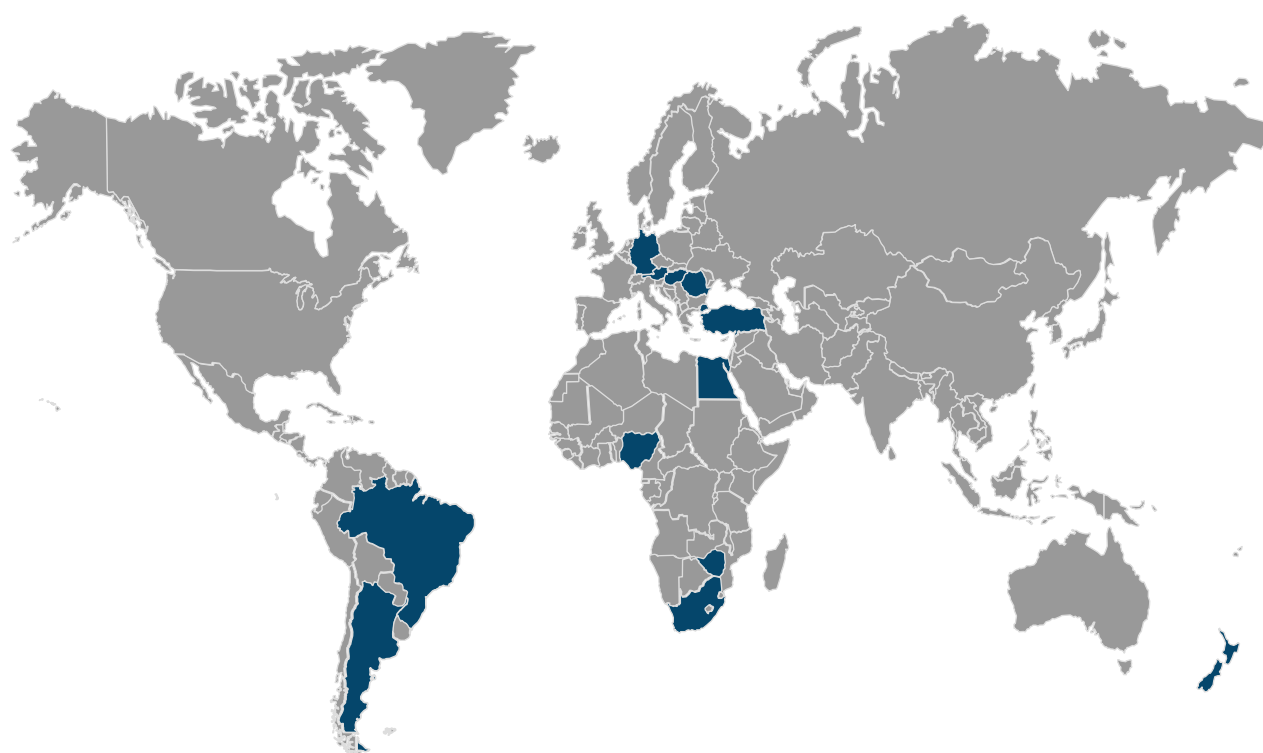


DEVELOPING A NATIONAL FUTURE ENERGY LEADERS PROGRAMME

Guide for Member Committees

Developed by the Future Energy Leaders Development Taskforce



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DISCLAIMER

This document is provided by the Future Energy Leaders (FEL-100) Development Taskforce as guidance to Member Committees (MCs) of the World Energy Council that seek to set up their own National FEL Programme. The Taskforce comprises of members of the FEL-100 and searches for ways to increase the impact of the global FEL-100 programme and to improve synergies with other World Energy Council programmes, such as the World Energy Academy. Member Committees seeking to implement a National FEL Programme may consult this document as advice in order to improve their results. However, there is no obligation to establish a National FEL Programme or to consult this document when doing so.

1. FUTURE ENERGY LEADERS PROGRAMME – FEL-100

In order to provide a platform for young professionals from the energy sector, the World Energy Council has set up a network of exceptional individuals from across the globe. These individuals are called Future Energy Leaders (FEL-100) and represent the different players the energy sector is composed of. This includes government officials, industry experts, academicians, members of civil society and social entrepreneurs.

Through the FEL-100, participants can further develop their experience, knowledge and skills in an energy-focused environment and contribute to the Council's global dialogue. The programme is designed to build on the ideas and innovative potential of the next generation, helping to develop new ways of thinking and framing the future of sustainable energy.



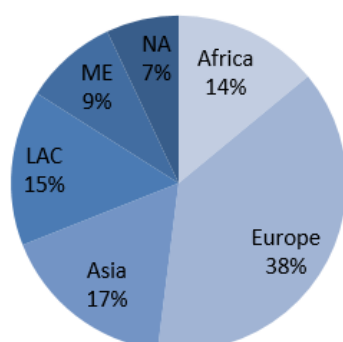
The Council's Future Energy Leaders' programme – the FEL-100 – is designed to help shape, inspire and grow the energy leaders of tomorrow. It serves as a platform for engaging a limited number of ambitious young professionals in national, regional and international activities and events with the objective to inspire participants to become the next generation of energy leaders capable of solving the world's most pressing energy and sustainability challenges.

The global FEL-100 programme consists of 100 participants expected to be part of the programme for an average of three years. In order to guarantee the quality and continuity of the programme, each selected individual is initially taken on board for one year. The possibility to stay within the program for additional years will be determined annually by the candidate's ability to demonstrate his/her engagement and motivation. If the minimum engagement criteria cannot be met, he/she may be replaced.

In the assessment of new candidates, the Nominations Committee of the FEL Board considers an application according to both the quality of the applicant and to his/her potential for becoming an energy leader of tomorrow. At the same time, regional representation, gender and diversity are also taken into consideration in order to ensure parity.

For more information about the structure of the World Energy Council FEL-100 programme, please refer to the terms of reference of the programme or contact Sophie Rose, Head, Future Energy Leaders programme (srose@worldenergy.org).

Regional representation of the participants to the programme (December 2016)



December 2016

2. NATIONAL FEL PROGRAMMES

The sustainability of the World Energy Council and its national member committees, as well as the development and growth of the international Future Energy Leaders (FEL) community depends on the continuous involvement of young professionals. Developing strong national FEL teams in each country will help achieve this goal and strengthen links and continuity with the global FEL-100 programme.

