



## **WORKSHOP REPORT**

### **LATIN AMERICA AND CARIBBEAN FOSSIL FUEL TO RENEWABLE ENERGY (FFRE)**

**Fundación Omar Dengo, San José, Costa Rica**  
12-16 NOVEMBER 2018



## Contents

Contents .....	2
Part 1: The FFRE workshop .....	3
Introduction .....	3
Workshop participants.....	3
Workshop objectives.....	3
Workshop content .....	4
Methodology.....	5
Part 2: Evaluation .....	6
Success indicators .....	6
Participant evaluations .....	6
Working documents.....	9
Personal action plans and workshop outcomes .....	10
Part 3 – Possible improvements and future recommendations.....	13
Strengths and weaknesses of the programme .....	오류! 책갈피가 정의되어 있지 않습니다.

## Part 1: The FFRE workshop

### Introduction

This UNOSD workshop was the third in a series of workshops focussed on building capacity on implementing the transition from Fossil Fuels to Renewable Energy transition – FFRE. The first FFRE workshop was held in May 2014 in Mauritius for African and Indian Ocean Island Developing States. A similar workshop on the same FFRE theme was implemented in August 2014 in Ivory Coast.

The training workshop used revised materials from those used in Mauritius in 2014, which were updated to include the latest research on fossil fuel subsidy reform and energy transition and were developed to more specifically target the audience of government representatives from Latin America and the Caribbean (LAC). The workshop product consists of a package of materials, including an Introductory Report on FFRE, a Participants Manual and a series of accompanying presentations, as well as a Participants Handbook for the further information of participants. This package incorporates all the content necessary to run the workshop in a different context, e.g. with other thematic or regional groups of countries. The agenda of the workshop is in [Annex X](#). All workshop materials are available under the following link: [xx](#).

This workshop report is for internal use and presents the objectives and outcomes of the workshop, explains the methodologies applied, and the content delivered. It analyses feedback from participants, strengths and weaknesses in the workshop model and its implementation, and proposes some ways forward in the future.

### Workshop participants

There were 27 participants at the workshop from a total of 21 countries. 11 Small Island Developing States (SIDS) were represented, 1 least-developed country (Haiti), 3 lower middle-income countries, 13 upper middle-income countries, and 4 high-income countries. The workshop was conducted with several high level participants: 5 participants were a Vice Minister or Deputy Permanent Secretary of their ministry and a further 8 were directors of ministerial departments, national energy commissions or equivalent. For a full participants list, including country of origin, institution and position, see [Annex 2](#).

### Workshop objectives

The objectives of the workshop were defined as follows:

1. Participants understand the definitions, concepts, and instruments of FFRE transition – including EFR and fossil fuel subsidy reform
2. Participants are able to apply this know-how to their own country / institution
3. Participants are able to start implementing this know-how within their own sphere of influence after the training with the help of their Personal Action Plan

The extent to which these objectives have been achieved is the subject of part 2 of the report.

## Workshop content

The workshop was made up of a series of lectures, discussions and interactive sessions that examined different aspects of the FFRE transition process. Theory and practice presented by the facilitators were complemented by presentations of the country context by the participants. The topics covered were fossil fuel subsidies and their reform in the transport and energy sectors, stakeholders in the energy sector, energy and gender, policies for energy transition, energy and the Sustainable Development Goals, and environmental fiscal reform. Later sessions focussed on how to overcome obstacles and challenges to FFRE processes and gave participants the opportunity to work in groups in depth to develop specific policy solutions for their countries.

The focus of the workshop shifted progressively during the 5 days, starting at a global and international level, e.g. SDG 7, before focussing on national level policies and finally, individual action, with all participants preparing a Personal Action Plan to be completed once they returned to their institution. An example of a Personal Action Plan is shown in Figure 1.

