as two paragraphs.
14	**Page 56 Box after paragraph 25 "Chapter Findings"**	Please correct the heading in the body of the box, it should say Sustainability instead f effectiveness: This section provides a summary of the key evaluation findings regarding the project's ~~effectiveness:~~ sustainability	**DONE**
15	**Page 56 Box after paragraph 25 "Chapter Findings" Bullet point 3**	Please refer to the comment above Section 7.1 paragraph 2. Here is a clear example of why the information presented in section 7.1 is contradictory with the rest of the report.	**DONE** **Comment Evaluator:** Noted, this has been addressed in the revised par. 2 in Section 7.1
16	**Page 56 Box after paragraph 25 "Chapter Findings" Bullet point 4 and 5**	Please revise the text of these two bullet points, in the way they have been structured, they seem quite repetitive, even though we understand they are referring to two different DA criteria, but based on exactly the same evidence or justification.	**DONE**
17	**Section 8.2 paragraphs 3,4,5 and 7**	By the way, they are stated right now, these 4 paragraphs actually seem more as justifications for recommending the on-line platform than lessons learned. Please revise.	**DONE** **Comment Evaluator:** Text has been reformulated and edited.

18	**Section 8.2 paragraph 6, last line, and page 67, paragraph 13**	Actually, PPEU provides "backstopping" services to project managers throughout the life cycle of the project, by assisting project managers in the design of the projects, its implementation, monitoring and reporting, as well as the development of tools to assist them in the management of their projects.	**DONE** **Comment Evaluator:** This has been noted in the report in both sections. However, was this done for the biofuels project? (If yes, it does not seem to have done for this biofuels project). A suggestion is made to consider specific defined interventions or review points beyond support when ELCAC project managers request assistance.
19	**Page 63 Box after paragraph 18 "Chapter Findings"**	Please correct the heading in the body of the box, it should say refer to good practice and lessons learned instead of findings regarding the project's relevance: This section provides a summary of the key ~~evaluation findings regarding the project's relevance~~ good practices and lessons learned	**DONE**
20	**Section 9.2 Recommendations**	Recommendations 1, 2, 3 and 5 are all somehow related and seem to be different aspects of one same recommendation: more internal guidance and resources to support project managers in the design and implementation of their project. We, therefore recommend revising them and uniting them in one recommendation or clearly differentiating them.	**DONE** **Comment Evaluator:** Recommendation 3 on Leveraging Technology has been integrated into Recommendation 1.
21	**Section 9.2 Recommendation 5**	As stated above, this types of support activities are already being carried out by PPOD.	**DONE** **Comment Evaluator:** Earlier comment regarding PPOD backstopping activities has been noted. What is referred to here is a more specific intervention beyond backstopping and where a Sound Boarding function is provided by brining different perspectives (and expertise) to the project, ideally in a participative and dialogue-centred manner, such that the feedback is seen as constructive, value-adding and often providing new thinking or ideas (and not as a control/review).