Despite the progress of National FEL Programmes, a number of MCs are still unsure about the process, structure, budget and time that these programmes involve. To support the MCs or other stakeholders interested, this guideline document is created to share best practices and advice on how to implement and develop National FEL Programmes.

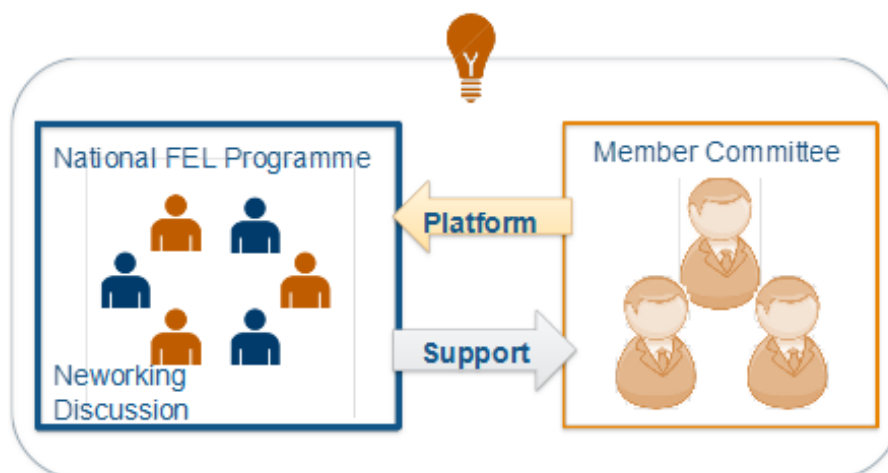
What is a National FEL Programme?

A National FEL Programme is a community of young energy professionals within a country. In this guideline all the programme members will be addressed as National FELs. In most cases, these programmes can be considered the national equivalent to the global FEL-100 programme. The structure and activities of the programme are tailored to the member committee's national context. A total of 11 National FEL Programmes exist as of December, 2016. These countries are:

- | | | | |
|-------------|-----------|---------------|-----------|
| • Argentina | • Austria | • Brazil | • Egypt |
| • Germany | • Hungary | • New Zealand | • Nigeria |
| • Romania | • Turkey | • Zimbabwe | |

According to a survey completed by 8 current National FEL Programmes¹, the three main common goals are:

- Provide a platform for young and highly skilled individuals to discuss relevant energy issues.
- Provide networking opportunities for these individuals in the sector.
- Support the MCs activities.




¹ The online survey was conducted from July to August, 2016. Eight countries (Argentina, Austria, Germany, Hungary, New Zealand, Nigeria, Romania, and Zimbabwe) responded to the survey. South Africa also shared information about the Young Energy Leaders Forum.

Who is the Target Audience?

The target audience of national FEL programmes in 63% of the cases are young professionals in the energy sector who are younger than 35. The current size of this programme is quite different in each country, ranging from 15 members to 500. Their backgrounds are diverse and they work in different sectors of the energy industry such as technology, academia, power and utility, renewables, etc. In addition to the diversity of backgrounds, diversity of gender is also important (about 40 % of the members are female, a higher proportion than the average in the energy industry). Participants are ambitious, dynamic and eager to learn. In 75% of the national programmes, members are from not only one single city but come from across the country.

National FEL Programme



- Young professionals in the energy sector younger than 35 years
- Diverse backgrounds
- 40 % of members are female
- Members are from across the country
- Ambitions, dynamic, and eager to learn

To select national participants (National FELs), some MCs have decided to use the application criteria that were developed by the global FEL-100 programme or have adapted the criteria to their national context.

FEL-100 programme applicants should meet the following essential criteria:

- He/she has a solid interest and proven track record in energy; the CV indicates a specific achievement and the potential to become a leader in the energy sector
- He/she has obtained a bachelor's degree or higher.
- He/she has a minimum of 3 years full-time post-graduate or professional experience in an energy-related field.
- He/she is highly motivated and encouraged to work with the World Energy Council, and ready to commit to become a member of the exclusive FEL-100 and remain engaged for at least one up to typically three years
- He/she has an advanced level of English as the programme and all communications will be delivered in English.
- He/she should not be more than 35 years old at the time of application.

Why Develop a National FEL Programme?

There is more than one reason why your member committee should develop its own National FEL Programme:



- **Guarantee the sustainability of your member committee's network in the long term**
Involving young professionals can help narrow the age gap among your members and broaden your membership base. It can also help your member committee identify who will be the national leaders of tomorrow.



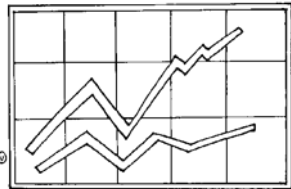
- **Allow young professionals to develop their knowledge and skills, and build their own network**

Through supporting the MC's activities, developing their own tools (blog, newsletter, etc.) and activities (site visits, conferences, etc.) the national FEL community can gain knowledge about the energy sector and its challenges.



- **Receive support from your national FEL community**

In addition to bringing fresh and creative ideas, national FEL can support your member committee in undertaking specific projects such as an Issues Monitor deep dive or the development of a national Energy Academy Programme.



- **Increase the value proposition that your member committee has to offer to its members**

By allowing you member companies to nominate young professionals for the programme you give them another good reason to increase their engagement in the activities of your member committee. A national FEL programme can also help your MC identify and attract new members.



- **Identify the best national young professionals to nominate for the global FEL-100 programme**

Having your own national FEL programme gives you the opportunity to identify who could be the best and most ambitious candidates to nominate for the global FEL-100 programme.

Who Develops National FEL Programmes?

National FEL Programmes are coordinated by MC members FEL-100 members, and/or National FELs.

For instance, in New Zealand the National FEL Programme coordinators are former and current FEL-100 members from their country while in Germany the national MC is the main coordinator.

We encourage the stakeholders who decide to develop a National FEL Programme to promote their efforts jointly with the World Energy Council brand. The means available to better diffuse this message can be found in the 'Getting Started' section of Chapter 4.

3. PARTICIPANTS AND PARTNERS

Participants

In order to ensure the success of a National FEL Programme, the programme's participants arguably play the most important role. It is their time and effort that drives the programme and leads to demonstrable results. In this capacity, although the organising MC will typically play a coordinative role, it still retains room to influence and support the participants' contributions. It is therefore crucial that the respective coordinator stays in contact with the majority of the programme's participants. This not only results in better guidance of the programme but also helps as an early-warning mechanism if challenges are faced. With a limited amount of time a huge impact can be achieved. Half of the participants of existing National FEL Programmes only spend 5 hours per month working on these activities and the busiest members never spend more than 20 hours per month.

