

Annex 7_Summary of consultation and Stakeholder Engagement Plan E-Motion Program



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Abbreviations

AFD	Agence Française de Développement (French Development Agency)
BEB	Battery Electric Buses
C40	C40 Cities
CAF	Development Bank of Latin America
CAPEX	Capital Expenditure
CNG	Compressed Natural Gas
ESCP	Environmental and Social Commitment Plan
ESIA	Environmental and Social Impact Assessment
ESMP	Environmental and Social Management Plan
EV	Electric Vehicle
GCF	Green Climate Fund
GHG	Greenhouse Gases
GIZ	German International Cooperation
GGGI	Global Green Growth Institute
ICCT	International Council on Clean Transportation
IDB	Inter-American Development Bank
KfW	Banco de Desarrollo Alemán
LCV	Light Commercial Vehicles
NAMA	Nationally Appropriate Mitigation Action
NDA	National Designated Authority
NDC	Nationally Determined Contributions
OPEX	Operating Expenses
P4G	Partnering for Green Growth and the Global Goals 2030
PROPARCO	Promotion et Participation pour la Coopération Économique (French financial development institution)
WRI	World Resources Institute
WWF	World Wide Fund for Nature
ZEBRA	Zero Emission Bus Rapid-deployment Accelerator

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1 Introduction

The stakeholder engagement is an inclusive process conducted throughout the project life cycle of each project that is part of the E-Motion Program. It supports the development of strong, constructive and responsive relationships that are important for successful management of a project's environmental and social risks, when properly designed and implemented. The stakeholder engagement is most effective when it is initiated at an early stage of the project development process, while is also an integral part of early project decisions along with the assessment, management and monitoring of the project's environmental and social risks and impacts.

In this sense, since the elaboration of the Concept Note, the French Development Agency and its partners (Proparco, CAF, KfW, GIZ) have contacted the NDAs of Argentina, Brazil, Colombia, Costa Rica, Dominican Republic, Mexico and Peru and showed their interest in being part of the **"E-MOTION Program"**. All the NDAs of the countries included in the Program are committed to the development of GHG mitigation policies, decarbonization of the transport sector and the development of electric mobility.

Meetings were held with the different NDAs to develop feasibility studies and prepare a Program Funding Proposal. Also, in the development of the feasibility studies of the Program, several meetings were held with stakeholders in the countries involved, which play an important role in the implementation of the Program. These stakeholders include public development banks, national and municipalities entities, utilities companies, transport operators, private companies, among others.

Each project under this Program will require a Stakeholder Engagement Plan (SEP) scaled to the project risks and impacts, and tailored to the needs of affected communities, must be developed and implemented by the project owner, including a grievance mechanism.

This annex includes the Summary of Stakeholder Meeting carried out during feasibility study for the Program and describes the scope of Stakeholder Engagement Plan that need to develop and implemented for each project under the Program.

2 Stakeholders meeting during Feasibility Study for the E-MOTION Program

Kick-off meetings were held in each of the countries that are part of the program. A presentation of the program, including its objectives, scope and timeline was made. These meetings discussed the main issues that have been identified by AFD and its partners (Proparco, CAF, KfW, GIZ) in the different countries, such as regulations, strategies, policies, projects under development and list of key stakeholders, among other. Table 1 shows a summary of the kick-off meetings by country.

All the meetings were held in Spanish, as official language, in Argentina, Costa Rica, Colombia, Dominican Republic, Mexico and Peru, exceptuating Brazil which is a Portuguese speaking

country. Due to covid-19 restrictions, most of the meetings were conducted through virtual platforms (google meet, zoom, skype, teams).

Table 1 Summary of Program E-motion kick-off meetings within the framework of the feasibility study

Country	Date	Main points	Entity	Annex
Argentina	25-Nov-2020	<ol style="list-style-type: none"> 1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Funding proposal: (i) Technical assistance and (ii) financial assistance. 3. National government is interested. 4. There is a feasibility plan to replace at least 300 buses with electric buses in the city of Buenos Aires. 5. Some urban logistics studies are being carried out in the interior of the country. 6. The transportation sector presents certain informality in its companies and that a large part of its income comes from subsidies from the state, which presents certain difficulties for financing. 7. Argentina has large reserves of gas with the Ministry of Transport (MOT) favouring usage of Compressed Natural Gas (CNG) for vehicles. 8. Steps to be followed for the non-objection process by the Argentinean government. 9. Next steps. 	Agence Française de Développement -AFD	File 1
			GIZ German Development Agency	
			CAF Development Bank of Latin America	
			Grütter Consulting	
			Secretariat of Strategic Affairs - Argentina	
			Ministry of Transport - Argentina	
			Ministry of Environment and Sustainable Development - Argentina	
			Ministry of Environment and Sustainable Development - Argentina	
Brazil	26-nov-2020	<ol style="list-style-type: none"> 1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Request for information on the process of obtaining the NDA Non-Objection (Letter of Approval): NDA has informed that the Ministries will be contacted in Brazil after the project is presented to the NDA for non-objections. 3. It is foreseen that technical assistance may be provided by GIZ and in cooperation with KfW over the project implementation in the years to come. 4. CAF highlighted the limitations of financial health from urban public transport companies and the challengers to acquire loans in Brazil; It was noted that similar financing challengers have been faced by private sector in Latin America. 5. Ministry of Economy highlighted the need for alignment with various sectors; the challenge of technology pathway skills; the existence of a study conducted by Ministry of Science, Technology and Innovation (MCTI) on emissions mitigation in the transport sector, which included studies on ethanol fuel cells. 6. Next steps. 	Secretariat for International Affairs, Ministry of Economy (NDA)	File 2
			Agence Française de Développement -AFD	
			CAF Development Bank of Latin America	
			KfW Development Bank	
			GIZ German Development Agency	
			Grütter Consulting	
Colombia	18-nov-2020	<ol style="list-style-type: none"> 1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Funding proposal: design fund (i) Technical assistance and (ii) financial assistance. 	Agence Française de Développement -AFD	File 3

Country	Date	Main points	Entity	Annex
		3. Main strategies, policies and projects being developed in Colombia (- National electric mobility strategy, Electric Mobility Law, Sustainable transportation roundtable, UPME studies at the regulatory level, Study technical gaps (World Bank, - Study of the modernization of the distribution network, NAMA Move Project led by Findeter and WWF). 4. Main stakeholders (Ministry of Transportation, National Planning Department, Mining and Energy Planning Unit, Ministry of Energy, Ministry of Environment and Sustainable Development, Financiera de Desarrollo Nacional, Bancoldex, etc). 5. The private sector is a key player in electromobility in Colombia. 6. Process for obtaining a national letter of no objection with NDA. 7. Next steps.	CAF Development Bank of Latin America	
			PROPARCO	
			GIZ German Development Agency	
			Grütter consulting	
Costa Rica	19-nov-2020	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Funding proposal: (i) Technical assistance and (ii) financial assistance. 3. GIZ: Pilot Project with 3 electric buses that were donated by the German Government. These buses are not currently in operation. Different approaches have been made to companies with light cargo fleets. 4. AFD also supports the implementation of the National Decarbonization Plan through a loan whose associated technical cooperation has a component on electrification of electricity use (Elaboration of a battery life cycle roadmap with Ministry of Public Works and Transport (MOPT) and Ministry of Health (MinSalud). 5. CAF mentions that they also have a line of credit for electric mobility with Banco Promérica. 6. GIZ and GC: There are difficulties in working with buses, as there are many different companies operating most with less than, 40 buses. Only 2-3 have more than 100. 7. Process for obtaining the LoA from the NDA (Ministry of Environment, Energy and Telecommunications - MINAE) is short, as MINAE is committed to promoting electric mobility projects as part of its decarbonization plan. 8. Next steps.	Agence Française de Développement -AFD	File 4
			CAF Development Bank of Latin America	
			KfW Development Bank	
			Grütter Consulting	
Dominican Republic	03-dec-2020	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Studies and key points to be considered for the country diagnostic. 3. Identification of the stakeholders to be interviewed as part of the market study. 4. Interventions on electric mobility and the project portfolio in the Dominican Republic. 5. The private sector is very active in electric mobility in the country. 6. Next steps.	Agence Française de Développement -AFD	File 5
			GIZ German Development Agency	
			CAF Development Bank of Latin America	
			Grütter Consulting	

Country	Date	Main points	Entity	Annex
			CAF Development Bank of Latin America GIZ German Development Agency KfW Development Bank Grütter Consulting	
Mexico	01-dec-2020	<p>1. Presentation of the E-Motion Program, including objectives, scope and timeline.</p> <p>2. Funding proposal: (i) Technical assistance and (ii) financial assistance.</p> <p>3. SEMARNAT indicates that a draft of the National Electric Mobility Strategy has been prepared.</p> <p>4. INECC: (i) the transportation sector is one of the most important sectors in the NDC; therefore, electromobility is relevant. (ii) Emission inventory and electric mobility studies focused on the value chain, as well as the differential costs of mitigation to electric technology in 12 metropolitan areas of the country are available. (iii) the main barrier identified for the modernization of transportation is financial risks and models.</p> <p>5. GIZ: C40 Cities Finance Facility program in the implementation of electric buses in Mexico City, Hermosillo, Monterrey and Guadalajara, highlighting the progress in the structuring of the latter two cities.</p> <p>6. CAF: Development of advances in public transport mobility, especially in Mexico City.</p> <p>7. KfW: Credit structuring program with Nacional Financiera (NAFIN) that includes technical assistance components and a renewal bonus as a down payment for the new electric vehicle, directly with the financial intermediary. Through NAFIN, which is the implementer, credit will be granted through financial intermediaries to PyMES in the states of Mexico City, Oaxaca and Jalisco.</p>	<p>Agence Française de Développement -AFD</p> <p>CAF Development Bank of Latin America</p> <p>German Development Agency - GIZ</p> <p>Secretariat of Environment and Natural Resources (SEMARNAT)</p> <p>National Institute of Ecology and Climate Change (INECC)</p> <p>Metrobus (BRT System)</p> <p>Secretariat of Finance and Public Credit (SCHP, NDA)</p> <p>Grütter Consulting</p>	File 7
Peru	19-nov-2020	<p>1. Presentation of the E-Motion Program, including objectives, scope and timeline.</p> <p>2. Funding proposal: (i) Technical assistance and (ii) financial assistance.</p> <p>3. GIZ indicates that it is supporting the Urban Mobility NAMA in Lima and Callao, and with the support of UNEP the scrappage scheme.</p> <p>4. CAF indicates public sector interest in transportation studies. Trust fund system to facilitate guarantees to encourage the switch to electric vehicles.</p> <p>5. AFD - Great difficulty in Peru: few formal and organized operators with a consistent fleet, with the exception of Arequipa, Metropolitan Lima and probably the BRT projects of Trujillo and Piura.</p> <p>- Peru is a gas producer, so the price of gas is cheap. Consequently, there is a major difficulty: making electricity "cheap";</p> <p>- Pilot electric buses to Lima and Arequipa, in order to show the interest of this system.</p>	<p>Agence Française de Développement -AFD</p> <p>GIZ German Development Agency</p> <p>CAF Development Bank of Latin America</p> <p>Grütter Consulting</p>	File 8

Country	Date	Main points	Entity	Annex
		<ul style="list-style-type: none"> - Technical Assistance "Enabling policies", study of new business models to facilitate electric mobility. This program has not yet started. - Corproación Financiera de Desarrollo (COFIDE, public bank) finances transportation via GNB and Pichincha banks. - AFD through Proparco: financed a credit access, for the conversion to natural gas of cabs in Lima and Callao, through the COFIGAS program. <p>6. NDA: Process to obtain the letter of no objection.</p> <p>7. Next steps.</p>		

The interviews conducted in each country were key in the development of the feasibility study, as they identified the main technical, financial and legal barriers, risks perception, technical assistance needs for electric mobility investment and deployment. Likewise, these interviews allowed the identification of electric vehicles in operation, implemented electric charging infrastructure, business models, financial mechanisms and potential investment projects to be included in the potential portfolio of the Program.

The following is a summary of the meetings held in each country within the framework of the feasibility study:

2.1 Argentina

Over 15 meetings with different stakeholders were held in Argentina (see table 2). A summary of barriers and enabling factors identified in these meetings is presented below:

Barriers:

- Lack of experience and know-how on creating an enabling surrounding for commercial EVs including regulations (e.g. concession contracts), business models and financial support policies which enable their massive uptake.
- Lacking knowledge of the technology and building capacity for operation and maintenance (batteries).
- Commercial EVs are perceived as lacking profitability and having much higher upfront costs.
- Exchange rate from U.S. Dollar to Argentinian Peso, presumes high interest rates and derives in high investment cost of vehicles.
- Lack of financial support for the purchase or operations of commercial EVs.
- Lack of policies for defining funding mechanisms and business model guidance.
- Argentina has large reserves of gas with the Ministry of Transport (MOT) favouring usage of Compressed Natural Gas (CNG) for vehicles.