**Figure 1: Example of a Personal Action Plan**

MEASURE	OBJECTIVE	INDICATORS	CONCRETE ACTIVITIES	TIMELINE	PRIORITY
Tax Exemption for RE equipment	<ul style="list-style-type: none"> <li>Increase the uptake of RE technology within the country.</li> <li>Decarbonise the economy</li> </ul>	# of technology entering the country	<ul style="list-style-type: none"> <li>Consult main stakeholders               <ul style="list-style-type: none"> <li>Customs/Excise</li> <li>Min of Fin.</li> </ul> </li> <li>Capacity Development of Customs/Excise Officers</li> <li>Communication Activities.</li> </ul>	- Tax reform completed by March 2020	HIGH
Implement Fuel Quality Standards	<ul style="list-style-type: none"> <li>Improve efficiency across the Transport Sector</li> <li>Reduce CO<sub>2</sub> emissions</li> </ul>	<ul style="list-style-type: none"> <li>Fuel Economy Baseline</li> <li>Fuel type entering the country.</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of current status</li> <li>Finalize market-ability/Fuel Specs</li> <li>Fuel Usage Workshops</li> <li>Capacity development</li> <li>Public Awareness</li> </ul>	- JUNE-JULY 2019	HIGH

The questions the workshop set out to address are shown below:

- What is FFRE transition?
- Which are the main policy instruments used to bring about FFRE transition and how do they work? How can they work together in a coherent way to achieve tangible environmental impacts?
- How can the positive environmental, economic, social and governance impacts of these instruments be maximised?
- How can FFRE transition best contribute to effectiveness and efficiency of environmental policy and fiscal sustainability?
- Which conditions enhance the FFRE transition process?
- How can participants engage with stakeholders during policy development and implementation and how can their concerns be addressed?

- How can “windows of opportunity” to initiate an FFRE transition process best be used?
- What are the main challenges and obstacles to FFRE? How can they be addressed?

## Methodology

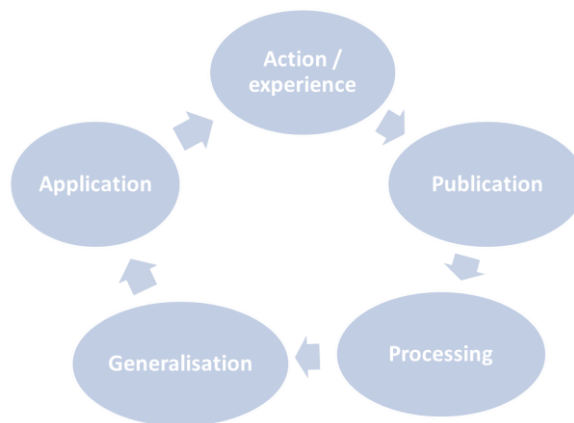
The training content was developed to maximise the benefits of peer-to-peer learning between the 27 participants and to create as much space in the workshop as possible for exchange of experience, best practice and lessons learned. Alongside conventional presentations of content and international best practice, the methodological approach required participants to actively apply their knowledge and share it with others.

The methodology included:

1. Discussions in smaller groups to exchange experience and identify lessons learned, followed by reporting in the plenary
2. Group analyses of stakeholders in the energy sector
3. Development of solutions to specific obstacles to FFRE transition
4. Interactive group exercises working on a fictitious case<sup>1</sup>
5. Fishbowl discussions, including a methodological innovation – a hot seat for short and highly relevant interjections of no more than 2 minutes

The workshop agenda was put together with the experiential learning cycle in mind, as depicted in Figure 2.

**Figure 2: The experiential learning cycle**



At its most basic level, the experiential approach in interactive discussions started with participants sharing their experiences in small group discussions (publication) and reflecting on them critically (processing), before presenting them in the plenary for discussion. The plenary discussions would aim to draw conclusions (generalisation), such as agreement on which kind of

<sup>1</sup> The FFRE workshop built on the methodology employed in a GIZ capacity building training on environmental fiscal reform (EFR) developed in 2008/9 by Jacqueline Cottrell as lead author and used one exercise from the training – a group exercise to develop a policy reform proposal for the fictitious country of Nira. For further information see: <https://www.giz.de/fachexpertise/downloads/Fachexpertise/giz2013-en-rioplus-training-environmental-finance-reform.pdf>

policies are most effective to drive renewable energy transition. Application of learning during the workshop took place in the interactive exercise to overcome obstacles to FFRE and will continue now participants have returned to their institutions.

## Part 2: Evaluation

### Success indicators

1. Participants evaluate the FFRE workshop positively
2. Working documents (flipcharts, cards, etc.) show that participants have participated actively and have understood the messages of the training
3. Participants have elaborated a Personal Action Plan that indicates clear further steps to be taken subsequent to the training
4. 50 % of the participants apply their Personal Action Plan or have started to do so 3 months after the workshop is complete

The first three success indicators were achieved during the workshop, as analysed below.