Partners

When thinking about a National FEL Programme, it is important to also take MC members into account. Private companies, the government, and universities are also potential partners.



Potential partners

- Member Committee of your country
- Private Companies
- Government
- Universities

According to the survey, the four main ways of contribution by MCs to the National FEL Programme are:



- Financial supports
- Strategic Guidance
- Quality check
- Network

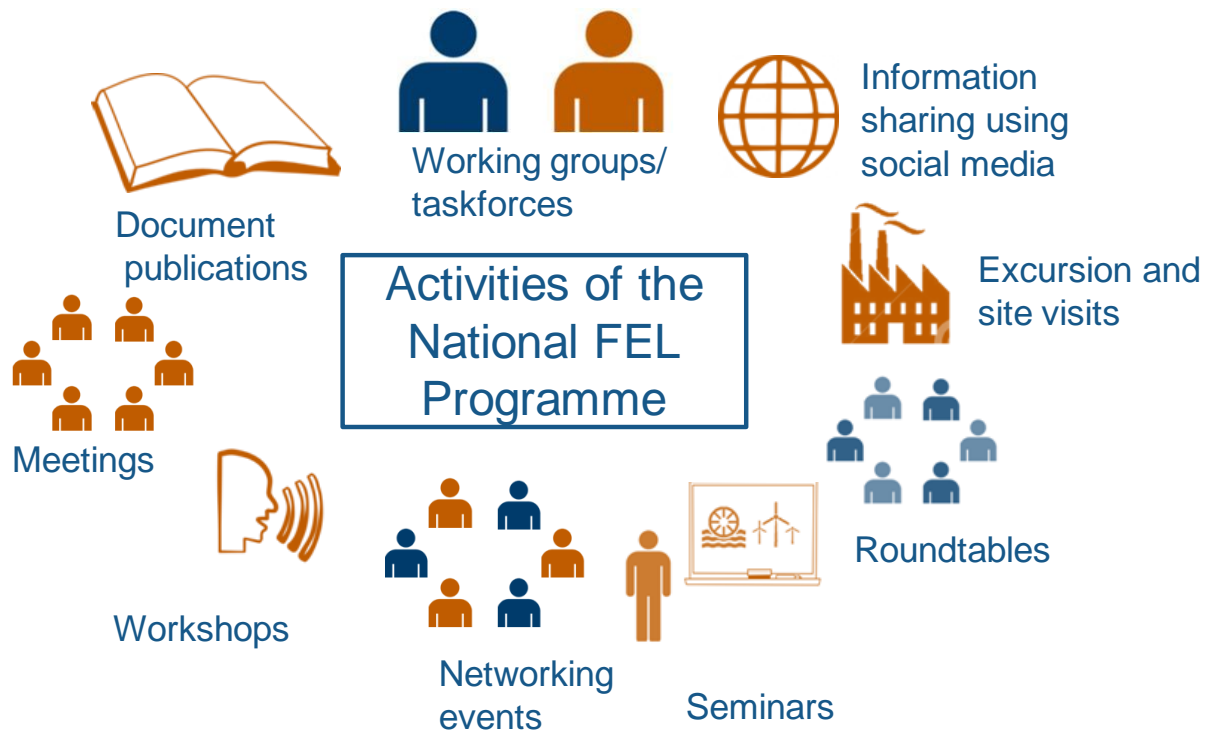
Other potential contributions can be: programme coordination, communication & outreach, mentoring and award offering.

4. HOW TO START?

Before You Start

We encourage all MCs to set up National FEL Programmes according to their available resources. However, in order to ensure the highest success, we recommend a couple of steps that can be planned in advance. Before the programme is launched MCs should have clear answers to the following questions:

- **Who organises the National FEL Programme?**
Usually, MCs organize the National FEL Programme. They can also rely on the support of members of the current or former FEL-100s in their countries.
- **How do candidates apply for the programme?**
Some MCs have developed a clear application process that takes place regularly, while others on-board candidates throughout the year. Various tools can be used to recruit members ranging from the use of personal contacts and social media to networking at energy-related events.
- **Do number, education or age restrictions apply?**
In most cases a restriction on the number of participants will not be necessary. MCs are usually very flexible regarding education and encourage diversity. Regarding age, while the international FEL Programme limits the age of participants' ages to 35 or younger, national programmes tend to have participants who are between 25-35 years. In general however there is no explicit age limit.
- **What kind of activities are organised by national programme?**
The major activities carried out by existing National FEL Programmes are:



Having a discussion with a member committee, which already has its own National FEL Programme, can be very useful and help in the initial reflexion phase.

Getting Started

An important aspect when it comes to the setup of a National FEL Programme is active promotion and visibility. In order to gain a sufficient number of participants for the first round, information about the upcoming programme should ideally be distributed ahead of time. This can include basic information concerning the programme – such as aim, duration and target group – and also details about the application procedure. Especially for the first round of applications, it is encouraged to distribute this information widely and on multiple channels. While there is likely no need for a sophisticated advertisement campaign, the usage of social media is relatively cheap and may provide a good outreach. You can find an overview of these and other potential channels below:



Keep your Programme Active

There are four potential ways to keep the National FEL Programme active:

- Regular activities and meetings
 - Gather as many members as possible
 - Set a moderator or a chair
 - Prepare meeting agenda, and share upcoming topics with participants
 - Share members with notes on key findings and agreements during meetings
- Social activities e.g. site visits, cultural events
 - Ice breaker sessions (recreation and networking)
- Evaluation of members' activities
 - Travel reimbursement for events
 - Nomination for the FEL-100
 - Nomination for the World Energy Council's working groups
- Constant review of the National FEL Programme by participants and organisers
 - Following events or at the end of the year
 - Opportunities to present the Programme's achievements and challenges



Existing National FEL Programmes

The following includes countries that already have a running National FEL Programme and answered the survey:²

² South Africa's Programme is not a FEL Programme so it was not included in the survey but, the qualitative information provided was also useful.

Argentina

Although there are FELs since 2010, the current structure of National FEL Programme was officially launched in 2014 with the creation of the first WE Academy Alumni Programme called “Comunidad de Líderes Energéticos”. More than 500 persons have been part of this process in which more than ten taskforces have taken place such as the creation of a national efficiency sub-secretary, “Enerblog.org” (an online energy news website), “Enerconfs” (conferences about energy around Argentina), more than ten technical papers, etc.