Enabling factors:

- The Government has passed some initial bills and regulations as well as an electric vehicle mobility law.
- Argentina has realized various bus and LCV pilots, thus gaining initial experience with EVs.
- Municipalities, public and private entities are interested in electromobility. Potential investment projects were identified.
- Increasing efforts in fleet replacements and renewals for more sustainable alternatives

Table 2 List of meetings in Argentina

Date	Main points	Entity
10-dec-2020	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - Identification of the main barriers. - Priority in advancing a renewable energy agenda with the participation of the Ministry of Transport. Argentina has large reserves of gas with the 	Ministry of Transport

Date	Main points	Entity
	Ministry of Transport (MOT) favouring usage of Compressed Natural Gas (CNG) for vehicles.	
10-dec-2020	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - Identification of the main barriers: Exchange rate from U.S. Dollar to Argentine Peso; High interest rates; High investment cost of vehicles; Access to bank financing or direct financing from manufacturers or leasing; Uncertainty of battery life; Capacity building for operation and maintenance of electric vehicles; Guarantees of the manufacturers; Lack of knowledge of the technology. - Identification of potential investment projects: Replace 36 diesel buses (16 owned buses and 20 leased buses) with 36 electric buses (12 meters). Estimated renewal of 9 buses per year from 2022 (depending on financing). - This company has 18 electric buses (12 meters) in operation. 	Transportation Company of Mendoza (SAUPE)
10-dec-2020 24-jan-2021	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - Identification of the main barriers: Exchange rate from U.S. Dollar to Argentine Peso; High interest rates; High investment cost of vehicles; Access to bank financing or direct financing from manufacturers or leasing; Uncertainty of battery life; Capacity building for operation and maintenance of electric vehicles; Guarantees of the manufacturers; Lack of knowledge of the technology. - The government of Mendoza is one of the pioneers in electromobility. Funds are needed to continue and deepen the progress made so far. - Identification of potential investment projects: (i) Vehicles for official use: Project for the replacement of the official fleet in the city of Mendoza, (ii) Taxis: Taxi replacement project in the city of Mendoza. 	Government of the Province of Mendoza
13-dec-2020 27-jan-2021 18-feb-2021	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - Identification of the main barriers: Exchange rate from U.S. Dollar to Argentine Peso; High interest rates; High investment cost of vehicles; Access to bank financing or direct financing from manufacturers or leasing; Uncertainty of battery life; Capacity building for operation and maintenance of electric vehicles; Guarantees of the manufacturers; Lack of knowledge of the technology. - Identification of potential investment projects: (i) Progressively replace taxis, which access the city center, with electric taxis. A total of 30 electric taxis. (ii) Progressively replace light commercial vehicles (LCVs) that access the city center with electric vehicles. A total of 30 light commercial vehicles (LCVs). (iii) Replace trolleybuses and buses with electric buses (12 meters). A total of 50 electric buses (12 meters), (iv) Progressively replace the city's solid waste collection and transportation vehicles with electric vehicles. A total of 30 solid waste collection and transportation vehicles. - The city of Rosario currently has 32 trolleybuses and a fleet of more than 400 buses. 	Direction of Digital Transformation - Secretariat of Mobility - Municipality of Rosario. Province of Santa Fe.
21-dec-2020 29-jan-2021 02-feb-2021	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - Identification of the main barriers. - Identification of potential investment projects: (i) Progressively replace taxis, which access the city center, with electric taxis. A total of 30 electric taxis and potentially 10 additional electric vehicles. (ii) Progressively replace light 	Department of Data and Statistical Analysis in Municipality of Cordoba

Date	Main points	Entity
	commercial vehicles (LCVs) that access the city center with electric vehicles. A total of 20 light commercial vehicles (LCVs). (iii)Progressively replace the city's solid waste collection and transportation vehicles with electric vehicles. A total of 30 solid waste collection and transportation vehicles.	
22-dec-2020	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - Join efforts in having an integrated and compatible vision of the different environmental and climate change consultancies. 	MOVE LATAM
18-jan-2021	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - Identification of the main barriers. - In development, consultancy hired by CAF to define: the strategy for the renewal of the fleet of 300 buses, the model for the acquisition and operation of battery-electric buses and the proposed financing mechanism. - There is no defined funding mechanism or business model, in search of financing. - Identification of potential investment projects: Replace 300 conventional diesel buses (12 meters) with electric buses. 	Secretariat of Transportation and Works. City of Buenos Aires
21-jan-2021	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - The possibilities of electromobility in the Metropolitan Region of Buenos Aires were identified. 	ATM - Metropolitan Transportation Agency
22-jan-2021 09-feb-2021 16-02-2021	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - Identification of the main barriers. - Identification of potential investment projects: Replace 100 diesel light commercial vehicles (LCVs) with electric vehicles. - There is no defined funding mechanism or business model, in search of financing. 	Provincial Energy Company of Cordoba (EPEC)
12-feb-2021	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - Identification of the main barriers - There is no defined funding mechanism or business model, in search of financing. - Identification of potential investment projects: Replace 25 diesel light commercial vehicles (LCVs) with electric vehicles. 	Provincial Energy Directorate of Corrientes (DPEC)
15-feb-2021	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - Identification of the main barriers: (i) Exchange rate from U.S. Dollar to Argentine Peso, (ii) High interest rates, (iii)High investment cost of vehicles, and (iv) Access to bank financing or direct financing from manufacturers or leasing. - Identification of potential investment projects: Replace 40 articulated trolleybuses (18 meters) with new electric units. TAMSE currently has 70 units of which 30 are buses (12 meters) and 40 articulated trolleybuses (18 meters). 	Municipal Automotive Transport State Society (TAMSE)
19-feb-2021	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - Identification of the main barriers. - Identification of potential investment projects: (i) Progressively replace cabs, which access the city center, with electric taxis. A total of 40 electric taxis. (ii) Replace diesel buses with 12-meter electric buses. 	Government of the City of Salta

Date	Main points	Entity
22-feb-2021	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - Identification of the main barriers. - Identification of potential investment projects: (i) Replacement of diesel buses with electric units. 30 electric buses (12-meter). 	Government of the City of Tucuman
24-feb-2021	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - Identification of the main barriers. - Some potential investment projects were identified. 	Grupo-TEK S.A.

Source: File 9. List of meetings Argentina

2.2 Brazil:

More than 20 meetings with different stakeholders were held in Brazil (see table 3). A summary of barriers and enabling factors identified in these meetings is presented below:

Barriers:

- Lack of experience and know-how on creating an enabling surrounding for commercial EVs including regulations, business models and financial support policies which enable their massive uptake.
- Lack of articulation between involved sectors and agents. (Federal government and regional)
- Rooted mentality to maintain status quo and resistance for change within transport sector main actors.
- Commercial EVs are perceived lacking profitability and having higher upfront costs.
- Skepticism regarding EV fleet performance and operation reflects on decision making
- Technological and technical lagging between electric mobility development and implementation
- Though energy matrix is clean, electricity rates are high and reliant on subsidies.
- For taxi and LCV deployment an urban public fast charging infrastructure is required. This is not yet available making operations of such vehicles problematic.
- Brazil focuses its efforts on the promotion of biofuels. This presents a barrier towards a shift to a more sustainable transportation technology.

Enabling factors:

- The Government has passed some initial bills and regulations for EVs.
- Brazil manufactures vehicles which can be a barrier or an enabling factor towards e-mobility (barrier if the industrial policy is backwards oriented and trying to preserve existing structures and an enabling factor if the industrial policy is geared towards fostering new technologies and future markets).
- Brazil has realized various EV pilots and is thus gaining initial experience.
- Brazil has a very low carbon grid factor.
- Brazil has implemented successfully large-scale transportation projects through international funding development efforts.

Table 3 List of meetings in Brazil

Date	Main points	Entity
09-dec-2020	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - Explanation of the time frame for obtaining a letter of no objection 	Ministério do Meio Ambiente (Ministry of Environment)
17-dec-2020	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - Highlights the need for alignment with various sectors; highlights the challenge of skills in technology pathways; highlights the existence a study conducted by Ministry of Science, Technology and Innovation (MCTI) on emissions mitigation in the transportation sector, which included studies on ethanol fuel cells. - There is the challenge of cost and the absence of subsidies for urban public electric mobility; in the states they want lower ICMS; challenge to change the "mentality" of the actors in the public transport sector; the need for other business models for mobility in Brazil; - Brazil carried out the fleet renewal program; today there are more than 1 million trucks over 30 years old operating in Brazil; the need to strengthen Route 2030; the government has made a significant reduction in several taxes in recent years due to the importance of light electric vehicles (35% to 5%), a reduction in the IPI tax table; establishment of an electric mobility platform in partnership with GIZ; tax reduction for trucks (e.g. Foton and Jacky Motors); IPI zero for trucks; - The study on the impact of electric mobility in Brazil in 2014; recharging energy in mobility should be understood as a service and not as selling energy with infrastructure; reselling used electric buses is not viable and there is no market; one should not only think about reducing the fleet, but also about reducing emissions. 	Ministério da Economia (Ministry of Economy)
18-dec-2020	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - ZEBRA has worked on potential electric mobility projects in partnership with ICCT, C40, P4G, GGGI, WRI, among others; focusing on generating strategy to transform fleets in the region, identifying experiences and lessons learned, promoting knowledge exchange in partnership with industries and banks; highlights the fiscal barrier, the need for incentives to manufacturers, the need for payment guarantees for financing, the need to reformulate transport concession models, the need to restructure the public transport model, the "business as usual" trend, the need to collaborate with energy companies; public authorities could provide financial guarantees. 	ZEBRA
08-jan-2021	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - infrastructure contributes to greater competitiveness and economic development, generating real benefits for society. - The speed with which technology has advanced has brought challenges for its implementation, if there are no institutions and processes that are strengthened and prepared to receive electric mobility projects; institutions need to be strengthened; Currently, projects only work as long as there are funds / resources, but we need deeper institutional changes; the private sector has a role for electric mobility in Brazil; Currently, Brazil still cannot provide the basics of mobility (inefficiency, capacity, old fleets, cleanliness, 	Ministério de Ciências, Tecnologia & inovação (Ministry of Science, Technology & Innovation) Ministério da Economia

Date	Main points	Entity
	<p>poor viability, expensive transportation, etc.). People today want to escape from public transport and still dream of buying a private car;</p> <ul style="list-style-type: none"> - Brazil's energy matrix is clean, but electricity is expensive and relies on subsidies; there is no production of electric cars / buses in Brazil except in pilot cases; initiatives are scarce; the federal government can activate the electric mobility program, but municipalities are responsible for regulation and bidding, which remains a big challenge; operators find it difficult to plan and maintain their capacity to operate; there is also the challenge of opening the market for international companies to provide mobility services; there is a need to differentiate tariffs for electric mobility; the same companies have dominated the electric mobility market; the same companies have dominated mobility in Brazil for the last 40 years and we need other business models; - Electric mobility in Brazil directly impacts biofuels; even with tax incentives for electric mobility; perhaps it is important to think about mobility with hydroelectric vehicles (ethanol and electric); it is necessary to have Brazilian companies as suppliers; - Lack of recharging points and infrastructure; technological challenge and not only electric; - Operators are looking for modernization; technology needs to become cheaper; 	(Ministry of Economy)
15-feb-2021	<ol style="list-style-type: none"> 1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Identified Barriers: (i) Tendency to have business as usual; (ii) Challenge to develop and implement new business models. <ul style="list-style-type: none"> (i) Renovation of 32 bus stations along 22,5 km of exclusive lanes, as well as the incorporation of around 60-80 buses of 28 meters in this project. (ii) Implementation of 35 km of exclusive corridors with around 80 buses of 13 and 28 meters in this project. 3. Technical assistance for: (i) define business model. (ii) define a business case (electric pilot project). 	Curitiba Municipality (Secretary of Transportation of Curitiba)
17-feb-2021	<ol style="list-style-type: none"> 1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Identified Barriers: (i) Financial: Higher level of investment for electric technology and recharging system versus diesel; The effects on user fare (ticket) are high. (ii) Technological: There is still no certainty of the operational performance of electric fleets in the country; therefore, there is a risk and uncertainty of the operation of electric buses. Capacity building for the operation and maintenance of electric vehicles. 3. Technical assistance contracted by GIZ is under development for: <ul style="list-style-type: none"> - Feasibility study to implement an electric bus system. - Business models for public tenders. - Structure a pilot project. - Elaborate the technical and legal documents for public bids. <p>Note: The business model under discussion is the classic concession model, i.e. the concessionaire is responsible for the acquisition of the bus fleet and its operation.</p> 4. Identification of potential investment projects: Public transportation reorganization project in Florianopolis of 174 bus routes. No definition of technology: hybrid or electric buses (Fleet of 358) . 	Development Superintendence of the Grand Florianopolis Metropolitan Region (SUDERF) - Santa Catarina State