The last success indicator cannot be evaluated until February 2019 and will be investigated later.

### Participant evaluations

**22 participants completed the final evaluation conducted on day 5 of the workshop: some participants left early without completing an evaluation. The workshop was very evaluated. The results are shown in**

Figure 3 and 오류! 참조 원본을 찾을 수 없습니다.Figure 4.

All participants strongly agreed or agreed that workshop objectives were clear, that the content was logical, resource materials were informative, and that they learned a great deal. For questions relating to application of learning and whether or not the workshop met their expectations, 1 or 2 participants responded by “neither agree nor disagree”, while the remainder agreed or strongly agreed. Logistics, translation and the workshop venue were also positively evaluated, with just

The facilitators and the methodology were very positively evaluated (see Figure 4), with strong agreement or agreement from all participants that the facilitators demonstrated knowledge of the subject matter, included current developments and research, provided appropriate reading material and presentations, encouraged enquiry, expressed their ideas clearly and demonstrated respect for alternative viewpoints.

Of 22 evaluating, 19 participants agreed (8) or strongly agreed (11) that the scope of issues covered was adequate, while 2 participants neither agreed nor disagreed, and 1 participant disagreed. 19 participants agreed or strongly agreed that depth and time spent on issues were accurate, while 3 participants neither agreed nor disagreed. These evaluations probably related to the focus on fossil fuel subsidy reform, as a few participants commented that they did not consider their country to be a subsidiser of fossil fuels, while conceding that closer investigation was probably necessary to ascertain whether this was the case.