The international and national FELs organise this group. They have strong ties with the LAC Regional Manager and the central offices in London.

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Austria

The Austrian National FEL Programme was officially launched in November 2015. Referred to as ‘Young Energy Professionals (YEP)’ Programme, it currently comprises 29 participants from academia, governmental bodies and enterprises. The participants work in five distinct taskforces which are supported by a board of scholars and professionals.

The programme’s duration is set to roughly two years, with the possibility of an earlier end for fast-working groups. An alumni group is currently in planning. Recently, the programme has intensified the cooperation with its German counterpart and links to the FEL-100 are established by some participants.

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www.wec-austria.at



Germany

The Young Energy Professionals (YEP) from Germany is the oldest National FEL Programme created in 2007 after the Rome Congress. It currently comprises 20 participants scattered all over the country and it organizes excursions and site visits and networking events such as the YEP Booth in the Berlin Energy Day or the Young Energy Forum. The programme's duration is set to roughly 4-5 years and is planning to create and alumni programme.

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Hungary

The Hungarian Young Professionals in Energy (HYPE) has started in 2012 and has 15 members living in Budapest. This group dedicates to write White Papers such as the forthcoming paper on new financial opportunities in the energy sector, and organising monthly workshops focussing on different areas of energy with leading industry figures on the panel.

The programme's duration has no time limit and is the only one that requires an annual fee (10 USD per year).

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New Zealand

The Young Energy Professional Network of New Zealand has started in 2014 and already has 150 members living all around the country. This programme was responsible for organizing the World Energy Council/APEC Energy Resilience Conference in early 2016. During this congress a plan was proposed to get New Zealand to the AAA Trilemma Rating by 2020

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Nigeria

The Nigerian World Energy Council FEL Programme is the newest one, founded in 2016. Currently its main objective is to recruit members all over the country. This process has already been a success with more than 50 active members.

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ismailzarma@yahoo.com
+2347084415597



Romania

The Future Energy Leaders Programme of Romania started in 2011 and has 55 members scattered around the country. This group organises the Romanian FEL workshop -organized in odd years and the International FEL workshop, organized in even years (with the MCs most important event, FOREN - Regional Energy Forum).

Contact person: *George Constantin*
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South Africa

South African's youth programme the Young Energy Leaders Forum (YELF) stated in 2016 as a part of the South African National Energy Association (SANEA). YELF is not a National FEL Programme. YELF is the creation of a membership category for individuals who are 35 years or less who organize their own meetings and events in order to attract more young people into the organisation to ensure the continued operation of the South African National Energy Association, SANEA, into the future.

YELF has its own organising committee for the events it organises and the chair of this organising committee is an ex-officio member of the SANE Exco., so that there is a direct reporting line for the YELF into the SANEA governance structures. In addition, 2 Board members have been appointed to act as mentors to the YELF team. As at the end of July 2016, there were 46 YELF members.

Contact person: *Mr. Brian Statham*
statham@mweb.co.za
Mr. Dave Wright
dave.wright275@gmail.com
<http://www.sanea.org.za/Yelf/>



Zimbabwe

The Future Energy Leaders Zimbabwe started in 2015 and has 18 members, all of them in Harare City. This group organises several seminars and networking events. Recently, it had the chance to meet the regulator and propose fresh energy ideas.

Contact person: *Grace Mupanduki*
Grace.mupanduki@gmail.com



5. CHECKLIST FOR A NATIONAL FEL PROGRAMME

The following list enumerates five steps that we encourage MCs to undertake in order to maximise success when launching a National FEL Programme. As with all parts of this document, these are not cast in stone but rather function as recommendations, coming from the experiences of already existing programmes.

1. *Set up a draft scheme or Terms of Reference for the whole duration of the programme*
 - a. When does it start and end?
 - b. What will the participants achieve? When will they achieve it?
 - c. What does the programme structure look like (leader, board...)?
 - d. How often will the group meet?
2. *Share the draft scheme with some members and try to get their support*
 - a. Can they provide resources (financing, facilities and contacts)?
 - b. Can they recommend employees for the programme?
 - c. Do they know other non-member organisations, which might be interested?
 - d. Start advertising the upcoming programme
3. *Set up further support for the programme*
 - a. Establish a diverse advisory committee or board (different backgrounds)
 - b. Clarify the committee's role in advance
 - c. Set up cooperation with other National FEL Programmes
 - d. Get in contact with the World Energy Academy
4. *Start the application process*
 - a. Intensify advertisement for the programme
 - b. Set up a process for applications (documents or interviews)
 - c. Directly encourage high-value contacts to participate
5. *Launch the programme*
 - a. Hold a meeting with the advisory board in advance to confirm any last details
 - b. Launch the programme with a special event
 - c. Make sure the coming process is clear to everybody
 - d. Set up a scheme of democratic self-governance within the programme

Potential tasks of the board or advisory committee of the National FEL Programme:

- Review the dynamism and participation of each participant
- Receive new applications
- Focus the FEL National Programme in a strategic direction with universities
- Budget management (spending review or possibility of generating income activities)
- Management of awards and recognitions for the most active participants
- Strengthen and create strategic alliances and partnerships with government, universities, research groups, etc.

6. POTENTIAL SYNERGIES

National FEL Alumni

There are no existing Alumni Communities for the National FELs, but some countries are planning to launch them in the near future.

The potential main activities of the Alumni Communities are:

- Networking
- Invitation as experts to conferences and universities
- Mentoring for current National FELs

Collaboration with Other National Programmes

Collaboration with other National Programmes creates powerful synergies.

Germany & Austria

Young Energy Professionals in Germany held the first “Young Energy Forum” on “Costs and benefits of energy transition – what has the young generation to pay and will the investment pay off?” Around 30 young professionals (under the age of 35), from all over the energy sector (policy maker, NGOs, academia, mining & exploration, engineering, renewable, transmission etc) presented and discussed during one afternoon about a broad and important question, referring to the young generation. Two representatives from the Austrian FELs and a staff from the WEC office joined the forum.

Romania & Argentina

The International FEL workshop, was organized in 2016 in conjunction with FOREN (Regional Energy Forum). During this Summit more than 20 participants debated and proposed innovative ideas about energy challenges, being specially unique the commitment to take this ideas into action. This event had the special participation of Argentinean FELs contributing to the exchange of ideas about National FEL Programme organization and WE Academy.