Date	Main points	Entity
	5. It is foreseen a pilot of 8 electric buses by 2022. It also foreseen 2 terminals to be implemented with different business models (tickets paid at the terminal not at the buses).	
17-feb-2021	<p>1. Presentation of the E-Motion Program, including objectives, scope and timeline.</p> <p>2. Identified Barriers:</p> <p>(i) The previous mayor's office had an electric mobility plan for Teresina. The new Mayor has not confirmed the previous e-mobility plan for his term, then the new mobility plan needs to be renegotiated with new mayor.</p> <p>(ii) Today, there are concessions of 15 years that will finish by 2030 and the operators will hardly ever accept significance changes in their contracts. For this reason, it is difficult to renegotiate these contracts to incorporate electric fleet purchase obligations.</p> <p>(iii) Due to the impact of the pandemic, the demand has reduced drastically and it is difficult to have financial resources for electric buses.</p> <p>3. Identification of potential investment projects: Fleet replacement by electric buses on trunk corridors (exclusive lanes). A total of 42 electric buses (13 meters) to be implemented until 2022.</p>	Municipal Secretariat of Planning and Coordination / Teresina Municipality
19-feb-2021	<p>1. Presentation of the E-Motion Program, including objectives, scope and timeline.</p> <p>2. Identified Barriers: (i) Financial resources to purchase the new fleet (Higher level of investment for electric technology and recharging system versus diesel); (ii) The municipality cannot pay for 100% of the Pilot Test costs; challenge to measure the pilot test results.</p> <p>3. Identification of potential investment projects: (i) The city has around 3000 buses and it will shift 100% of its buses to clean technology by 2035, starting in 2025 (300 buses per year). Now Belo Horizonte needs to have a Pilot Test to confirm economical and technical feasibility to implement electric buses and the city will start with 25 electric buses in 2022. (ii) The city has around 3000 buses and it will shift 100% of its buses to clean technology by 2035, starting in 2025 (300 buses per year).</p> <p>4. Belo Horizonte has target to reduce CO2 emissions in 40% until 2030 and transport represents 55% of the CO2 emission in the city. In 2016 and 2019, the municipality implemented tests for Urban E-mobility. The results came out as not feasible.</p>	BHTrans / Belo Horizonte Municipality
17-feb-2021	<p>1. Presentation of the E-Motion Program, including objectives, scope and timeline.</p> <p>2. Identified Barriers: (i) Complete implementation of E-mobility in Salvador depends on proven feasibility and funding. (ii) Higher level of investment for electric technology and recharging system versus diesel.</p> <p>3. Technical Assistance: (i) Complete implementation of E-mobility in Salvador depends on proven feasibility and funding. (ii) For the municipality and operators, the financial feasibility has not been proved yet.</p> <p>4. Identification of potential investment projects: This BRT (Lapa-LIP-Pituba BRT corridor) is 15km in 3 sections in "Y" design after the extension. Completion timed for 2022. This city is interested in electric buses; however, the information about the number of buses and category is not available.</p>	Salvador Municipality
18-feb-2021	1. Presentation of the E-Motion Program, including objectives, scope and timeline.	(National Bank for Economic and

Date	Main points	Entity
	2. BNDES has supported infrastructure construction and fleet renewal, including electric buses, in addition to presenting differentiated financing lines for entrepreneurs, with better conditions and lower rates through Finame.	Social Development)
18-feb-2021	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. C40 has strongly supported several Brazilian cities in the implementation of the electric mobility agenda and is well aware of the local demands. He highlights the challenge of financing and bidding, the current business model, CAPEX and OPEX have proven to be insufficient, the challenge of technological know-how and the need for federal incentives.	C40 (NGO)
18-feb-2021	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Identified Barriers: (i) Financial resources to purchase the new fleet (Higher level of investment for electric technology and recharging system versus diesel); (ii) Business model today requests that all cost and investments for public transportation are paid by the bus tickets; business model as usual - the concessionaire is responsible for the acquisition of the bus fleet and its operation. 3. Identification of potential investment projects: Renovation of up to 750 bus within the next 10 years, starting in 2021 with 80 buses. 4. Niteroi has a Municipal Mobility Plan for the next 10 years and is a city that receives oil royalties and, therefore, is also financially healthy for investments. ENEL has shown its intention to finance part of the electric mobility in the city. There is demand for technical assistance.	Municipal Secretariat / Niteroi Municipality
18-feb-2021	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. The organization Climate and Society operates with a focus on climate change and green economy and participates in a relevant platform on electric mobility in Brazil. It sees Sao Paulo as a catalyst for other Brazilian capitals that should copy its model in Brazil. He sees vehicle prices as an obstacle to E-mobility in the case of cabs and charging. He believes that mayors are more connected to the issue at the moment.	Institute for Climate and Society (NGO)
19-feb-2021	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. The world bank currently has public mobility projects in São Paulo, Salvador, Fortaleza and Belo Horizonte (among others), in addition to supporting the fleet renewal plan. The bank has presented other business models for public mobility to municipalities and understands that other players could also finance electric mobility. It recognizes the challenges of vehicle manufacturing in Brazil, high prices, lack of scale in production, foreign exchange risk for international lenders and the drop-in demand for transportation with the pandemic.	World Bank
19-feb-2021	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Currently, WRI works in 30 cities in Brazil and promotes electric mobility in 20 cities around the world. WRI understands as challenges the long-term contracts, the need to separate CAPEX from OPEX, for the moment Brazil does not see electric mobility as a priority, the high cost of production and import, the viability of public transport materializes with the resale market of used	World Resource Institute (NGO)

Date	Main points	Entity
	buses for smaller cities, there is demand for technical assistance in most cities and the issue of E-mobility is still unknown.	
22-feb-2021	<p>1. Presentation of the E-Motion Program, including objectives, scope and timeline.</p> <p>2. Identified Barriers: (i) Financial resources to purchase the new fleet. (ii) Technical Assistance for feasibility studies and structuring the public bidding.</p> <p>3. Currently, there is a credit challenge for the city of Rio de Janeiro, lack of guarantees for the private sector or incentives, deficient credit lines, need for support in the preparation of bids and feasibility studies</p> <p>3. Identification of potential investment projects: (i) Rio de Janeiro has a BRT System with 123km. This system has a deficit of 200 articulated buses. The municipality is willing to implement 200 electric articulated buses (18 meters, with AC). (ii) Rio de Janeiro is building a new BRT line (20km, exclusive lanes). This line demands 200 buses. The municipality is willing to have electric articulated buses (18 meters, with AC). (iii) Rio de Janeiro will renew and increase the number of buses from 4,000 to 6,000 by 2025 and the municipality wants to have electric buses of 12 meters (most of them).</p> <p>Note: In 2014 and 2018, Rio de Janeiro started pilot tests with electric buses. The implementation of 6,000 buses depends on the renegotiation of the current contracts between the operators (current concessionaries) and the municipality.</p>	Municipal Secretary of Transport / Rio de Janeiro Municipality
23-feb-2021	<p>1. Presentation of the E-Motion Program, including objectives, scope and timeline.</p> <p>2. Identified Barriers: Financial resources for 40 private operators, which will have to purchase the new electric bus fleet estimated in 13,000 units by 2028.</p> <p>3. Identification of potential investment projects: Fleet renovation of 13,000 buses in 2022-2028.</p> <p>4. Sao Paulo has a law to reduce CO2 emissions by 2030 and the transport sector represents a relevant portion of CO2. The city has around 14,000 buses and they will be clean technology by 2030, starting in 2022 (1,300 to 1,800 new buses per year). In order to comply with the current law and to fulfil with the CO2 emission reduction targets, the parties agreed on new contract terms (September 2020) which includes renovation of 100% of fleet by using clean technology buses by 2028. The private operators have already agreed the electric buses is the best option for them.</p> <p>- Current contracts (classic concession model, i.e. the concessionaire is responsible for the acquisition of the bus fleet and its operation).</p> <p>- There is an ongoing Pilot Test with 17 electric buses today.</p> <p>It is expected that the fleet will reduce to 13,000 buses by 2028 due to pandemic constrains.</p>	SPTrans / São Paulo Municipality
25-feb-2021	<p>1. Presentation of the E-Motion Program, including objectives, scope and timeline.</p> <p>2. Identified Barriers: (i) Financial resources for private operators, which will have to purchase the new electric bus fleet estimated in 3,000 units until 2027. (ii) Current contracts (classic concession model, i.e. the concessionaire is responsible for the acquisition of the bus fleet and its operation).</p> <p>3. Identification of potential investment projects: Fleet renovation of 3,000 buses in 2025-2028</p> <p>4. Brasília has around 3,000 buses running on diesel today. The municipality has decided to shift to clean technology transport with low CO2 emission. The</p>	Secretary of Transport & Mobility/ Brasilia Municipality

Date	Main points	Entity
	<p>private operators have a contract that needs to be changed and new bids will come up by 2024 and electric buses are the priority</p> <ul style="list-style-type: none"> - Since June/2020, there is an ongoing Pilot Test with 10 electric buses. - The municipality has another advance project to implement 26km of VLT System (Tram) that might reduce 1,600 diesel buses on W3 Avenue every day. <p>The VLT is a priority project for the municipality.</p>	

Source: File 10. List of meetings Brazil

2.3 Colombia

Over 30 meetings with different stakeholders were held in Colombia (see table 4). A summary of barriers and enabling factors identified in these meetings is presented below:

Barriers:

- Cheaper technology implementation for diesel and gas versus electric
- Lacking confidence from funding private sector over interested loaning parties due to short financial soundness and reliability on fulfillment of financial obligations.
- Although the country has tax exemptions, the processes are lengthy and must be initiated in advance in order to receive the effective benefit.
- Uncertainty over the operational performance of electric fleets in the country derives on a sense of risk and uncertainty of the operation of electric buses.
- Outdated electric network.
- Restricted land availability in urban locations spikes land prices.
- Lack of electric technology manufacturing capacity that derives in shortage for the building, support and maintenance of electric vehicles.
- Currently, BYD has concentrated the market.
- Uncertainty about the useful life of batteries, including their final disposal.

Enabling factors:

- Government policies directed to boost electric mobility.
- The National Government has stated incentives through an Electric Mobility Law.
- National Government Agencies acknowledge importance of offering assistance for reducing technical gaps on implementation, operation and maintenance standards
- Goodwill on both private and public sector for developing electric mobility as core sustainable transport alternative.
- Public and private entities are interested in electromobility. Potential investment projects were identified.

Table 4 List of meetings in Colombia

Date	Main points	Entity
03-dec-2020	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - Government actions to boost electric mobility in Colombia at the public policy level 	Mining and Energy Planning Unit (UPME)

Date	Main points	Entity
10-dec-2020	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - Identification of the main barriers. - FDN supported two private operators in the development of the project structure for a TransMilenio bidding process in Bogotá. FDN has experience as a second-floor bank and are interested in reviewing synergies with E-Move Program. 	Financiera Nacional de Desarrollo - FDN
16-dec-2020 14-jan-2021 20-jan-2021	<ol style="list-style-type: none"> 1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Identification of the main barriers: <ul style="list-style-type: none"> - Lack of knowledge about the performance of electric buses (vehicle autonomy). - Investment for electric buses and electric recharging infrastructure is higher than diesel and gas technologies. - Financing resources at competitive interest rates for the incorporation of electric fleet. 3. In search of financing resources for electric fleet and electric recharging infrastructure: low interest rates for loans to the public entity. 4. Creation of a public fleet operator for the city is under analysis. 5. Bogota Business Model: 1. fleet provision concession and 2. operation concession. Advantages: <ul style="list-style-type: none"> - Separation of provision and operation allows replacing an operator that is not fulfilling its contract without affecting the provision of service to the user. - Gives payment guarantee to the financiers, thus involving new actors for financing the fleet. 6. Identification of potential investment projects: New trunk corridors (exclusive lanes) and electric fleet (1,035 buses). 	TransMilenio S.A. (public entity – BRT TransMilenio)
16-dec-2020 21-dec-2020	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - Electric taxi pilot project, an initiative of the city of Medellin in 2018. They are currently structuring a new project to promote electric taxi in Medellin. 	Empresas Públicas de Medellin (EPM) (utilities company)
18-dec-2020	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - ZEBRA is articulating several electric mobility initiatives in Latin America, and has helped to structure electric mobility projects in Medellín 	ZEBRA
21-dec-2020	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - Creation of synergies for articulation with strategic actors in the city of Medellin. 	Energy cluster - Chamber of Commerce
21-dec-2020	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - Experience of the projects executed by Celsia in Colombia with electric buses. 	Celsia (energy company)
22-dec-2020	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - Experience with electric buses in the Metroplus system. 	Metroplus S.A. (public entity – BRT Metroplus) – Metro de Medellin
22-dec-2020	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - WWF: NAMA Move project. Findeter will be the implementing partner. 	WWF