Figure 3: Evaluation of workshop and logistics

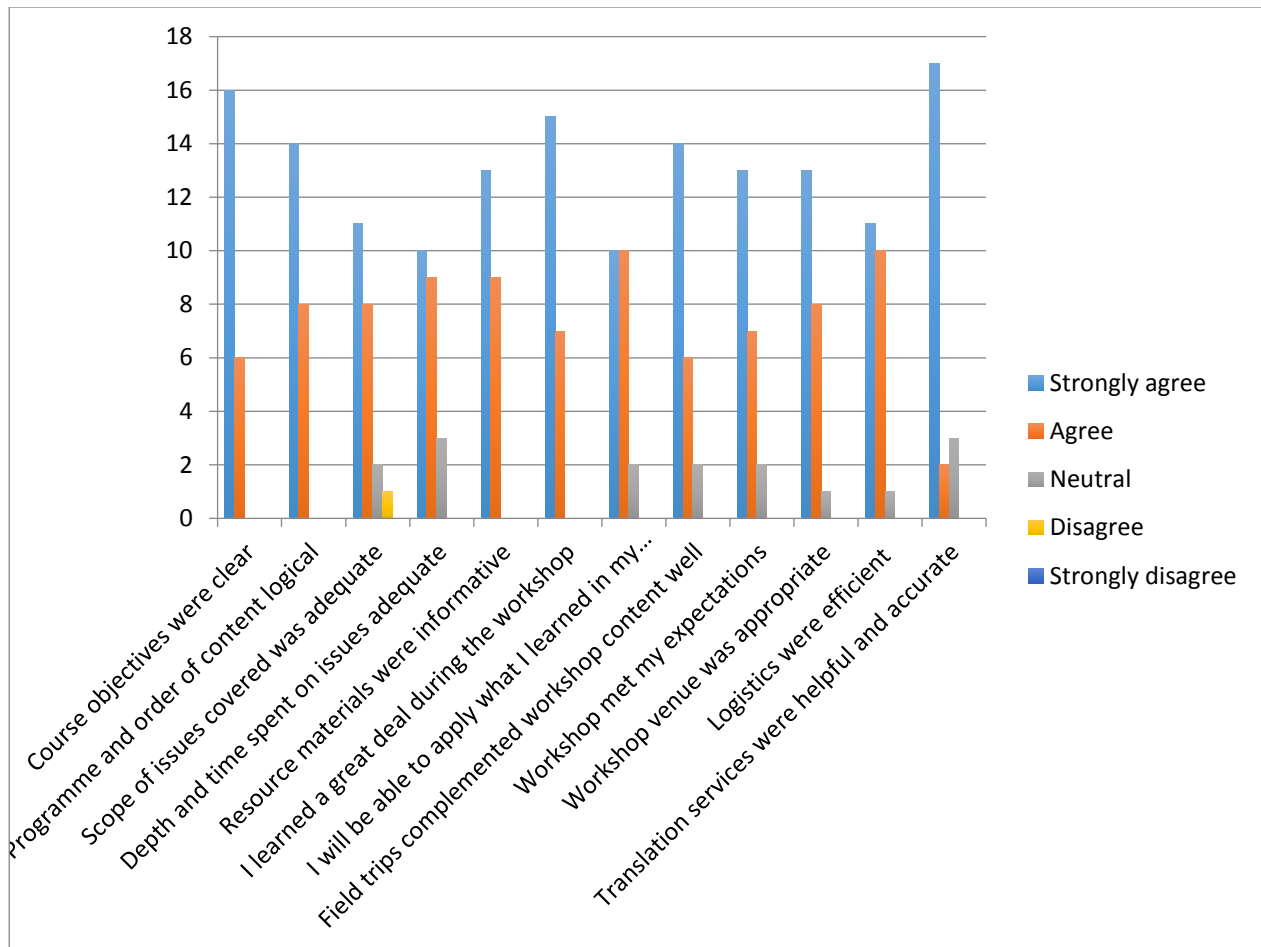
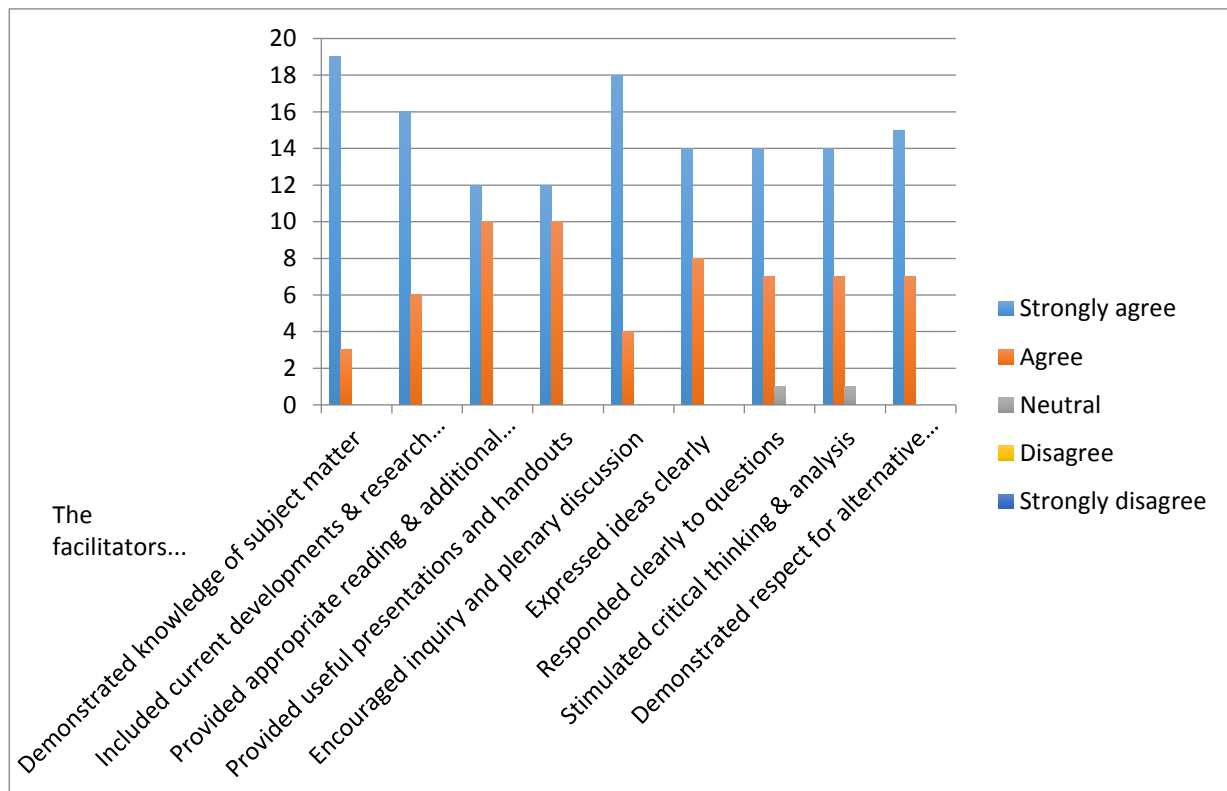