World Energy Academy

To help energy leaders and practitioners keep ahead in the increasingly complicated energy sector, World Energy Academy has been developed to better prepare the energy community to meet the challenges and new opportunities in the sector. The academy was carefully designed with National Member Committees to keep them at the very heart of the programme. Doing so will help to improve the understanding of the global energy system and the promotion of the sustainable supply and use of energy for the greatest benefit of all. The World Energy Academy enhances the Council’s mission to promote sustainable energy by creating a collaborative talent

pool, promoting and diffusing our content and network and strengthening our Member Committees.



7. GETTING SUPPORT

The FEL Development Taskforce with the support of the London Office and the National FEL Programmes wrote this guideline.

FEL Taskforce Members

The FEL Development Taskforce currently consists of the following FEL-100 participants:

Name	Country
Daniel Diaz (Taskforce Leader)	Colombia
Makiko Takagishi (Taskforce Co-Leader)	Japan
Francisco José Galtieri (FEL Board)	Argentina
Emil Macovei (FEL-Alumni, Taskforce Mentor)	Romania
Anna Nordling (FEL-100)	Sweden
Julian Tuccillo (FEL-100)	Argentina
Chawalit Pantaros (FEL-100)	Thailand

Daniel Diaz (danieldiaz@energycolombia.org) and Francisco José Galtieri (francisco.galtieri@gmail.com) will be glad to answer any questions regarding National FEL Programmes.

FEL Taskforce Vision

To build sustainable and well-linked communities of young professionals at national and global levels.

FEL Taskforce Mission

Developing strong national FEL teams in each country is key to strengthening the global FEL-100 programme and deepening its local impact. Eleven Member Committees (MCs) have already developed their own National FEL Programme and others are planning to do so in the near future. Despite this progress however, a number of MCs are still unsure about the process, structure, budget and time that the process of developing a National FEL Programme requires.

The FEL Development Taskforce therefore acts as an “advisory board” to support member committees interested in developing a National FEL Programme. To do so, the taskforce provides a guideline document, which shares best practices and advice on how to implement and develop National FEL Programmes.

The London Office

Based in London, the secretariat of the World Energy Council provides support and advice to its members for all of their projects, including a National FEL Programme. While the Member Committee has to take the main responsibility, the team is happy to help with expertise and contacts to establish a new programme or to support existing ones.

In case the Member Committee wishes to invite a particular speaker or seeks an answer to a specific question, the point of contact in the secretariat should be Sophie Rose (srose@worldenergy.org) who is also in charge of the FEL Programme.

Guideline Update

This document was finished on December 2016 and should be updated for the next World Energy Congress in 2019. If possible, annual updates with minor changes will be released. The FEL Development Taskforce is in charge of these updates. In case the taskforce is incapable of delivering the updates, the FEL Programme coordinator will decide on the steps to follow.

8. ANNEX: QUESTIONNAIRE RESULTS FOR EIGHT COUNTRIES

	Argentina	Austria	Germany	Hungary	New Zealand	Nigeria	Romania	Zimbabwe
1. Basic information								
1.1 Basic information on National FEL Programme								
b) Name of the National FEL Programme (if applicable):	Comunidad de Líderes Energéticos (CACME)	Young Energy Professionals Programme (YEP)	Young Energy Professionals (YEP)	HYPE (Hungarian Youth Professionals in Energy)	Young Energy Professionals Network	Nigerian WEC FEL Programme	Future Energy Leaders Programme of Romania (Romania FEL)	Future Energy Leaders Zimbabwe
c) What are the objectives of your National FEL Programme?	<ul style="list-style-type: none"> Educate on world and national energy related topics/ issues Provide a platform for young professionals to discuss energy topics Provide opportunities to build networks within the energy sector Support the member committee activities 	<ul style="list-style-type: none"> Provide a platform for young professionals to discuss energy topics Provide opportunities to build networks within the energy sector. Support the FEL-100 and identify the best candidate at the national level Create synergies between the young 	<ul style="list-style-type: none"> Provide a platform for young professionals to discuss energy topics Provide opportunities to build networks within the energy sector Support the member committee activities 	<ul style="list-style-type: none"> Provide a platform for young professionals to discuss energy topics Provide opportunities to build networks within the energy sector Support the FEL-100 and identify the best candidate at the national level Support the member committee activities 	<ul style="list-style-type: none"> Educate on world and national energy related topics/ issues Provide a platform for young professionals to discuss energy topics Provide opportunities to build networks within the energy sector 	<ul style="list-style-type: none"> Educate on world and national energy related topics/ issues Provide opportunities to build networks within the energy sector Support the FEL-100 and identify the best candidate at the national level Support the member committee 	<ul style="list-style-type: none"> Educate on world and national energy related topics/ issues Provide a platform for young professionals to discuss energy topics Provide opportunities to build networks within the energy sector Support the FEL-100 and identify the best 	<ul style="list-style-type: none"> Provide a platform for young professionals to discuss energy topics Provide opportunities to build networks within the energy sector Support the member committee activities

	Argentina	Austria	Germany	Hungary	New Zealand	Nigeria	Romania	Zimbabwe
		professionals				activities • Create synergies between young professionals' companies	candidate at the national level • Support the member committee activities, • Create synergies between young professionals' companies	
d) When was the National FEL Programme established?	In 2014	September 2015	2007, after the Rome congress	~2012	2014	2016	October 2011	2015