Date	Main points	Entity
22-dec-2020	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - Identification of the main barriers: Taxatelite (38 electric cabs) was part of the cab pilot project, which has had many problems since its inception, as the cabs had complications for their financing due to the new technology and uncertainty regarding the pilot plan. 	Taxatelite (taxi company)
27-dec-2020	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - TCC, in 2019, incorporated 16 electric vehicles to its fleet, 12 in Medellin and 4 in Bogota. These vehicles were incorporated through the Renting model through the company Renting Colombia in order to ensure that they will always have an available fleet and thus avoid maintenance or repair costs. - TCC, in 2020, renewed its Renting contract, but all the electric vehicles were destined to Medellín, where the distances traveled are shorter and therefore the use of EVs is more efficient. The electric vehicles incorporated are Renault branded Kangoo Z.E. reference and these have the function of last mile delivery in order to have a more efficient use. 	TCC (logistic company)
30-dec-2020	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - Auteco is a manufacturer and assembler of automobiles and motorcycles in Colombia. It is a company focused on the development of sustainable mobility, pioneers in electric mobility in Colombia, and has a wide variety of electric vehicles ranging from cargo transportation to personal scooters. - The Stärk E-CARGO 4.0T truck is the most commercialized electric cargo truck in Colombia, marketed mainly through Renting Colombia. They also have direct sales to customers. These vehicles are imported by Auteco so that they can take part of the benefits established by Law 1964 of 2019. 	Auteco Mobility (private company)
30-dec-2020	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - EMCALI has developed charging infrastructure projects. Strategic partner of electric mobility in the city of Cali in Colombia. 	EMCALI (utilities company)
31-dec-2020	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - Blanco y Negro operates 26 electric buses from September 2019, manufactured at the Sunwin Bus Corporation plant, based in Shanghai. - Celsia plays an important role in the arrival of these 26 electric buses by being a partner of the Blanco y Negro company, providing the charging infrastructure. 	Blanco y Negro Masivo (Private operator BRT Mio)
04-jan-2021	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - Experience of the operator Masivo de Occidente and its experience in the inclusion of 4 electric buses in its fleet. Masivo de Occidente plans to expand its electric fleet with eight (8) electric buses. - Electric buses are given a refund of the incentives provided by the National Government under Art. 255 of the Tax Statute, which establishes that legal entities that make investments in environmental control, conservation and improvement may deduct 25% of the investments made from their income tax liability. However, in order to apply this discount, the project must be approved by the Mining and Energy Planning Unit (UPME), then the National Environmental Licensing Authority (ANLA) accredits or not the investments in environmental control or conservation and improvement of the environment, in order to obtain the tax benefit of income tax discount. This accreditation process by the entities can take up to a year, which affects the operators by not being able to receive the benefits quickly, affecting their cash flow. 	Masivo de Occidente (private operator, Medellin)
05-jan-2021	<ul style="list-style-type: none"> - Presentation of the E-Motion Program, including objectives, scope and timeline. - Sunwin is one of the leading suppliers of electric buses. 	Sunwin (electric)

Date	Main points	Entity
	- Difficulty to finance electric buses in the country due to the risk and uncertainty it represents for commercial banks, where in some cases there is a complex history with this type of projects in Colombia, so the requirements in terms of risk are higher.	buses supplier)
12-jan-2021	- Presentation of the E-Motion Program, including objectives, scope and timeline. - Identification of the main barriers: Taxis libres (38 electric cabs) was part of the cab pilot project, which has had many problems since its inception, as the cabs had complications for their financing due to the new technology and uncertainty regarding the pilot plan.	Taxis libres (taxi company)
12-jan-2021	- Presentation of the E-Motion Program, including objectives, scope and timeline. - Bogota Business Model: throughout the different bids the observations have been incorporated; however, TM bidding times are very short to reach agreements with financing funds. - Electric fleet financing fund study contracted by GIZ (Sumatoria is the structurer): it is under development and a first product is delivered by the end of January 2021	Sumatoria (consulting company)
12-jan-2021	- Presentation of the E-Motion Program, including objectives, scope and timeline. - The Mayor's Office of Medellín is promoting electric mobility projects contained in the city's development plan, for electric buses there is the project for the District F corridor and the corridor to the airport, and for cabs they are developing a project to promote the renewal of vehicles with EV technology. - Identification of potential investment projects: Promote the technological upgrade of the taxi fleet in the city of Medellín: A total of 150 electric taxis.	Secretary of Mobility of Medellín)
14-jan-2021	- Presentation of the E-Motion Program, including objectives, scope and timeline. - Grupo Fanalca won the bidding for 406 electric buses to operate in Bogota. Entry into operation of the electric fleet awarded November 2021. In process of securing financing.	Grupo Fanalca (private operators BRT systems)
20-jan-2021	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Barriers identified: - Financial: (i) Higher level of investment for electric technology and recharging system versus diesel. (ii) Lack of financial soundness of private operators and municipalities to apply for loans. (iii) Guarantees with sufficient financial backing. (iv) Lack of confidence in the financial sector to lend to private transport operators due to non-payment of their financial obligations. (v) Although the country has tax exemptions, the processes are lengthy and must be initiated in advance in order to receive the effective benefit. - Technological: (i) There is still no certainty of the operational performance of electric fleets in the country; therefore, there is a risk and uncertainty of the operation of electric buses. (ii) Updating of the electric network. (iii) Yards and workshops: availability of land in the city is very restricted and with very high prices. (iv) Support and warranty from manufacturers. (v) Capacity building for the operation and maintenance of electric vehicles. (vi) Lack of established manufacturers in the country offering electric technology to diversify the market. Currently, BYD has concentrated the market. (vii) Uncertainty about the useful life of batteries, including their final disposal. 3. Financial mechanism is not defined. Seeking resources from the National and Municipal Governments. 4. Financial mechanisms and business model will be defined by each city (Municipal Government).	Sustainable Urban Mobility Unit (UMUS)/ Ministry of Transport

Date	Main points	Entity
	5. Identification of potential investment projects: Promote the technological upgrading of the public passenger transportation fleet in different cities of Colombia based on the established national goals (14 cities, around 1087 buses).	
25-jan-2021	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Bancoldex explained the credit lines available for project financing. Bancoldex is interested in managing the resources of the e-motion program, which is currently being structured and is the subject of this consultancy.	Bancoldex (second floor bank)
28-jan-2021	1. Presentation of the E-Motion Program, including objectives, scope and timeline 2. Identified technical barriers: - Adjustment of the chassis to suit the infrastructure conditions of the city's roads. - Capacity building of operators and drivers. - Availability of land (depots) in the city for space and high prices. - Lack of capacity, of the public entity, on the knowledge of electric technology. It highlights the importance of the new business model where the ownership of the fleet is separated from the operation, which led to the participation of private capital funds interested in investing, since the payment guarantee came directly from the state. For the fleet provision concession, the private equity fund Ashmore participates with 60% and Somos K 40%. For financing, they resorted to borrowing from Proparco (50%) and Financiera Desarrollo Nacional (50%).	Electribus (concessionaire of fleet supply)
28-jan-2021	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Main barrier: financial resources at good rates for the incorporation of electric fleet. The national government is seeking sources of financing for the electric fleet. An electromobility fund for urban transportation fleets in the country is currently being structured and is being financed by GIZ. The national government has also established an intersectoral roundtable to design strategies to meet the different goals established.	National Planning Department (DNP)
02-feb-2021	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Identification of the main barriers: - Taxis: (i) The recharge infrastructure network is limited. (ii) Decrease in the investment cost of electric taxis. (iii) Alternative additional income, e.g., advertising on vehicles. (iv) Differential business models. (v) Access to financing for owners who are not creditworthy. (vi) Lack of capacity building for the structuring of business models. (vii) Differential fare models for electric taxis and taxis with conventional technologies. (viii) Atomized ownership: small owners. - Charge infrastructure: (i) Costs of electric charging infrastructure are very high. (ii) Unsustainable financial model because there is not enough demand for electric vehicles in the city. (iii) Technical assistance to structure an alternative business model, such as Pays-As-You-Save. - Light-duty vehicles: (i) Costs of electric vehicles are very high. (ii) Lack of knowledge of electric technology. (iii) Atomized ownership: small owners. (iv) Access to financing for owners who are not creditworthy. (v) There is still no certainty of the operational performance of electric fleets in the country; therefore, there is a risk and uncertainty of the operation of electric trunks. (vi) Support and warranty from manufacturers. 3. Technical Assistance: (i) for the structuring of a taxi replacement and scrapping fund. (ii) for the structuring of a fund for the replacement and scrapping of light-duty vehicles.	Secretariat of Mobility of Bogota

Date	Main points	Entity
	4. Identification of potential investment projects: (i) Replacement of the taxi fleet in the city of Bogotá with electric vehicles. A total of 48,294 electric taxis. (ii) Public access chargers (50 kW) that can be located in service stations, parking lots, malls and public spaces. A total of 2,342 public chargers. (iii) Replacement of the light-duty vehicle fleet (less than 10.5 tons) in the city of Bogotá with electric vehicles. Current fleet (diesel) with an average age of 20 years.	
12-feb-21	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Corona relies on environmentally friendly technology, would be interested in owning electric vehicles.	Corona (private company)
18-feb-21	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Importance of electromobility in Colombia in the framework of the NDC. 3. Identification of technical assistance to close gaps in both the public and private sectors.	Ministry of Environment and Sustainable Development
21-feb-21	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Ministry is in the process of developing the draft regulation for cargo infrastructure	Ministry of Energy
26-feb-21	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Findeter is preparing the NAMA Move to promote the change from fossil fuel fleets to electric vehicles, mainly for Public Transportation, Taxis, Light Cargo and Official Vehicle Fleets. This NAMA will be submitted to the NAMA Facility by the end of 2021. The resources are 20 MM Euros (20% technical assistance and 80% fleet financing). The structuring of the NAMA includes the financial instruments to channel the resources that may come from different sources. They are not focusing on electricity infrastructure issues within the scope of the NAMA. 3. Findeter is an accredited entity before the Green Climate Fund (risk B, intermediation B, they are accredited to manage resources up to 50 MM USD non-refundable, loans and/or credits). 4. Interested in channeling the resources coming from the Emotion Program, considering that they are preparing for this task through the structuring of financial instruments and products that are part of the scope of the NAMA Move.	Findeter (second floor bank)
02-mar-2021	1. Presentation of the progress of the e-motion program for the structuring of the financing proposal. 2. Endorsement Letter from the Ministry of Transport to the e-motion program to be submitted to the NDA.	Ministry of Transport
05-mar-2021	1. Mechanisms for managing AFD resources with the GCF in other projects. 2. AFD-Proparco financing experiences in mobility in Colombia. 3. Findeter and AFD will meet to identify synergies to work on.	Findeter (second floor bank)

Source: File 11. List of meetings Colombia

2.4 Costa Rica

More than 15 meetings were held in Costa Rica with different stakeholders, see table 5. A summary of barriers and enabling factors identified in these meetings is presented below:

Barriers:

- Lack of experience and know-how on creating for commercial EVs an enabling surrounding including regulations (e.g. concession contracts), business models and financial support policies which enable their massive uptake.
- Lag on reformulation of outdated laws that include incentives for electric transportation.
- Financing blockages due to short concessions period that do not guarantee payment fulfillment.
- Commercial EVs are perceived to lack profitability and have much higher upfront costs. The financial system has limited appetite for entering this market as it is not deemed to be profitable.
- For taxi and LCV deployment an urban public fast charging infrastructure is required. This is not yet available making operations of such vehicles problematic.
- Lack of significant financial support for the purchase or operations of commercial EVs. Kick-starting EV deployment in this area without concessional finance and subsidies covering part of the incremental investment will not be possible.

Enabling factors:

- E-mobility is a topic since many years in Costa Rica. The Government has issued important laws and regulations as well as national development plans containing EV targets, incentives and support structures.
- Public charging infrastructure (primarily for passenger cars) is being established and electricity prices for public charging as well as e-buses have been fixed.
- Costa Rica produces close to 100% of electricity based on renewables and has sufficient additional production capacity.

Table 5 List of meetings in Costa Rica

Date	Main points	Entity
07-dec-2020	1. Presentation of the E-Motion Program, including objectives, scope and timeline 2. Update on pilot project with 3 electric buses. Recommendations on who to contact in the sector	Protecto Mi Transporte - GIZ
14-dec-2020	1. Presentation of the E-Motion Program, including objectives, scope and timeline 2. The functioning of the electric mobility technical roundtable was explained. The roles of the different actors. Work continues on updating the law on incentives for electric transportation. There is a lack of assistance and training for insurers and firefighters on electric vehicles. There is also a lack of assistance on the management of batteries at the end of their useful life. 3. NDC updated with electric commercial vehicle targets.	Ministry of Environment and Energy
14-dec-2020	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Bus concessions will be renewed in 2021. There are no concrete intentions to include electric buses as a concession requirement.	Public Transportation Council
15-dec-2020	1. Presentation of the E-Motion Program, including objectives, scope and timeline 2. Support from the First Lady's office. They have expedited several processes with banks and other stakeholders.	President's House/First Lady's Office

Date	Main points	Entity
15-dec-2020	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Established preferential credit lines. The main barrier to financing buses is the 7-year concession period, which does not represent a guarantee.	National Bank
29-dec-2020	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Automercado wanted to purchase 2 electric panel type vehicles, however, there were none on the market at the time of purchase. They are still willing to buy electric vehicles. They are willing to pay cash.	Automercado (supermarket)
05-jan-2021	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Technical information regarding Costa Rica's electrical grid.	Autoridad Reguladora de los Servicios Públicos - ARESEP (Regulatory Authority of Public Services)
06-jan-2021	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Update on electric mobility cooperation projects in Costa Rica.	ONU - Environment
11-jan-2021	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Established preferential credit lines. Main barrier to financing buses is the 7-year concession period, which does not represent a guarantee.	Banco Popular (commercial bank)
11-jan-2021	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Established preferential credit lines. Main barrier to financing buses is the 7-year concession period, which does not represent a guarantee.	Banco Promérica (commercial bank)
12-jan-2021	1. Presentation of the E-Motion Program, including objectives, scope and timeline 2. Opportunities for EV leasing company	CTW Leasing
13-jan-2021	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Update on electric mobility projects. Business model studies for electric buses	Inter-American Development Bank
13-jan-2021	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Sustainable Urban Mobility Program at the regional level. Restructuring of the PRELEC project.	Central American Bank for Economic Integration
15-jan-2021	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Experiences with electric motorcycles and two panel vans that were loaned by Kangoo. If there is interest in making a fleet change, however, due to national finances, there is a guideline that prohibits the replacement of units for the time being.	Correos de Costa Rica (national postal service)

Source: File 12. List of meetings Costa Rica

2.5 Dominican Republic

More than 15 meetings were held in Dominican Republic with different stakeholders, see table 6. A summary of barriers and enabling factors identified in these meetings is presented below:

Barriers:

- Lack of experience and know-how on creating an enabling surrounding for commercial EVs including regulations (e.g. concession contracts), business models and financial support policies which enable their massive uptake.
- Reduced offer on lines of credit with uncompetitive interest rates for EV purchasing
- Lack of articulation between tax exemptions and incentives, and applied tax regulations
- The lack of a regulations e.g. for charging infrastructure or pricing.
- Electric recharging infrastructure is limited.
- Lack of knowledge of the technology (batteries, maintenance).
- A high cost of EVs. Expensive importation taxes (higher than fossil fuel vehicles) and delays on merchandise nationalization
- No specialized providers of maintenance of EVs.