Figure 4: Evaluation of facilitators and methodology





**Table 1: Additional comments on the workshop**

The workshop was excellent the only suggestion I have is for an additional field trip.
The field trip should have been over two days to facilitate the visiting of more renewable energy sites to better understand the background and how the systems were implemented given Costa Rica's experience in renewable energy technologies.
There was an effective delivery of material.
Maybe more time for role-play or case studies.
The workshop was doing very well. I would like to thank again the organisers for the invitation and all the efforts to develop and realise this activity, especially Julia.
Fishbowl discussions and interactive sessions help to facilitate critical thinking flows of ideas and critical criticism - keep doing the sessions for future training! Also focus on countries that don't have much fossil fuel subsidies present more measures to combat (sic) low subsidy countries.
Use more icebreakers between sessions to maintain the attention or focus of the group. Use more visuals and pictures in PowerPoint presentations especially considering the language barrier. Have prototypes or samples of some renewable energy equipment or devices
Excellent!
Many opportunities for interesting discussions were held back to keep to the agenda....
xxx
xxx

Snapshot evaluations were also conducted during the week, to collect comments and identify any issues arising immediately. These were in general very positive and are not evaluated in depth. Two examples from 12.11 and 15.11 are shown in Figure 5.

**Figure 5: Anonymous snapshot evaluations 12.11.2018 and 15.11.2018**



## Working documents

The second success indicator requires evidence from the working documents produced during the workshop that participants have participated actively and have understood the messages of the training. Some working documents took the form of flipchart sheets; others were PowerPoint presentations.

Photographs of all workshop outputs and all presentations given by participants are attached as an annex to this report and clearly demonstrate that participants understood workshop content and the main messages of the training. Two examples of working documents are shown below.