	Argentina	Austria	Germany	Hungary	New Zealand	Nigeria	Romania	Zimbabwe
<p>e) Who is the main contact person in charge of the programme in your MC?</p> <p>• Name: • Company • Organization • Position • E-mail address • Phone</p>	<ul style="list-style-type: none"> • <u>Martín Palazzo</u> • CACME - Argentine Committee World Energy Council • Coordinator • cacme@cacme.org.ar 	<ul style="list-style-type: none"> • <u>Niels Pollmann</u> (WEC) • +43 (0)15046986 • office@wec-austria.at 	<ul style="list-style-type: none"> • <u>Nicole Kaim-Albers</u> • German Member Committee Head of Office • <u>kaim@weltenergierat.de</u> • +49 30 2061 6750 	<ul style="list-style-type: none"> • <u>Pál Gerse,</u> • FEL-100 Board member • <u>gespa87@gmail.com</u> • <u>Balint Hartmann</u> • Hartmann.balint@gmail.com 	<ul style="list-style-type: none"> • <u>Jenny Lackey</u> • Energy Efficiency and Conservation Authority • General Manager Strategy • <u>jenny.lackey@eeca.govt.nz</u> • +6427837606 2 	<ul style="list-style-type: none"> • <u>Ismaila Haliru Zarma</u> • Energy Commission of Nigeria • Principal Scientific Officer • <u>ismailzarma@yahoo.com</u> • +234708441 5597 	<ul style="list-style-type: none"> • <u>George Constantin</u> • The WEC Romanian Member Committee • FEL Romania Programme Manager • <u>george.constantin@vler.ro</u> • +40751 159 048 	<ul style="list-style-type: none"> • <u>Grace Mpanduki</u> • Reinsurance Analyst • <u>grace.mupanduki@gmail.com</u>
<p>f) Is there a Board / leadership group in charge of your National FEL Programme?</p>	Yes, composed by MC members	Yes	No	No	Yes, composed by National FELs (current or alumni)	Yes, composed by National FELs (current or alumni)	Yes, composed by National FELs (current or alumni)	No

	Argentina	Austria	Germany	Hungary	New Zealand	Nigeria	Romania	Zimbabwe
f) (continued) Please give us the names of current or former participants to the FEL-100 Programme that are part of the National FEL Programme:		<ul style="list-style-type: none"> • <u>Philipp Irschik</u> • <u>Tanja Kienegger</u>, • <u>Dr. Florian Thaler</u> 	<ul style="list-style-type: none"> • Samuel Alt • Hannes Bieler 	<ul style="list-style-type: none"> • István Vokony • Bálint Hartmann 	<ul style="list-style-type: none"> • Nathan Bittle • Andrew Millar • Tina Frew 	<ul style="list-style-type: none"> • Abbas Musa • Hauwa Manzo • Eziekel Oyewole • Zainab Saidu 	(Former) Emil Macovei; (Current) Claudiu Butacu	
f) continue If applicable, how is the FEL-100 representative involved in your National FEL Programme?	<ul style="list-style-type: none"> • Leader of the National FEL Programme • Energy Leaders Community Coordinator 	<ul style="list-style-type: none"> • Ordinary members of the National FEL Programme 	<ul style="list-style-type: none"> • Ordinary members of the National FEL Programme • Some are national FEL • some are not (anymore) 	<ul style="list-style-type: none"> • Mentor or advisor of the National FEL Programme • Ordinary members of the National FEL Programme 	<ul style="list-style-type: none"> • Leader of the National FEL Programme 	<ul style="list-style-type: none"> • Leader of the National FEL Programme 	<ul style="list-style-type: none"> • Board member of the National FEL Programme 	<ul style="list-style-type: none"> • Ordinary members of the National FEL Programme
1.2 Members								
a) How many current members does the National FEL Programme	500	27	20	~15	150	50	55 current members	18

	Argentina	Austria	Germany	Hungary	New Zealand	Nigeria	Romania	Zimbabwe
have?								
b) What percentage of the current members is relatively active?	70%		70%	80%	20%	40%	30%	90%
c) What percentage of the current members is female?	30%		50%	20%	30%	50%	40%	50%
d) Where are the members from? (Same city/area or scattered around the country?)	Scattered around the country	Scattered around the country	Scattered around the country	Same city/area	Scattered around the country	Scattered around the country	Scattered around the country	Same city/area
e) Is there specific age criteria for participants?	No	No	No Between 25-35, but it's a soft rule	No	No	Yes 25 to 35	Yes 23 -35 age	Yes below 35

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f) Members' age?	<u>25 ~ 40+ years old</u> 30 ~ 34 are more than 60%		<u>25 ~ max 39 years old</u> 30 ~ 34 are more than 60%	<u>18 ~ 34 years old</u> 25 ~29 years old is majority.		25 ~ 35 years old 25 ~29 are around half of the members.	<u>23 ~ 35 years old</u> 25 ~29 are more than 60 % of the members.	<u>18 ~ 34 years old</u> 25 ~29 are around half of the members.
g) Please provide an overview of participants' current background	Most of the members have professional experience of more than 4 years.		Doctor students ~ professionals with +6 years	Doctor students ~ professionals with +6 years Around half of members have professional experience of more than 6 years.	<u>Professionals</u> More than 80% of the members have experience of 4~ 6 years.	Bachelors to professionals with ~6 years	Bachelors to Professionals with experience of + 6years More than half of members have professional experience of 4 years or more.	Bachelors to Professionals with experience of up to 6years Most of the members are the professional experience up to 3 years.
h) Industry/sector	<ul style="list-style-type: none"> • Academia, • Association • Banking and Finance • Consultancy • Government • NGO • Power and Utility, • Nuclear • Oil and Gas • Renewable, Technology 	<ul style="list-style-type: none"> • Academia, • Association • Consultancy • Government • Power and Utility • Oil and Gas • Renewable, Technology 	<ul style="list-style-type: none"> • Academia, • Consultancy • Government • Power and Utility • Technology 	<ul style="list-style-type: none"> • Academia, • Consultancy • Government • Power and Utility • Oil and Gas • Technology 	<ul style="list-style-type: none"> • Academia, • Association • Banking and Finance • Consultancy • Government • NGO • Power and Utility, • Renewable, Technology 	<ul style="list-style-type: none"> • Academia, • Association • Banking and Finance • Consultancy • Government • NGO / Coal • Power and Utility • Nuclear • Oil and Gas • Renewable, Technology 	<ul style="list-style-type: none"> • Academia • Banking and Finance • Power and Utility • Renewable 	

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i) Through which channel does the National FEL Programme recruit members? ✓ Advertisement includes: social media (facebook, LinkedIn), E-mail, Website, Flyers	<ul style="list-style-type: none"> WE Academy 	<ul style="list-style-type: none"> Personal contacts Recommendation Recruiting through WEC or energy related events 	<ul style="list-style-type: none"> Advertisement: Personal contacts 	<ul style="list-style-type: none"> Personal contacts Recommendation 	<ul style="list-style-type: none"> Advertisement: Personal contacts 	<ul style="list-style-type: none"> Advertisement: Personal contacts Recommendation Recruiting through WEC or energy related events 	<ul style="list-style-type: none"> Advertisement: Personal contacts, Recommendation Recruiting through WEC or energy related events 	<ul style="list-style-type: none"> Personal contacts
j) How long do the members act as the National FELs?	Not specified	Not specified, 2 ~ 3 year	4 ~ 5 year	Not specified	Not specified	Not specified	When reaching a certain age limit	2 ~ 3 year
k) Do you have an Alumni Programme for the National FEL Programme?	No	Not yet (Planning to have one in the future)	Not yet (Planning to have one in the future) / 20 members exist now.	Not yet (Planning to have one in the future)	Not yet (Planning to have one in the future)	No	No	No