Enabling factors:

- Enabling regulatory framework through the national policy on EVs, the tax incentive law, or the law to support renewable energies.
- Political interest in electric mobility expressed through the Strategic Plan for Electric Mobility.
- Public and private entities are interested in electromobility.
- Goodwill from private sector to develop electric mobility as sustainable transport alternative on fleet replacements and renewals.

Table 6 List of meetings in Dominican Republic

Date	Main points	Entity
21-dec-2020	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Process for obtaining a letter of no objection: <ul style="list-style-type: none"> - Contact Institutions without letters - Deadline for obtaining the Letter of No Objection is April. - Submit all documents to the Ministry of the Environment by the end of March, before submitting to the GCF, in order to obtain the Letter of No Objection. - The ministry will share the information requested information (28/12/2020). 	Ministry of Environment and Natural Resources (NDA) Ministry of Economy, Planning and Development
21-dec-2020	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Identification of the main barriers: <ul style="list-style-type: none"> - High vehicle import taxes. - High financing rates. - Getting clients to develop the project. - In search of financing resources for the project. 	Energy Consulting and Solutions, ENCOS, SRL / Cucama (private company)

Date	Main points	Entity
	3. Identification of potential investment projects: (i) A total of 4 Base Camp and 160 - 200 light commercial vehicles (LCVs), Santo Domingo. (ii) A total of 4 Base Camps and 80 - 100 light commercial vehicles (LCVs), Santiago.	
23-dec-2020	<ol style="list-style-type: none"> 1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. ASOMOEDO will share information from partner companies to participate in the E-motion Program. 3. Possibility of financing charging infrastructure and EV projects through partner companies (Go Electric, Zero Emission RD, GIGA AUTO, Energia). 	Dominican Electric Mobility Association (ASOMOEDO)
12-jan-2021	<ol style="list-style-type: none"> 1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Information requests are published on the CNE and SIE web pages. 	Ministry of Energy and Mines (MEM)
13-jan-2021	<ol style="list-style-type: none"> 1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. SIE will share information requested in questionnaire 3. SIE is planning to rethink the current tariff regulations in a study together with EnergyNautics. 4. SIE plans to regulate grid quality and conditions. 5. Technical Assistance: <ul style="list-style-type: none"> - Interest in receiving technical assistance for the development of regulations for the installation of chargers and battery management. - Interest in installing charging points after solving grid deficit problems. 	Superintendency of Electricity (SIE)
13-jan-2021	<ol style="list-style-type: none"> 1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Identified barriers: <ul style="list-style-type: none"> - Lack of electric charging infrastructure throughout Greater Santo Domingo. - The costs of electric vehicles are very high compared to gasoline vehicles. - Lack of regulation regarding the creation of a taxi registry in the country and regulation on fares. 3. Identification of potential investment projects: Fleet renewal with electric taxis. A total of 160-200 electric taxis. In search of financing resources for the project at low interest rates. 	APOLO TAXI (taxi company)
14-jan-2021	<ol style="list-style-type: none"> 1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Identified barriers: <ul style="list-style-type: none"> -There are few lines of credit for electric vehicles and with uncompetitive interest rates. -Limited electric recharging infrastructure. -High taxes for vehicle imports and lack of regulation for electric buses. -Customs and tax processes are longer to acquire electric vehicles than for fossil fuel vehicles. 3. Identification of potential investment projects: Acquire 600 units of electric vehicles for Urban and Tourist Public Transportation service and install 15 electric chargers in the first year. 4. Projects under development by GO electric: <ul style="list-style-type: none"> - GO electric is focused on commercial vehicles and urban and tourist transportation. -GO Electric has 7-passenger van-type EVs for sale. -GO Electric has negotiations with public transportation and tourism driver unions (with more than 3,000 members). 	GO ELECTRIC

Date	Main points	Entity
19-jan-2021	<ol style="list-style-type: none"> 1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Identified barriers: <ul style="list-style-type: none"> - No financial resources to increase the fleet to 100 electric vehicles. - Lack of regulation in the sector. - Law 103-13 establishes that electric vehicles only pay 50% of import taxes. However, the General Directorate of Internal Taxes (DGII) does not recognize this tax exception which is a disincentive for electric mobility. 3. Identification of potential investment projects: The Company has a fleet of 20 electric vehicles operating with Uber and plans to increase its fleet to 100 electric vehicles. A total of 80 electric vehicles. 4. Zero Emission RD: <ul style="list-style-type: none"> - First EV service and support center in the Dominican Republic. - Pioneers in the Dominican Republic in the field of Electric Mobility with 5 years working in the sector. - Zero Emission has a fleet of 20 EVs operating with Uber with plans to increase fleet to 100 EVs. - Zero Emission has the main EV importers in the country. - Zero Emission has trained more than 100 firefighting units on how to act in case of EV disasters. 	Zero Emission RD
19-jan-2021	<ol style="list-style-type: none"> 1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. EverGo y CEPM: <ul style="list-style-type: none"> - Private company pioneer in power generation. - Owners of the subsidiary CEPM, which generates, transmits, distributes and commercializes energy in the tourist area of Punta Cana-Bávaro and Bayahíbe, with an available capacity of more than 300 MW. - They do not have financing funds; their projects have been developed with their own capital of around USD\$30-40 million. - They have the largest charging infrastructure in the country with 200 chargers under the EverGo brand. Chargers Level 2 of 22kw (60%) and Level 3 of 50kw (40%). - Intelligent charging stations with power controllers to ensure that the circuit capacity is not exceeded. - They have a pilot plan with Public Transport companies to install chargers for buses, they have already installed 160kw charging stations. - In the coming months they will launch a project to install chargers at residential level. - Only interested in charging infrastructures 	InterEnergy Holdings Ltd. (EverGo) Consortio Energético Punta Cana – Macao (CEPM)
20-jan-2021	<ol style="list-style-type: none"> 1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Taino Express: <ul style="list-style-type: none"> - Courier and Shipping Company - Small fleet of 10 units of combustion vehicles. - They have franchise type offices in other provinces of the Dominican Republic but most of them do not have delivery 	TAINO EXPRESS (Courier)
26-jan-2021	<ol style="list-style-type: none"> 1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. GIGA Auto: <ul style="list-style-type: none"> - EV Importers. 	GIGA AUTO

Date	Main points	Entity
	<ul style="list-style-type: none"> - They are representatives of 3 different manufacturers of electric chargers up to 350 kw. - They have a project to install a 50, 100- and 160-kw charging network. - They are working on a project of shared motorcycles/scooters for leasing in tourist areas. - In search of the possibility of financing for a fleet of electric motorcycles/scooters for urban charging. <p>Note: GIGA AUTO are importers of electric vehicles. They are representatives of 3 different manufacturers of electric chargers up to 350 kw. They have a project to install a charging network of 50, 100 and 160 kw and are working on a project of shared motorcycles/scooters for leasing in tourist areas.</p>	
27-jan-2021	<ol style="list-style-type: none"> 1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Identified barriers: <ul style="list-style-type: none"> - Price of electric vehicles is very high versus diesel vehicles. - Having charging stations at each bus terminal is very expensive. - Electric buses are not yet viable, cost versus profitability. - The autonomy of the vehicles is very limited. - Amortization time of financing in country is very long and affects profitability 3. Caribe Tours / Caribe Pack: <ul style="list-style-type: none"> - Largest Urban and Interurban Public Transportation Company in the Dominican Republic. They also offer tourist, business and parcel services. - They have a fleet of 700 buses for urban, interurban, tourist and business personnel transportation services. - They have a fleet of 11 vehicles for urban cargo (trucks and minibuses converted to cargo vehicles). - They have financing directly from Brazil; all their buses are imported from Brazil. - They renew their fleet every 5 years. - They consider that electric buses are not viable for the type of service they offer due to cost vs. profitability, autonomy and lack of charging infrastructure in the country. 4. Identification of potential investment projects: (i) Renewal of the diesel fleet with 150 electric buses (9 and 11 meters). (ii) Acquire 25 electric light commercial vehicles for courier service. 	Caribe Tours (bus operator) / Caribe Pack (courier)
27-jan-2021	<ol style="list-style-type: none"> 1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Identified barriers: (i) DHL has not found a company in the market that guarantees them the minimum maintenance for the first 3 years or the first 100,000 kilometers of use for electric vehicles (LCV). (ii) Financing program for electric vehicles. 3. DHL: <ul style="list-style-type: none"> - DHL has its own fleet of 30 diesel vehicles (3 trucks and 27 van-type vehicles). The useful life of the fleet is 6 years or 150,000 kilometers. - DHL plans to electrify 100% of their fleet, renewing 25-30% of the fleet per year. - DHL requires the EV supplier to guarantee minimum maintenance for the first 3 years, or the first 100,000 kilometers. 4. Identification of potential investment projects: Renewal of 25-30% of the fleet per year per DHL Global policy. Acquire 5-7 light commercial vehicles (LCVs) from 2021 to 2025 (to renew 100% of the fleet, 30 units). 	DHL (courier)

Date	Main points	Entity
01-feb-2021	<ol style="list-style-type: none"> 1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Identified barriers: <ul style="list-style-type: none"> - Electric charging points for buses on all routes. - High performance and durability batteries. - Training and technical assistance to learn about the performance of the technology. - Investment costs are higher for electric versus diesel technology. - Financing resources depend on the Presidency of the Dominican Republic, since resources are allocated annually in the Annual Operational Plan. 3. Technical assistance: Technical assistance to learn about the technology and create favorable conditions for electric vehicles on transport routes. 2. OMSA: <ul style="list-style-type: none"> - Public institution operators of buses for urban passenger transportation. - They have a fleet of 674 buses, of which about 370 are in operation, the rest are under repair or need to be replaced. - All buses are acquired through public bids at the national level. 4. Identification of potential investment projects: <ul style="list-style-type: none"> - Renewal of around 150 buses of its fleet, 25% articulated and 75% buses (13 meters). 	Metropolitan Bus Service Office (OMSA, public bus operator)
02-feb-2021	<ol style="list-style-type: none"> 1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Identified barriers: <ul style="list-style-type: none"> - There are few lines of credit for electric vehicles and with uncompetitive interest rates. - Electric recharging infrastructure is limited. - Training and technical assistance in electric technologies for small owners. - Law 103-13 establishes that electric vehicles only pay 50% of import taxes. However, the General Directorate of Internal Taxes (DGII) does not recognize this tax exception which is a disincentive for electric mobility. 4. Identification of potential investment projects: (i) CNTU affiliates are interested in renewing the diesel fleet to electric fleet. A total of 3,750 electric buses (9 - 12 meters). (ii) CNTU affiliates are interested in renewing the gasoline fleet to electric fleet. A total of 21,250 electric taxis. 	<p>Central Nacional de Transportistas Unificados - CNTU</p> <p>(A transportation union, affiliating small bus or taxis owners.)</p>
02-feb-2021	<ol style="list-style-type: none"> 1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. The identified barriers have been documented within the National Electric Mobility Strategic Plan, some of them are: <ul style="list-style-type: none"> - Lack of guidelines for electric charging infrastructure. - Electricity tariffs that allow recovering infrastructure investments. - Application of incentives included in Law 103-13 by the General Directorate of Internal Taxes (DGII). - Import times are longer for electric vehicles than for fossil fuel vehicles. - Institutional and professional capacity for diagnosis, maintenance and repair of electric vehicles and electric recharging infrastructure. 3. Technical assistance to implement the strategies established in the "National Electric Mobility Strategic Plan". 	Instituto Nacional de Tránsito y Transporte Terrestre - INTRANT (public entity)
04-feb-2021	<ol style="list-style-type: none"> 1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. CONATRA has just started operating the Núñez de Cáceres Corridor with 30 Euro III buses (Buses are financed through commercial banks). 3. CONATRA is 	Central Nacional de Organizaciones

Date	Main points	Entity
	interested in acquiring electric; however, it does not have the electric bus projections.	del Transporte - CONATRA (A transportation union, affiliating small bus owners.)
04-feb-2021	<ol style="list-style-type: none"> 1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Identified barriers: <ul style="list-style-type: none"> - Incomplete implementation of "Law 103-13 on incentives for the importation of non-conventional energy vehicles", the General Directorate of Internal Taxes (DGII) does not recognize that motorcycles have the benefits indicated in this Law. - Law 103-13 establishes the reduction of import taxes, but the DGII requires that the final consumer be charged 100% of the taxes, which eliminates the opportunity to receive 100% of the tax savings indicated in the Law. - The law is not clear regarding the inclusion of electric two-wheeled vehicles, which limits the importation of electric motorcycles, scooters or electric bicycles. - High financing rates, approximately 8% for up to 4 years. 3. Identification of potential investment projects: Fleet expansion with electric motorcycles (50 amps) and electric vehicles (electric van). A total of 750 electric motorcycles and 5 electric light commercial vehicles dedicated to urban courier service. <p>3. AVA Electric/ECO:</p> <ul style="list-style-type: none"> - AVA is a brand of motorcycles with more than 10 years in the region; AVA Electric is the electric division of the AVA brand. AVA wants to install an electric motorcycle assembly plant in the Dominican Republic. - The first and only pilot projects of electric motorcycle taxis in the country were carried out by the AVA brand. - ECO Mensajería has been providing urban courier services with electric units since 2013 	AVA Electric/ECO Mensajería (Sustainable Entrepreneurship)

Source: File 13. List of meetings Dominican Republic

2.6 Mexico

Over 25 meetings were held in Mexico with different stakeholders, see table 8. A summary of barriers and enabling factors identified in these meetings is presented below:

Barriers:

- Public transportation in Mexico is predominantly individually owned units in both buses and taxis. This makes the process of fleet renewal difficult, since they are not subject to credit and therefore do not have the financial conditions to acquire electric vehicles.
- Duration of public transportation concessions: the concession length in many states is too short for electric buses i.e. they cannot recover their costs and the concession period does not match their technical lifespan including a one-time battery replacement. This makes financing more difficult and costly.