**Figure 6: Nira policy proposal for fossil fuel subsidy reform in the transport and energy sectors**

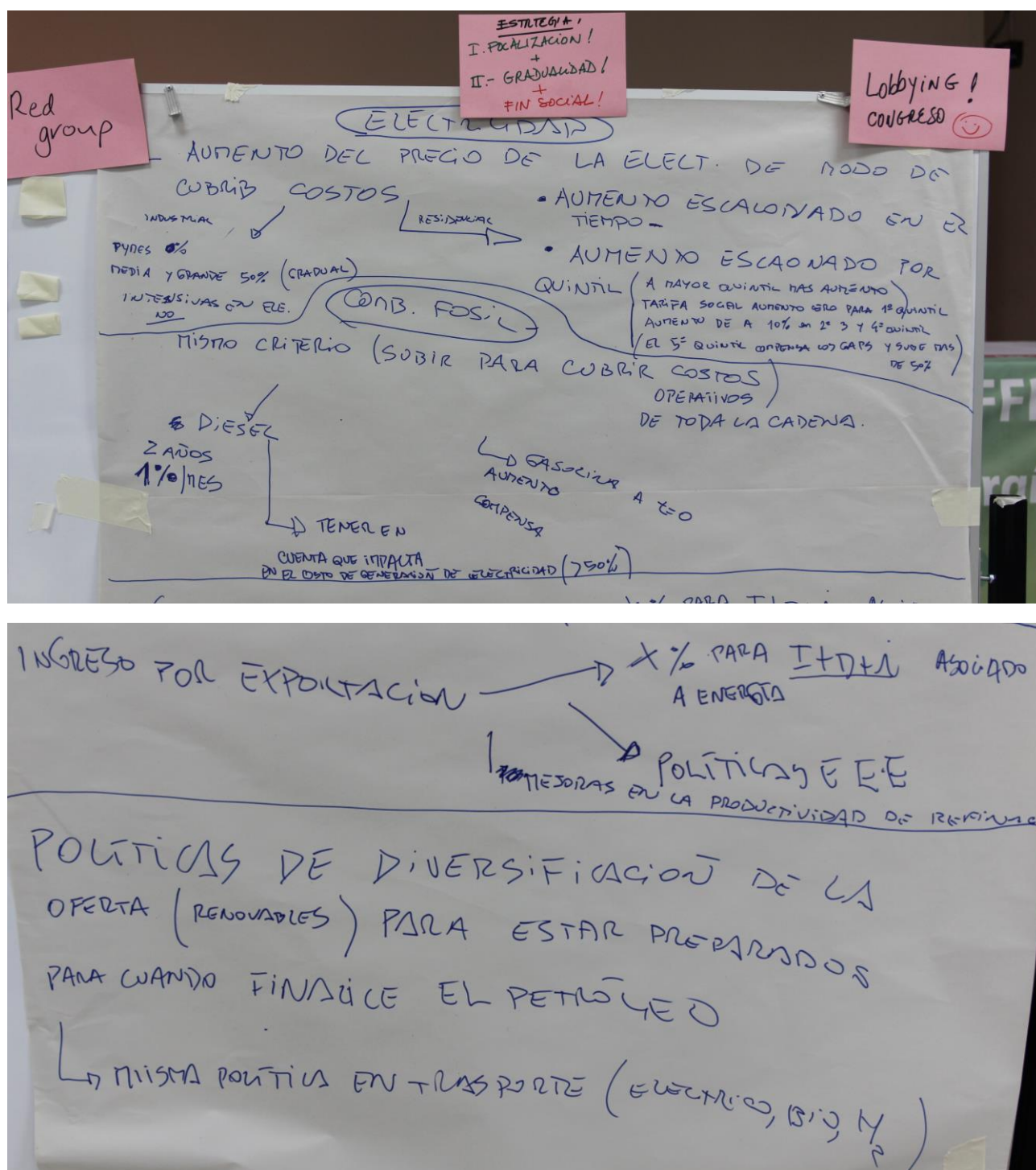
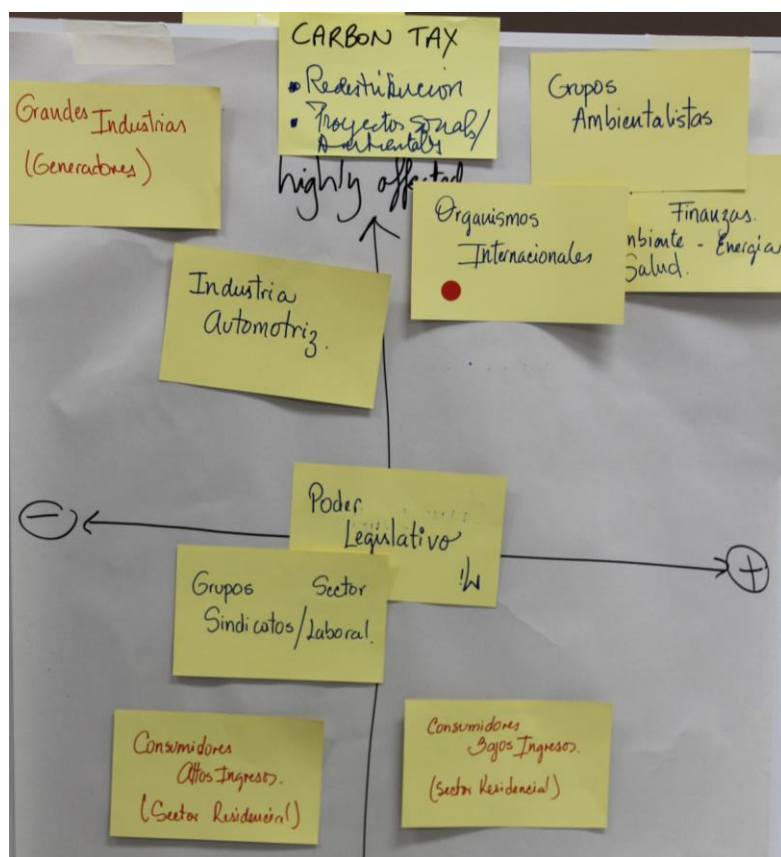


Figure 7: Stakeholder analysis – carbon tax



### Personal action plans and workshop outcomes

The success indicators also required that participants elaborated Personal Action Plans that indicated clear further steps to be taken after the training. This success indicator was met, inasmuch as all participants present on the last day – 22 in total – completed detailed and future-oriented Personal Action Plan, either jointly with participants from the same country) or individually. Photographs of all Personal Action Plans are available in [Annex XX](#).

As many of the participants were high-level decision-makers within their institutions, plans were relatively ambitious. Some of the proposed objectives and outcomes from the Action Plans are summarised in Table 2.

The majority of the Personal Action Plans included focussed and achievable objectives. They also highlighted the degree to which participants had taken on board the political economy elements of the course – to develop concrete strategies to address opposition from powerful stakeholders in the energy sector, for example.