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k) Continue If Yes, (2) what are the main activities of the Alumni community?		Will be networking and support for current programme.	Probably invite as experts to conferences and universities				-	
2. Activities of the National FEL Programme								
a) What activities/projects has your National FEL Programme undertaken? ✓ <u>Information sharing using social media</u> (Twitter, blogs, facebook, and LinkedIn)	<ul style="list-style-type: none"> • Seminars • Document publications • Excursions and site visits • To be part of the Community you must have completed the Course Training Program Energy Leaders 	<ul style="list-style-type: none"> • Working groups or taskforces • Information sharing using social media • Networking events • Meetings • Workshops • Excursions and site visits 	<ul style="list-style-type: none"> • Networking events • Roundtables • Excursions and site visits • YEP Booth at our Berlin Energy Day / sometime also direct engagement in the Energy Day 	<ul style="list-style-type: none"> • Working groups or taskforces • Seminars • Document publications • Information sharing using social media • Meetings • Workshops • Excursions and site visits 	<ul style="list-style-type: none"> • Working groups or taskforces • Seminars • Information sharing using social media • Networking events • Meetings 	<ul style="list-style-type: none"> • Meetings • Recruiting more FEL members 	<ul style="list-style-type: none"> • Working groups or taskforces • Seminars • Document publications • Information sharing using social media • Networking events • Roundtables • Meetings • Workshops • Excursions and site visits 	<ul style="list-style-type: none"> • Seminars • Networking events

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b) How many hours do the members spend for the activity per month on average?	10~ 20 hours/ month	5~ 9 hours/ month	Less than 5 hours/ month	Less than 5 hours/ month	Less than 5 hours/ month	5~ 9 hours/ month	10~ 20 hours/ month	Less than 5 hours/ month
c) Do their activities take place face to face or remotely?	Both (Face to Face and Remotely)	Remotely	Both (Face to Face and Remotely)	Face to face	Both (Face to Face and Remotely)	Both (Face to Face and Remotely)	Both (Face to Face and Remotely)	Both (Face to Face and Remotely)
d) If applicable, what digital communication channels do the members usually use?	<ul style="list-style-type: none"> • Skype • E-mail • Dropbox • Google drive 	<ul style="list-style-type: none"> • Skype • E-mail • Google drive • Other 	<ul style="list-style-type: none"> • Telephone conference platform • E-mail • Dropbox • Google drive 	<ul style="list-style-type: none"> • Skype • Telephone conference platform • E-mail • Google drive 	<ul style="list-style-type: none"> • E-mail 	<ul style="list-style-type: none"> • E-mail 	<ul style="list-style-type: none"> • Skype • Telephone conference platform • E-mail • Google drive 	<ul style="list-style-type: none"> • E-mail
3. Cooperation and financial support with / from others								
3. 1. Cooperation with MC of your country								

	Argentina	Austria	Germany	Hungary	New Zealand	Nigeria	Romania	Zimbabwe
a) How does the National FEL Programme support your MC?	<ul style="list-style-type: none"> • Contact with new generation • Take their ideas into action 	<ul style="list-style-type: none"> • Provides visibility to the MC • Contact with new generation • Other 	<ul style="list-style-type: none"> • Provides visibility to the MC • Contact with new generation • Fresh ideas • Take their ideas into action 	<ul style="list-style-type: none"> • Fresh ideas 	<ul style="list-style-type: none"> • Contact with new generation 	<ul style="list-style-type: none"> • Provides visibility to the MC • Contact with new generation • Fresh ideas • Take their ideas into action 	<ul style="list-style-type: none"> • Provides visibility to the MC • Contact with new generation • Fresh ideas • Take their ideas into action • Drawing up Position Papers to the MC and Governmental documents and studies 	<ul style="list-style-type: none"> • Provides visibility to the MC • Fresh ideas
b) How does the MC see the National FEL programme, is this something they value?	YES	Yes, very much.	See above	Yes	Yes, they see a pool of energetic young people, like to see their views through surveys etc.	Yes	The MC values the smart, fresh and bold ideas and projects of the FEL Romania.	Yes
b) How does your MC help/ contribute to the National FEL Programme?	<ul style="list-style-type: none"> • Financial support • Strategic guidance • Quality check of the National FEL Programme 	<ul style="list-style-type: none"> • Financial support • Strategic guidance • Quality check of the National FEL Programme • Contacts • Other 	<ul style="list-style-type: none"> • Strategic guidance • Quality check of the National FEL Programme • Contacts • Complete organization through our office 	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • Financial support • Contacts 	<ul style="list-style-type: none"> • Strategic guidance • Quality check of the National FEL Programme • Contacts 	<ul style="list-style-type: none"> • Financial Support • Strategic guidance • Quality check of the National FEL Programme • Contacts 	<ul style="list-style-type: none"> • Financial support • Strategic guidance • Contacts

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							Awards and Prizes offered by the MC to the best papers delivered by Romanian FELs in conferences; Initiating the "Young Energy Professional of the year" within an Energy Gala	
d) Does your National FEL Programme involve cost for your MC?	Yes	YES	No	No	No	Yes	Yes	Yes
d) Continue If Yes, could you please provide us with an average annual budget? (in USD)		Cannot be specified yet.				4,000	600 USD, on average	\$1,000