- There is still no certainty of the operational performance of electric fleets in the country.
- Higher initial investment for electric technology and charging system versus diesel.
- Lack of knowledge of the after-sales service provided by electric bus manufacturers.

Enabling factors:

- Experience in the automotive industry: Mexico has different production plants.
- Existence of structured transport systems: the schemes that have been developed in different states for the provision of mass transport services have evolved and allow for a distribution of responsibilities and greater institutional capacity in regulation, which is conducive to the transition to electrical technologies.
- Ongoing pilot projects developing electric mobility implementation.
- Interest of EV manufacturers in the national market.
- Public and private entities are interested in electromobility. Potential investment projects were identified.

Table 7 List of meetings in Mexico

Date	Main points	Entity
26-nov-2020	<ul style="list-style-type: none"> - It is agreed to focus on advanced projects and not on identifying long-term development opportunities. - The diagnostic should be comprehensive enough to understand the framework and identify the short, medium- and long-term opportunities, as well as the actors that in the medium term could drive electromobility. - The focus of the project is on commercial vehicles such as buses, cabs and cargo vehicles, but not on private vehicles. - Potential cities: - Mexico City; Guadalajara: renewal of cab fleet.; Merida, Veracruz and Cancun: Veracruz-Merida-Cancun green corridor; Oaxaca, Querétaro, Colima, Puebla, Tijuana and Hermosillo: have shown interest in the program. 	AFD
30-nov-2020 03-dec-2020	<ul style="list-style-type: none"> - KfW together with NAFIN are moving forward with a vehicle renewal program focused on PyMES in the states of Mexico City, Oaxaca and Jalisco, where a 15% bonus is granted for electric vehicles. - The strengths of the program are the scrappage scheme and the implementation of a system that seeks to facilitate the tracking of resources. - Second phase of the KfW-NAFIN vehicle renewal program, with allocation in 2021 and 4 or 5 years to sign a contract, in which the focus will be on urban public transportation, which could bring in large companies such as Metrobus. - Important cities include Mexico City with Metrobus and electric cabs, Guadalajara with electric cabs and buses and Puebla due to its institutional framework and interest. - In the light-duty sector, companies such as Bimbo, Danone and Corona are making inroads into electric mobility. 	KfW
30-nov-2020 14-dic-2020	<ul style="list-style-type: none"> - Cities with urban transportation projects where electromobility can be investigated are Hermosillo, Culiacán, Sinaloa, the Metropolitan Zone of La Laguna Region, Monterrey and Guadalajara. - Discussion on technical assistance within the framework of E-motion. It was agreed to hold a meeting after the definition of the projects in order to adjust the technical assistance based on them. - Identified barriers: (i) Costs of electric vehicles are very high versus gas/diesel. (ii) Public resources were allocated for the acquisition of gas fleet in 	GIZ

Date	Main points	Entity
	<p>Guadalajara. In analysis of the change in the allocation of resources for electric vehicles. (iii) Due to the pandemic (covid-19) passenger demand decreased; therefore, there is uncertainty for the private operator to invest in electric buses.</p> <p>- Potential projects: Hermosillo, Monterrey and Guadalajara, which are part of the C40 Cities Finance Facility (CFF) electrification projects.</p>	
14-dec-2020	<p>1. Presentation of the E-Motion Program, including objectives, scope and timeline.</p> <p>2. (i) Pilot projects are underway for 10 articulated buses on Line 4 and 10 12-meter buses on Line 3, which will start operating in the first quarter and June 2021, respectively. (ii) Line 3 is expected to be 100% electrified and the new Circuito Interior is expected to start operating in this technology in the third quarter of 2021. (iii) Metrobus' vision is to achieve a system that operates in the processes of fleet renewal and expansion of the system in electric vehicles. (iv) Vehicle renewal plan: 588 units; CITEMSA and CISA (2023): 23 units; Renewal 10 corridors (2024): 42 units</p> <p>3. Identified barriers: (i) There is still no certainty of the operational performance of electric fleets in the country; therefore, there is a risk and uncertainty of the operation of electric buses. (ii) Higher initial investment for electric technology and charging system versus diesel. (iii) Obtaining financial resources to cover the differential between diesel and electric buses; (iv) Higher investments for medium voltage infrastructure works (Federal Electricity Commission - CFE) and electric recharging infrastructure.</p> <p>4. Identification of potential investment projects: Metrobus BRT fleet renewal plan 2020 - 2030: Acquisition of electric fleet to operate in new peripheral trunk corridors (exclusive lanes), including electric recharging infrastructure. A total of 738 electric buses.</p>	Metrobus (public entity)
14-dec-2020	<p>1. Presentation of the E-Motion Program, including objectives, scope and timeline.</p> <p>2. Identified barriers: Multiplicity of transportation regulation in Mexico. In cabs, individual ownership does not allow the operator to be subject to credit and vehicle costs make traditional vehicles more profitable.</p> <p>- A distinction must be made in that electromobility projects are project finance projects and not balance sheet based, which has given rise to atypical and specialized financing actors</p>	ENGIE (energy company)
18-dec-2020	<p>1. Presentation of the E-Motion Program, including objectives, scope and timeline.</p> <p>2. (i) ZEBRA, This initiative involves several Latin American countries and seeks to accelerate the deployment of electric buses by bringing together commitments from different stakeholders such as manufacturers, transport management bodies and investors.</p> <p>(ii) This initiative conducted a diagnostic of business models, including the Metrobus model, and provided recommendations for different operating schemes in the region. (iii) BYD declared its intention to produce 1,440 zero-emission buses in the region by 2022.</p>	ZEBRA
13-jan-2021	<p>1. Presentation of the E-Motion Program, including objectives, scope and timeline.</p> <p>2. (i) The Secretariat of Finance and Secretariat of Environment and Natural Resources (SEMARNAT) are in charge of approvals as NDA, Secretariat is the authority and SEMARNAT is sectorial. (ii) It is recommended to inquire about</p>	National Institute of Ecology and Climate Change (INECC)

Date	Main points	Entity
	the project information to be included in the submission forms to facilitate the NDA review process such as co-benefits and beneficiary population information. (iii) The National Association of Private Transportation (ANTP): is a key actor for LCV; it associates those who produce and deliver their products themselves.	
22-jan-2021	<p>1. Presentation of the E-Motion Program, including objectives, scope and timeline.</p> <p>2. Identified barriers: (i) Financial resources not available for electric fleet acquisition. (ii) Operating income (user fare) does not cover operating costs. (iii) cost of acquisition, which requires long-term financing mechanisms (10 years on average) to achieve operational viability, as well as financial and technical support.</p> <p>3. (i) The acquisition in 2021 of single and articulated trolleybuses (80 in total) was made with a purchase with government resources without financing mechanisms, through a bidding process. (ii) There are no regulations in Mexico for trolleybuses, so European regulations were used as a reference. (iii) The main short-term project is the Eje 8, for which a complementary vehicle fleet of about 90 units is required and is expected to be operational in 2021. (iv) Secretariat of Mobility of Mexico City (SEMOVI) has promoted the inclusion of the private sector, through the provision of the vehicle fleet initially for Eje 8 in the complementary provision of about 90 units. (v) The electric cab service was withdrawn because the STE wants to strengthen its medium and high capacity systems. (vi) STE seeks to recover its participation in the public transport system by recovering transport lines currently operated by traditional transport, for which it expects to reach 500 new units (200 have already been acquired) by 2024.</p> <p>4. Identification of potential investment projects: Trolleybus system fleet renewal plan for different corridors in Mexico City. A total of 300 trolleybuses.</p>	Servicios de Transportes Eléctrico de la Ciudad de México – STE (public operator - trolebus)
28-jan-2021	<p>1. Presentation of the E-Motion Program, including objectives, scope and timeline.</p> <p>2. - CFE is implementing charging stations with the support of some automakers, in Mexico City, Monterrey and Guadalajara, along with level 3 charging stations in some highways, expected to be completed in the first quarter of 2021. - The process of electrification of the charging station may take about 2 months.</p> <p>2. Identified barriers: cost of acquiring the vehicles and the availability of charging infrastructure.</p>	Federal Electricity Commission - CFE (public energy company)
29-jan-2021 24-feb-2021	<p>1. Presentation of the E-Motion Program, including objectives, scope and timeline.</p> <p>2. Identified barriers: (i) The e-taxi segment is influenced by the high cost of investment for a sector with difficulties in revenue (competition with platforms and stagnant fares), accessibility for financing, reluctance to new technologies, little supply available for the real needs of this segment (convenience, comfort, capacity). (ii) Public transport is influenced by the variability of operating schemes (public company, private company, concession or traditional transport), traditional transport has difficulties in its organizational structure, lack of capital for large investments, uncertainty about revenues (frozen fares), risk aversion to new technologies. (iii) The "man-truck" model, due to its precarious conditions, is seeking a transition to structured companies with greater capacity and control over the service. (iv) One of the needs of public transport entrepreneurs is advice on organizational structure and financial advice.</p>	Secretariat of Mobility of Mexico City (SEMOVI)

Date	Main points	Entity
	<p>3. (i) The city has a renovation program for public transportation units (buses), which provides a scrappage bonus of 475,000 Mexican pesos. (ii) Cabs have a cab renewal fund fed by platform services that grants differential scrapping bonuses depending on the technology and for hybrids and electric vehicles it reaches 100,000 Mexican pesos. (iii) In Mexico City, the law establishes that public transport vehicles may have a maximum age of 10 years; however, in practice this measure has not been effective and units older than 30 years are still in circulation. (iv) All vehicle renewal programs are voluntary. (v) The average monthly payment for financing vehicle units in buses is 35,000 Mexican pesos for approximately 5 years, which is a considerable amount for transporters. (vi) For public transport (buses) the Secretariat is carrying out a diagnostic process to identify the operators, their concession titles and the characteristics of their vehicles. In general, all public transport concessions together with their extensions are expired. (vii) There are, on average, 18,000 private transport concessions (cab) with 653 route companies and 22 corridors (1,500 units between 25 and 200 units per corridor). (viii) Companies have been identified that associate individual cab owners interested in the renewal of vehicles for electric units. (ix) The Secretariat has proposed to generate a special line of credit for electric units, with the objective of improving the dissemination and approach with the target public to have a higher rate of linkage to the program in this technology.</p> <p>4. Identification of potential investment projects: Taxi replacement program of the Mexico City Government. Renewal potential: 26,000 electric taxis.</p>	
02-feb-2021	<p>1. Presentation of the E-Motion Program, including objectives, scope and timeline. This meeting addressed the process for obtaining the Letter of No Objection from the NDA in Mexico.</p> <p>2. The program was presented and commitments were made to relate the interview process, as well as to share the Concept Note and the process that AFD has advanced. - The E-motion program should seek an articulation with the objectives of the national policy and the National Development Plan.</p>	Secretariat of Finance and Public Credit (SHCP)
05-feb-2021	<p>1. Presentation of the E-Motion Program, including objectives, scope and timeline.</p> <p>2. (i) BANOBRAS has a pipeline of projects that it recommends be taken into consideration and this will be shared with consultants and AFD. (ii) BANOBRAS can finance both public and private, but the structuring and definition of criteria assumed in the evaluation of projects is important. (iii) The entity functions as a first and second tier bank, and also grants guarantees to private operators when the project involves actions to strengthen the local authority, collection system, restructuring of routes, construction and operation of yards and workshops. (iv) One need is how to approach projects to make business models viable and secure. (v) One barrier is the lack of knowledge of the after-sales service provided by electric bus manufacturers, which is required to be long term. (vi) It is considered that the adoption of this technology is more viable in structured systems that are in operation and require fleet renewal.</p>	Banco Nacional de Obras y Servicios Públicos – BANOBRAS (public bank)
05-feb-2021	<p>1. Presentation of the E-Motion Program, including objectives, scope and timeline.</p> <p>2. Identified barriers: Interest of the Government of the State of Nuevo Leon in supporting gas buses for political reasons in the face of the termination of the government's term (political decisions). The adoption of electric technology requires training for maintenance and operation personnel.</p>	Government of the State of Nuevo Leon