**Table 2: Highlights from the Personal Action Plans**

Measure	Objective	Indicators	Concrete activities	Timeline	Priority
Tax exemption for renewable energy equipment in BELIZE	Increase the uptake of renewable energy technology within the country & decarbonise	Quantity of renewable energy technology entering the country	Consult main stakeholders: customs / excise & Ministry of Finance Capacity development of customs officers Communication activities	Tax reform completed by March 2020	High
Review geothermal Power Purchase Agreements (PPAs) in DOMINICA	Approve a PPA for a geothermal plant	Receipt of draft power purchase agreement from relevant players	Look at similar power purchase agreement collect data consult stakeholders	By 31.12.2018	High
Targeting of subsidies in the electricity sector in EL SALVADOR	Reduce the contributions of government to electricity subsidies while rolling out social programmes	Reduced subsidies	Implement research to investigate and understand subsidy targeting	2 years	High
Determine the true cost of electricity subsidies in TRINIDAD AND TOBAGO	Recommend policies for the deployment of small-scale renewables (will tie in with current work on a feed-in-tariff)	Have a final figure on the cost of subsidy per unit of gas and electricity	Meet regulator, utility and natural gas company Gather data and develop models Hold a workshop with members of the renewable energy division	December 2018 – January 2019	High

Feedback on the degree to which the implementation process has begun will be investigated in February 2019, and any feedback communicated to UNOSD.

There are photographs of Personal Action Plans in Figure 8 and Figure 9.



Figure 8: Personal Action Plan, Mauro Gabriel Intriago Legarda, Vice Minister of Energy, Ecuador






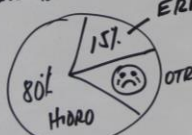

MAURO FFRE ACT. PLAN 2019					
MEASURE	OBJETIVO	INDICADORES	ACTIVIDADES	TIME	PRIORIDAD
MEJORAR LA SENSIBILIZACIÓN E IMPLANTACION DE FFRE EN SECTOR ELECT. ECUATORIANO 	1- INCLUIR FFRE EN REFORMA DE LEY Y REGLAMENTO ELECTRICO	LEY + REGUNTAS APROBADOS 	AUMENTAR REUNIONES COMITE 	LEY IIQ 2019 RE IQ 2019	1
	2- LANZAR SUBASTA DE 1.000 MW SOLAR 	1- APROBAR REGULAR. 2- IMPULSAR PROYECTO 3- IMPULSAR INVERSIÓN	PLAN COMUNICACIONAL 	ENERO 2019	3
	3- IMPULSAR INCREMENTO DE \$0.25 TRIMESTRAL PARA DIESEL	1- PRECIO SUBIDO DE \$1.00 a \$1.25	LLYING EN PRESIDENCIA Y MINISTERIOS	DICIEMBRE 2018	2
	4- CREAR EL MEDIDOR DE "ENERGIA LIMPIA" EN LOS DIARIOS DEL PAIS 	1 ANSO SEMANAL EN LOS 2 MAS GRANDES DIARIOS	VISITA A GG DE DIARIOS DESDE VICEMINIST.	DIC. 2018	4
	5- ENERGIA LIMPIA EN ESCUELAS 		VISITA A MIN. EDUCAC	DIC 2018	5

Figure 9: Action Plan Dominican Republic: Angel Salvador Canó Senci6n; Executive Director National Energy Commission and Ernesto Acevedo Peña, Director of the Department of Wind and Solar Energy, Ministry of Energy and Mining

PLAN DE ACCIÓN RD - FFRE					
MEDIDA	OBJETIVO	INDICADORES	ACTIVIDADES CONCRETAS	CALENDARIO	PRIORIDAD
ADECUACIÓN DEL MARCO NORMATIVO DEL SECTOR ENERGÉTICO NACIONAL.	REDUCIR EMISIONES CO <sub>2</sub> en el SISTEMA ELECT. NACIONAL	• MAYOR PENETRACIÓN ER EN EL SISTEMA ELÉCTRICO • INVENTARIO GEI EN BASE AL AÑO 2010	• CAPACITACIÓN: • REGULACIÓN • OPERACIÓN DEL SISTEMA CON LAS ER. • INSTRUMENTOS FINANCIEROS. • FORTALECIMIENTO INSTITUCIONAL.	OCTUBRE 2022	ALTA