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a) In addition to your MC, is there any additional entity supporting the National FEL Programme?	No other institution	<ul style="list-style-type: none"> • Government • Association • Private companies 	<ul style="list-style-type: none"> • Private companies 	<ul style="list-style-type: none"> • Academia 	<ul style="list-style-type: none"> • Our members (National FELs) 	<ul style="list-style-type: none"> • Government • Academia • Private companies • Our members (National FELs) 	<ul style="list-style-type: none"> • WEC MC in your countries • Private companies • Our members (National FELs) 	<ul style="list-style-type: none"> • Government • Private companies
b) If applicable, how do they help the National FEL Programme? ✓ <u>Provide resources</u> (facilities, meeting rooms, excluding money)		<ul style="list-style-type: none"> • Expert presentation or seminars • Site visit opportunities • Provide resources • Coaching/mentorship 	<ul style="list-style-type: none"> • Provide resources (facilities, meeting rooms, excluding money) 	<ul style="list-style-type: none"> • Speakers • Expert presentation or seminars • Site visit opportunities • Provide resources) 	<ul style="list-style-type: none"> • Provide resources • Working experience 	<ul style="list-style-type: none"> • Expert presentation or seminars • Provide resources • Working experience 	<ul style="list-style-type: none"> • Speakers • Lectures • Expert presentation or seminars • Site visit opportunities • Provide resources • Working experience • Coaching/mentorship 	<ul style="list-style-type: none"> • Provide resources

	Argentina	Austria	Germany	Hungary	New Zealand	Nigeria	Romania	Zimbabwe
3.3 Financial supports								
a) Who funds the National FEL Programme?	<ul style="list-style-type: none"> World Energy Council MC in your countries 	<ul style="list-style-type: none"> Government World Energy Council MC in your countries Private companies 	<ul style="list-style-type: none"> Private companies No need for funding 	<ul style="list-style-type: none"> No need for funding 	<ul style="list-style-type: none"> No need for funding 	<ul style="list-style-type: none"> Government Our members (National FELs) 	<ul style="list-style-type: none"> World Energy Council MC in your countries Our members (National FELs) 	<ul style="list-style-type: none"> Donations
b) Do members have to pay the fee to become part of your National FEL Programme? If Yes, how much do the members have to pay?	No	No	No	Yes 10 USD per year	No	No	No	No
4. Past/ Present/ Future								

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a) Please provide one success story of your National FEL Programme:	<p>CREATION OF NATIONAL ENERGY EFFICIENCY AGENCY.</p> <p>Based on this proposal the Undersecretary of Energy Saving and Efficiency it was created.</p>	29(!) listed young professionals	Young Energy Forum - 30 participants & speakers under the age of 35 from all over the sector discussion one afternoon about the costs and benefit of Energy Transition. Excellent atmosphere, open and divers from backgrounds, opinions and positions. (50 % Girls)	https://www.worldenergy.org/news-and-media/local-news/active-hungary-young-professionals-in-energy/	<p>Workshop and presentation to the WEC/APEC Energy Resilience Conference in NZ in early 2016.</p> <p>http://www.bec.org.nz/_data/assets/pdf_file/0017/114704/NZ-FEL_YEPN-Summit-Presentation.pdf</p>	Our FEL member database has increased tremendously with about 50 active members	<p>The national Romanian FEL workshop - organized in odd years</p> <p>The International FEL workshop, organized in even years</p> <p>(in conjunction with our most important event, FOREN-Regional Energy Forum).</p>	Meeting with the regulator
c) What are the main challenges your National FEL Programme faces?	<ul style="list-style-type: none"> • Time availability • Rotation 	<ul style="list-style-type: none"> • Time availability • Budget 	<ul style="list-style-type: none"> • Time availability • Motivation • Sustainability 	<ul style="list-style-type: none"> • Time availability • Motivation • Sustainability 	<ul style="list-style-type: none"> • Time availability • Motivation 	<ul style="list-style-type: none"> • Human resources • Budget • Motivation • Supports 	<ul style="list-style-type: none"> • Human resources • Time availability • Budget • Supports 	<ul style="list-style-type: none"> • Budget

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d) In order to overcome the above mentioned challenge(s), what support do you need?	• N/A	• We need additional funding	• I wish I knew! • It is an age where people usually make career, buy houses and get kids, so their availability might change from one day to another.	• Supportive and operating MC	• We need new ideas of activities to organize	• Our National FEL Programme needs more member • We need additional support to run the programme • We need additional funding	• We need additional support to run the programme • We need additional funding	• We need additional funding
d) Do you see any evolution in the structure of your National FEL Programme in the next three years? Please provide a short overview of any specific plans.	Yes.	We have recently undertaken an internal review and will implement some changes based on the lessons learned in the process. We are currently in the last year of our first round and one challenge will be to get the alumni group going while starting the new	Easier but sustainable projects which demand not too much time to prepare (ex. brochure about job profiles, a questionnaire.)	Not yet	No specific plans except to develop a strategy.	Yes, in three years we ought to have a board that would drive the FEL programme	1.Membership review for non-active Programme members 2.New recruitment via active members' recommendations 3. Student mentorship/ training/ integration programmes 4. Involving FEL Romanian members within the WEC Study	Yes- By more visibility and value addition- this will make it an important component of WEC

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		programme.					Committees 5. Creating FEL Romanian Working Groups on various technical areas 6. Fund raising 7. Continued development of CSR activities 8. Organizing industry debates 9. Publishing periodical energy reports 10. Drafting position papers	
5. Messages								
What advice could you give to MCs or FELs willing to develop National FEL Programmes?	N/A	Set up a very precise scheme in the beginning and especially think about the whole process from start to	Make it easy and not too ambitious. If it should be sustainable, responsibilities can't be giving	Always thrive to create a sustainable programme that will be able to run its course once the founders	Get buy in from senior business leaders, who will support your activities from the	I believe the FEL Programme is an avenue for developing young professionals towards	1. The MCs have to trust in FELs new, smart and fresh ideas and also support and involve the young energy	Let the FELs take the lead and create a form of Young Leaders programme they want. In addition, I have

	Argentina	Austria	Germany	Hungary	New Zealand	Nigeria	Romania	Zimbabwe
		end. How do young professionals get in? What do they do in the programme? How do they get out? Plan in advance but be ready to adjust if necessary. Try to set up democratic structures for the group and give them responsibility for their programme. Contact existing programmes in order to get specific advice.	to only a few people who might not be there tomorrow.	have become inactive.	beginning.	steering the nation unto prosperity path as it pertains energy and the economy at large.	professionals within their activities, studies and projects at national and global level, such as the today youth become the potential energy leaders of tomorrow. 2. The FELs have to be aware of the excellent career development opportunities they can benefit from their membership to such FEL Programmes and dare for more. A continuous communication between generation is also	learn that there is no one size fits all for the success of FEL.

	Argentina	Austria	Germany	Hungary	New Zealand	Nigeria	Romania	Zimbabwe
							recommended.	