Date	Main points	Entity
	<p>3. (i) The Mobility Law of the State of Nuevo Leon, published in 2020, establishes the renewal of the vehicle fleet no later than 5 years after its issuance to cleaner technologies. (ii) In this state, transporters are organized by companies and manage their credits directly.</p> <p>4. Identification of potential investment projects: Acquisition of public transportation buses to feed line 3 of the Monterrey Metro and 3 corridors (Diego Díaz de Berlanga Avenue corridor, Adolfo López Mateos Avenue corridor and Rómulo Garza Avenue corridor). A total of 130 electric buses (12 meters).</p>	
<p>10-feb-2021 22-feb-2021</p>	<p>1. Presentation of the E-Motion Program, including objectives, scope and timeline.</p> <p>2. Identified barriers: (i) Lack of charging infrastructure and the institutional capacities of the State to provide it, and the economic impact of the COVID-19 health contingency. (ii) In the cab sector, the supply of electric vehicles is low and with a high acquisition cost compared to traditional technology. (iii) Cab service fares are low and compete with platforms, so the average income of cab drivers does not allow them to acquire large investments. In addition, electric technology considers the additional investment in charging infrastructure to be borne by the transporter. (iv) In general, few states are interested in electromobility and there is a prominent interest in the adoption of gas technology.</p> <p>3. (i) NAFIN has not financed projects with electric technology. (ii) In Mexico City's Taxi Substitution Program, NAFIN generates an 80% guarantee to make up for the cab drivers' credit difficulties. (iii) In the current transportation programs, NAFIN functions as a second-tier bank in the guarantee and not in the funding, which is provided by the financial intermediary. (iv) The requirements regarding the definition of technology should be established by the States and not by NAFIN. (v) Scrapping bonds granted by the States allow reducing the amount to be financed, generating viability in the financial access for the transporters. (vi) The interest rates of the current cab replacement programs in Morelos and Mexico City are around 16.5%. (vii) KfW's support in the substitution programs with an increase in the value of the scrappage bonus is expected to contribute to the reduction of the differential costs of the technology and allow higher adoption rates for electric models. (viii) The KfW program has three components: loans to end users through financial intermediaries, non-refundable resources (scrapping bonus), and technical assistance. This program is currently in the design phase and is expected to start operating in the second half of 2021.</p>	<p>Nacional Financiera (NAFIN)</p>
<p>11-feb-2021</p>	<p>1. Presentation of the E-Motion Program, including objectives, scope and timeline.</p> <p>2. (i) Shortcomings in the structuring of projects hinder the conditions for access to project financing. (ii) The Bogotá and Santiago de Chile tenders are good models to follow, but there are still areas to work on and it is important to adapt to local conditions, especially in the legal area. (iii) Local banks in Latin American countries are generally reluctant to participate in the financing of transportation projects, so there is a need for new actors in financing. (iv) Not all transportation systems have similar conditions, so structured systems such as Metrobús have the most favorable conditions for financing. This is due to the structuring and guarantee of payments to financiers.</p>	<p>Ascendal Group</p>
<p>16-feb-2021</p>	<p>1. Presentation of the E-Motion Program, including objectives, scope and timeline.</p>	<p>Mobility ADO (private operator)</p>

Date	Main points	Entity
	<p>2. (i) It is the operator in charge of the operation of 9 electric buses in Metrobus Line 3. This is the pilot for the possible substitution of 54 units to electric plus 16 units (in two stages due to financial capacity considerations). (ii) In the new models in Latin America, the managing entities are responsible for the payment of the CAPEX without correlation to the operation with the corridor (separation of risk). (iii) For Circuito Interior, private and public operators (RTP) are expected. (iv) Cities with structured transportation systems, where the operator (Mobility ADO) has a presence, are: Leon, Guadalajara, Monterrey, Puebla and Queretaro. (v) In the financial structuring, the relationship that the credit must have with the concession, interest rate, credit guarantees, a support component (tariffs, taxes, electricity rates) and special considerations for the uncertainty of the renewal and useful life of the battery stand out.</p>	
16-feb-2021	<p>1. Presentation of the E-Motion Program, including objectives, scope and timeline.</p> <p>2. Identified barriers: (i) The initial investment in buses and charging infrastructure is very high, financial models that do not close only with the fare and a lack of knowledge of the technology, especially the operational part of the vehicles.</p> <p>3. (i) A tender was recently published (March 2020) to acquire 38 electric buses of 8.6 meters with financing from the local budget, with public operation by SITEUR and through a leasing scheme. (ii) A vehicle fleet renewal program began in 2020 and is projected to last until 2031. (iv) All concessions in Guadalajara are in the hands of the private sector; however, these transporters do not have sufficient economic solvency to undertake electromobility projects.</p> <p>4. Although the State expressed interest in the fund, the information requested to include a potential project was not received.</p>	Government of the State of Jalisco
17-feb-2021	<p>1. Presentation of the E-Motion Program, including objectives, scope and timeline.</p> <p>2. Identified barriers: (i) Communication among stakeholders, policy and coordination among government entities. (ii) Financing for vehicles and charging infrastructure considering the amount of investments.</p> <p>3. (i) The impact of electromobility on the energy matrix has not yet been analyzed. (ii) In developing the Technological Route, the aim is to promote the introduction of electric mobility and clean electricity generation. (iii) The tariff cost for new electric vehicles was suspended for 4 years, as a transitory measure while the Mexican industry advances in the production of electric units. (iv) The Secretariat of Economy is working on safety regulations for new and converted electric vehicles.</p>	Secretariat of Environment and Natural Resources (SEMARNAT,)
17-feb-2021	<p>1. Presentation of the E-Motion Program, including objectives, scope and timeline.</p> <p>2. Identified barriers: (i) many of the transporters in Mexico are facing financial difficulties due to the pandemic (Covid-19).</p> <p>3. (i) Currently PROTRAM's resources from highway revenues are depleted, so other funds may be of interest. However, it should be noted that currently the program only finances public works for mobility projects (paving, public space, stations, etc.) and that fleet investment is the responsibility of the private sector. (ii) The modification of the Secretariat of Finance guidelines is required for the elaboration of benefit-cost studies that allow the inclusion of electromobility and the quantification of benefits for emissions reduction.</p>	Programa de Apoyo Federal al Transporte Masivo (PROTRAM, Federal Support Program for Mass Transportation)

Date	Main points	Entity
	4. Technical assistance focused on institutional strengthening (authorities and mobility managers), support to cities in the development of projects and generation of seminars related to electromobility.	
17-feb-2021	<p>1. Presentation of the E-Motion Program, including objectives, scope and timeline.</p> <p>2. Identified barriers: (i) Costs of electric vehicles are very high versus diesel. (ii) Atomized transportation system (small owners), in the process of restructuring the Transportation System. (iii) Innovation in the technological conversion for the "pulmonía/pneumonia" vehicle is new and there is no experience in its implementation. (iv) Investment costs are high. (v) The owners of the "pulmonías" are small owners who are not subject to credit.</p> <p>3. (i) The State is advancing a process of technological change for traditional "pulmonías" vehicles that provide a private service similar to cabs. (ii) The State has a Vehicle Renewal Program for public transportation that does not include a scrapping component. (iii) The State is interested in the technological transition especially in the Integrated Transportation System (SIT) for 2 public transportation corridors. (iv) The State of Sinaloa has just started tests of an electric bus in Mazatlán.</p> <p>4. Identification of potential investment projects: (i) The Integrated Transportation System received support from PROTRAM to finance the construction of public infrastructure for 2 corridors (29 km, preferential lanes) of public transportation that mobilize 53% of the city's demand. The bidding process for the procurement and operation of buses is expected to be completed in 2022. A total of 500 electric buses (12 meters); however, the number of electric buses depends on the results of the pilot test. (ii) The Government of Sinaloa has advanced analysis of the technological conversion of "pulmonia/pneumonia" vehicle with a battery exchange system (battery swap). Renewal potential of 600 units. 100 units for Phase I by 2023.</p>	Government of the State of Sinaloa
26-feb-2021	<p>1. Presentation of the E-Motion Program, including objectives, scope and timeline.</p> <p>2. (i) León has 9 consolidated companies around BRT lines. It was a pioneer in the implementation of this type of system and has guarantees that allow it to cover the payment to the operator. (ii) Between 2022 and 2027, the city plans to renew 501 buses; however, the type of buses and possible technologies to be implemented are still unknown. (iii) NAFIN has worked with the vehicle fleet renewal program for 55 articulated buses. However, it is mentioned that NAFIN's rates are not necessarily competitive with commercial banks. (iv) There is good coordination between local authorities and the State Government, including in their relationship with important actors for financing such as BANOBRAS and NAFIN. (v) The most important operator of the transportation system is Flecha Amarilla (35 to 40% of the total), which has strong financial strength and extensive experience in urban and intercity transportation</p>	Municipality of Leon
04-mar-2021	<p>1. Presentation of the E-Motion Program, including objectives, scope and timeline.</p> <p>2. Identified barriers: The regulatory framework to extend the useful life of buses and the extension of concession periods.</p> <p>3. (i) There is a lot of interest in implementing electromobility projects. Even the current discussion revolves around the use of resources from the Vehicle Verification Fund for the generation of charging infrastructure. (ii) The support scheme for NAFIN is not so attractive for transporters due to its rates, which are not so competitive with respect to commercial banks. (iii) More technical</p>	Government of the State of Guanajuato

Date	Main points	Entity
	knowledge is required around batteries because the geographical conditions of the city of Leon, and others in the State, would affect the performance of the batteries	

Source: File 15. List of meetings Mexico

2.7 Peru

Over 10 meetings with different stakeholders were held in Peru (see table 9). A summary of barriers and enabling factors identified in these meetings is presented below:

Barriers:

- The cost of the initial investment in the EV and its financing conditions including the cost of the associated infrastructure (charging station).
- Lack of experience and know-how on creating an enabling surrounding for commercial EVs including regulations (e.g. concession contracts), business models and financial support policies which enable their massive uptake.
- Finance funding is dependent of better interest rate offers and loan terms that adjust proportionally to investment efforts.
- Accessibility to technical assistance on electric bus operation business models designing and management.
- The cost of electric energy compared to CNG.
- Procurement policies: Procurement policies are not in line with e-mobility requirements with more focus on initial investment costs and with too short concession contract periods in relation to the long payback periods of EVs.
- Lack of knowledge of the technology (batteries, maintenance).

Enabling factors:

- Municipalities, public and private entities are interested in electromobility. Potential investment projects were identified.
- Funding and finance interest and intentions from private sector towards EV investments.
- Fleet renewal and replacement is committed to include EV as concession requirements.
- Public and private entities are interested in electromobility. Potential investment projects were identified.