## Part 3 – Possible improvements and future recommendations

### Possible improvements to the training content and methodology

The vast majority of participants did not complete the questionnaire. This made tailoring content to the participating countries rather challenging and may have been reflected in

Of 22 evaluating, 19 participants agreed (8) or strongly agreed (11) that the scope of issues covered was adequate, while 2 participants neither agreed nor disagreed, and 1 participant disagreed. 19 participants agreed or strongly agreed that depth and time spent on issues were accurate, while 3 participants neither agreed nor disagreed. These evaluations probably related to the focus on fossil fuel subsidy reform, as a few participants commented that they did not consider their country to be a subsidiser of fossil fuels, while conceding that closer investigation was probably necessary to ascertain whether this was the case.

Depending on where the seminar takes place and which countries participate, the emphasis on fossil fuel subsidy reform should be increased or reduced as appropriate.

Rethink to some extent the focus on FFS depending on the participating countries – some participants felt there was not enough balance between RE and FFS reform.

BUT can only target as much as participants complete questionnaires. This time few were completed, making tailoring perhaps more challenging than would have been usually.

Also rethink agenda – too full. Time spent on issues was too short according to some participants.

Rethink

- die Mischung aus Präsentation und Diskussion von Country cases und interaktivem Arbeiten an bestimmten Themenbereichen und fiktiven Fällen beizubehalten.
- To plan more time prior to the workshop for the facilitators to communicate with the participants, to enable better planning and a sharper focus for participants' presentations.
- die inhaltlichen Questionnaires zur Vorbereitung ggf. etwas zu kürzen und deutlicher darauf hinzuweisen, dass deren Bearbeitung für die Absolvierung des Seminars essentiell ist und einiges an Zeit in Anspruch nimmt. Es sollten sich daher nur Teilnehmende melden, welche die dafür notwendige Zeit aufbringen können.
- Fieldtrips beizubehalten und – je nach Lokalität – ganztägig oder an zwei halben Tagen durchzuführen und noch stärker auf die Thematik des Seminars zuzuspitzen und stärker durch Vor- und Nachbereitung einzubetten.
- den Umfang der gehaltenen Stunden pro Seminartag etwas zu reduzieren und an den einzelnen Tagen (vor allem freitags) etwas früher Schluss zu machen, damit ausreichend Zeit für die Teilnehmenden bleibt, die vielen Inhalte zu verarbeiten und gegen Ende des Seminars nicht einzelne Teilnehmende bereits vorher abreisen.

- die Aufteilung in einen lokalen Consultant für die logistische Arbeit vor Ort und das Teilnehmer-Management und zwei externe Consultants für die inhaltliche Vorbereitung, Durchführung und Nachbereitung, die Moderation und die Methodik beizubehalten.
- mehr Arbeitstage für die Vorbereitung des Seminars durch die Consultants vorzusehen.

### Recommendations for the future

The transition from fossil fuels to renewable energy will be a central topic of the policy debate in the future. Energy transition is essential for the achievement of the targets of the Paris Agreement and many of the Sustainable Development Goals (SDGs).

Energy and climate policy are complex fields, occupied by powerful stakeholders. Knowledge amongst policymakers for the realisation of energy transition is often incomplete or not sufficiently in-depth. As demonstrated by the evaluation results and the outcomes of the workshop, the FFRE training has the potential to fill this gap and to build the capacity of policymakers to develop strategies for fossil fuel subsidy reform and design policies for energy transition.

To meet this need, therefore, it is important that UNOSD implements similar workshops and events in the future.

To have a greater practical impact, it might be useful to consider the following:

1. To host FFRE workshops with fewer and more similar countries to enable even more concrete implementation strategies to be developed, e.g. participation of four participants from four countries, such as Panama, Honduras, Guatemala und Nicaragua.
2. Running FFRE workshops in Africa, particularly sub-Saharan Africa, with a particular focus on the deployment of small-scale renewable energy

die Administration der Flugbuchungen zu vereinfachen indem Teilnehmende und Consultants eine Pauschalerstattung bekommen und die Flüge selber buchen können.

Ein solches Seminar ist mit ausreichendem Vorlauf (mindestens 9 Monate, besser ein ganzes Jahr) durchzuführen. Die Verschiebung in den November war daher dringend notwendig und hat sich ausgezahlt.