Table 8 List of meetings in Peru

Date	Main points	Entity
07-dec-2020	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Identified barriers: (i) Need for financing with low interest rates and terms in accordance with the investment. (ii) Technical assistance for the design of the operation of electric buses. 3. Identification of potential investment projects: The Urban Transport Authority for Lima and Callao (ATU) has 12 route packages to tender, and Transporte Cruz del Sur is forming a Consortium with an International Operator to participate in the future public tender to be	Transporte Cruz de Sur (private operator of BRT El Metropolitano)

Date	Main points	Entity
	held in 2022 for the acquisition of 100 electric vehicles (12 meters) to start operating in 2023.	
15-dec-2020	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Interest in creating synergies with E-Motion Project and Calac+	CALAC+ (Swiss Cooperation in Peru)
16-dec-2020	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Identified barriers: (i) Need for financing with low interest rates and terms in accordance with the investment. (ii) Technical assistance for the design of the operation of electric buses. 3. Identification of potential investment projects: (i) As one of the four operators of the BRT EL METROPOLITANO and as part of the obligations of the current concession contract, the concessionaire has the obligation to renew the fleet of 80 gas articulated buses that are in operation (after 10 years of operation). In addition to the obligation to renew the 80 articulated buses, the concessionaire must expand the fleet by 100 buses (12 meters). The entry of 80 electric articulated buses and 100 buses are projected for the year 2023. (ii) The Urban Transport Authority for Lima and Callao (ATU) has 12 route packages to tender, and Lima Bus International is forming a Consortium with an International Operator to participate in the future public tender to be held in 2022 for the acquisition of 150 electric vehicles (12 meters) to start operating in 2023.	Lima Bus International (private operator of BRT El Metropolitano)
16-dec-2020	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Identified barriers: (i) Structuring the business model for the operation of electric buses, including the structuring of the public bidding. (ii) Need for financing with low interest rates and terms in accordance with the investment. 3. Technical Assistance for the design of the Business Model for the operation of Electric Buses / Determination of User Tariffs / Determination of the sizing of Workshops and Dimensioning of the Electric Recharging Infrastructure required for the Operation.	Ministerio de Transporte / Promovilidad (Ministry of Transport)
07-jan-2021	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Technical information of the country's interconnected system.	Coordinator of Electric Operations of the Interconnected System (COES)
11-jan-2021	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Identified barriers: (i) Need for financing with low interest rates and terms in accordance with the investment. 3. Technical assistance for the design of the operation of electric buses. 4. Identification of potential investment projects: Seeking financing for 76 buses (12 meters). Concessionaire won in 2019 the trunk route of the Integrated Transportation System of Arequipa and has the commitment to operate electric buses. Year of entry into operation 2022.	Integra Peru SAC (private operator Arequipa)
12-jan-2021	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Identified barriers: (i) Need for financing with low interest rates and terms in accordance with the investment. (ii) Technical assistance for the design of the operation of electric buses.	Lima Vías Express S.A. - Grupo Express del Perú SAC (private)

Date	Main points	Entity
	3. Identification of potential investment projects: (i) As one of the four operators of the BRT EL METROPOLITANO and as part of the obligations of the current concession contract, the concessionaire has the obligation to renew the fleet of 80 diesel articulated buses that are in operation (after 10 years of operation). In addition to the obligation to renew the 80 articulated buses, the concessionaire must expand the fleet by 10 articulated buses, for a total of 90 articulated buses. The entry of 90 electric units is projected for the year 2023. (ii) The Urban Transport Authority for Lima and Callao (ATU) has 12 route packages to tender, and Lima Vías Express S.A. is forming a Consortium with an International Operator to participate in the future public tender to be held in 2022 for the acquisition of 100 electric vehicles (12 meters) to start operating in 2023.	operator BRT El Metropolitano)
26-jan-2021	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. COFIDE is interested in developing a line of credit to finance the acquisition of electric bus fleets by private companies. Line of Credit to Finance Projects of the Arequipa / Trujillo / Lima Integrated Transportation Systems.	Corporación Financiera de Desarrollo S.A.- COFIDE (second floor bank)
27-jan-2021	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Acceso Creditio indicates its interest in brokering financial resources to finance electric vehicles.	Acceso Creditio (vehicle credit finance company)
05-feb-2021	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. AAP is interested in supporting the implementation of the E-motion Program in Peru. Develop a line of credit to finance the acquisition of electric bus fleets by private companies.	AAP Asociacion Automotriz del Peru (Peruvian automotive association)
24-feb-2021	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Company interested in purchasing electric buses	Transportes Transmar (private operator)
26-feb-2021	1. Presentation of the E-Motion Program, including objectives, scope and timeline. 2. Private operator interested in financing 120 buses (12-meter).	Transporte Consorcio Arequipa S.A (private operator Arequipa)

Source: File 16. List of meetings Peru

2.8 Conclusions

During the development of the feasibility study, over 140 interviews were held with relevant stakeholders, including national authorities (Ministry of Transport, Ministry of Energy, Ministry of Environment), local and regional authorities, transport authorities, public development banks (Financiera de Desarrollo Territorial – Findeter (Colombia), Banco de Desarrollo Empresarial - Bancoldex (Colombia), Financiera Nacional de Desarrollo -FDN (Colombia), Corporación Financiera de Desarrollo – Cofide (Peru), Banco Nacional de Desenvolvimento Econômico e Social – BNDES (Brazil), Banco Nacional de Obras y Servicios Públicos – Banobras (Mexico)) involved in

the transport sector, utilities companies, private operators, among other. The prevalent points for the deployment of electric vehicles in the countries under analysis are:

- Acknowledgment from national government agencies on including electric mobility as priority for sustainable mobility.
- Articulation between public and private sector to funding and technical assistance on developing business models for electric mobility implementation and operation.
- Ongoing efforts for electric mobility project development either on implementation or operation stages.
- Lack of confidence from finance sector due to reliable: policy making, time-frame concession duties and commitments, payment obligations, business model.
- Commercial EVs are perceived lacking profitability and having higher upfront costs.
- Lack of technical development regarding support, maintenance and operation of electric vehicles.
- For taxi and LCV deployment an urban public fast charging infrastructure is required.
- Public and private entities are interested in electromobility. Potential investment projects were identified.

3 Stakeholders Engagement Plan (SEP)

Community and stakeholder engagement are a key component of the Program. Stakeholders are defined as groups or individuals who are directly and/or indirectly affected by a project, who have or may have interest in it, or may influence it positively or negatively. As such, stakeholders can be local communities, individuals, their representatives, governmental bodies, civil society organizations, etc.

In the framework of the Program and in line with the GCF approach to stakeholder engagement, AFD requires the project owner to ensure the effective engagement of different stakeholders that may be affected or potentially affected by the activities to be implemented within the scope of the Project. The information developed might be culturally adequate and in attention on the ethnical diversity.

The project owner must identify the stakeholders who should be engaged according to their level of interest and influence in the project during the project appraisal process. Such identification is expected to be analyzed through feasibility studies and/or ESIA¹. In addition, in case an ESIA is needed, stakeholder analysis must be conducted and the projects' aspects that might generate adverse environmental and social impact to local communities and individuals and other stakeholders must be clearly identified.

¹ Annex C of Annex 6 Environmental and Social Management Framework

Each project under the Program will require a Stakeholder Engagement Plan (SEP) scaled to the project risks and impacts, and tailored to the needs of affected communities, must be developed and implemented, including a grievance mechanism and information disclosure, including SEAH redress procedures or requirement. AFD will disclose on its website appropriate environmental and social information for each project under the Program. The stakeholder engagement and information disclosure will be coordinated and integrated in the stakeholder consultation, trainings and interactions.

Stakeholder engagement will be carried out in line with World Bank Group Environmental and Social Standards: ESS10 Stakeholder Engagement and Information Disclosure <https://www.worldbank.org/en/projects-operations/environmental-and-social-framework/brief/environmental-and-social-standards>

A specific Grievance Mechanism should be produced for each project, in line with World Bank ESS10 – Annex 1 Stakeholder Engagement and Information Disclosure

In this sense, the Stakeholder Engagement Plan will describe the following:

- Disclosure of information: The disclosure procedure to be followed for Category B projects, the Environmental and Social Impact Assessment (ESIA) and an Environmental and Social Management Plan (ESMP)² at least 30 days of public disclosure period.
 - The disclosure will mainly be done through AFD's web site.
 - Project information will be disclosed and available by the project owner to stakeholders so they can gauge risks, impacts and potential opportunities of the project. Accessibility to the information provided by the project owner will be swift so project design consultations with stakeholders can take place before the Bank proceeds to a project appraisal. The information should include:
 - Project's purpose, nature and scale.
 - Duration of proposed project activities
 - Project's potential risks and impacts on local communities, and their mitigation proposals, highlighting potential risks and impacts that might affect vulnerable and disadvantaged groups disproportionately while describing the differentiated measures to avoid and minimize the above.
 - A proposed stakeholder engagement process where stakeholders' participation is highlighted and in what ways
 - Schedule of any proposed public consultation meetings, including time and venue and the process by which meetings will be notified, summarized and reported
 - Grievances processes and means by which they can be notified and addressed.
 - The disclosure of information will be accessible and culturally appropriate in relevant local languages and acknowledging specific needs of groups that may be differential or disproportionately affected by the project or groups of the population with specific information needs (such as, disability, literacy, gender, mobility, differences in language or accessibility).

²Annex C of Annex 6 Environmental and Social Management Framework

- The Project owner will conduct a meaningful consultation process that allows stakeholders to express their views on project risks, impacts, and mitigation measures, and enables the project owner to consider and respond to these views. This consultation will be ongoing as issues, impacts, and opportunities evolve. Meaningful consultation is a process that:
 - Begins early in the project planning to gather initial views and inform project design.
 - Encourages stakeholder feedback to inform project design and identify and mitigate environmental and social risks and impacts.
 - Continues on an ongoing basis as risks and impacts arise.
 - Is based on prior disclosure of relevant, transparent, and accessible information in a culturally appropriate format and relevant local languages.
 - Considers and responds to feedback.
 - Supports active and inclusive engagement with project-affected parties.
 - Is free of manipulation, interference, coercion, discrimination, and intimidation.
 - Is documented and disclosed by the project owner.
- Proper communication channels and external reporting during project implementation:
 - Thru the life cycle of the project, the project owner will maintain availability of information for consultation by affected parties and interested parties regardless of interest and covering potential environmental and social risks and impacts of the project.
 - The project owner will extend the communication channels addressing valuable feedback from stakeholders on the project's environmental and social performance and the mitigation measures implementation of the ESCP³.
 - The project owner will communicate all information over significant changes of the project that could result on additional risks and impacts with the corresponding mitigation measures to stakeholders and interested parties. An updated ESCP⁴ will be disclosed by the project owner, specifying additional mitigation measures.
 - The project owner will propose and implement a grievance mechanism to receive and facilitate resolution of concerns and grievances.
 - Implementation and monitoring of stakeholder engagement activities will be performed by personnel having clear roles and responsibilities.
- A grievance mechanism will be provided by the project owner to address in a timely manner, concerns and grievances regarding the project's environmental and social performance related to project-affected parties.
 - The grievance mechanism will be inclusive and accessible enough to be proportionate to respond the potential risks and impacts of the project. The implementation will include formal and informal mechanisms, where feasible and suitable and adjusted to specific project needs when necessary.

³ Annex K of Annex 6 Environmental and Social Management Framework

⁴ Idem

- The project owner will address concerns promptly and effectively, informing the grievance process during its community engagement activities to the project affected parties, all of the above in transparent manner and accessible to the community.
- The needs and concerns of the project-affected parties will be handled in a culturally appropriate manner being discreet, objective, sensitive and responsive. Anonymous complaints will be also allowed and addressed.
- Survivor-centred and gender– responsive SEAH redress procedure or requirements:
 - Establish functional reporting mechanisms to receive SEAH related complaints from workers and community members.
 - Reporting mechanisms should be the primary means of reporting for staff and community members affected by project related SEAH. However, staff of the project owner and community members may choose to use an executing or implementing agency's reporting mechanism or report directly to AFD. They may report directly to AFD if they feel that, despite reporting through the project owner reporting mechanism, their case has not been satisfactorily handled, or where, after failed efforts with the project owner, they feel that reporting via these mechanisms is in the public good (such as where large numbers of SEAH incidents are occurring within a project with no or ineffective action).
 - Alternative routes to reporting should be included in promotional material and communication plans and in staff training courses.

The indicative outline of the Stakeholder Engagement Plan and Grievance Mechanism is the following⁵:

1. Introduction
 - 1.1. Project presentation
 - 1.2. Project context
 - 1.3. Principles of stakeholder engagement related to the project
2. Applicable regulations related to stakeholder engagement
 - 2.1. Applicable national regulations and related requirements
 - 2.2. Applicable international standards and related requirements
 - 2.3. Other applicable standards
3. Analysis of project stakeholders
 - 3.1. Approach to stakeholder's identification
 - 3.2. Definition and proposed approach to groups of stakeholders
4. Activities related to stakeholder engagement
 - 4.1. Communications and information disclosure for the project and related studies
 - 4.2. Consultation activities carried out to date
 - 4.3. Activities and monitoring indicators for stakeholder engagement

⁵ Same as Annex E of Annex 6 Environmental and Social Management Framework

5. Grievance redress mechanism
 - 5.1. Principles
 - 5.2. Procedure
6. Survivor-centred and gender– responsive SEAH redress procedure or requirements
7. Disclosure information
 - 7.1. Principles
 - 7.2. Procedure (including disclosure processes for safeguard instruments for Category B projects to comply with AE’s and GCF’s Information Disclosure Policy as well as the requirements of the GCF RESP on disclosure of each project.
8. Monitoring and reporting for stakeholder engagement activities
 - 8.1. Monitoring
 - 8.2. Reporting of activities
 - 8.3. Annual reporting
9. Appendixes
 - 9.1. List of stakeholders
 - 9.2. Communications and information disclosure scheme
 - 9.3. Grievance redress scheme

4 Annexes

- File 1. Grütter Consulting. 2020. Minute kick-off meeting Argentina
- File 2. Grütter Consulting. 2020. Minute kick-off meeting Brazil
- File 3. Grütter Consulting. 2020. Minute kick-off meeting Colombia
- File 4. Grütter Consulting. 2020. Minute kick-off meeting Costa Rica
- File 5. Grütter Consulting. 2020. Minute kick-off meeting Dominican Republic
- File 7. Grütter Consulting. 2020. Minute kick-off meeting Mexico
- File 8. Grütter Consulting. 2020. Minute kick-off meeting Peru
- File 9. Grütter Consulting. 2021. List of meetings Argentina
- File 10. Grütter Consulting. 2021. List of meetings Brazil
- File 11. Grütter Consulting. 2021. List of meetings Colombia
- File 12. Grütter Consulting. 2021. List of meetings Costa Rica
- File 13. Grütter Consulting. 2021. List of meetings Dominican Republic
- File 15. Grütter Consulting. 2021. List of meetings Mexico
- File 16. Grütter Consulting. 2021. List of meetings Peru