



Empowering Women

as Managers in the Renewable Energy Sector

-An Asia-Pacific Economic Cooperation (APEC) project



Table of content

1	Empowering Women as Managers in the Renewable Energy Sector - why?	3
2	What are the project's objectives and main components?	3
3	Precisely what will the project offer?	3
4	Who can apply?	3
5	Does the project offer certificates?	4
6	How does the timeframe look like?	4
7	How will the online training work?	5
7.1	Teaching Methods.....	5
7.2	Content of the online courses.....	5
8	How will the support in business plan development look like?	6
9	What happens in the training and pitching week?	7
9.1	Face-to-face training	7
9.2	Business plan pitches	8
10	What learning materials will be provided?	9
11	Where are the trainings taking place?	9
12	What are the eligibility criteria and application procedures?	9
12.1	Eligibility Criteria	9
12.2	Training Fees	10
12.3	Travel Costs	10
12.4	Application Procedure.....	10

1 Empowering Women as Managers in the Renewable Energy Sector - why?

The contribution of women to the social and economic development of Asia-Pacific Economic Cooperation (APEC) economies has not reached its full potential. APEC Governments have implemented initiatives to advance the position, role, and impact of women and promoted women's entrepreneurship and economic engagement through improving their access to education, finance, and technology. Developed by the United States and funded by APEC, the new project *Empowering Women as Managers in the Renewable Energy Sector* is now being implemented by the Renewables Academy (RENAC), SD Strategies and Nedworc Foundation.

2 What are the project's objectives and main components?

Through a capacity-building and mentoring program, *Empowering Women as Managers in the Renewable Energy Sector* aims to support female participants from APEC economies¹ to advance their careers and become leaders in the Renewable Energy sector. It specifically seeks to increase their knowledge of renewable energy technologies, markets and policy through an online training program and a one-week in-person workshop; enable them to develop their own business plans through targeted mentoring and assistance; and give them the possibility to pitch their ideas to senior experts and potential investors in order to find support, partners and financing assistance. Upon completion of this programme, participants will be invited to join an alumni network of like-minded professionals in the energy sector.

3 Precisely what will the project offer?

Advance skills and knowledge	<ul style="list-style-type: none"> • Online trainings on renewable energy technology, markets and policies as well as their economic and social dimensions, concluded by an exam • One-week in-person workshop including further training sessions and interactive seminars
Assist business plan development and presentation	<ul style="list-style-type: none"> • Evaluation of business plan proposals and mentoring by professional experts to improve selected ideas • Pitch ideas to renewable energy experts
Build connections	<ul style="list-style-type: none"> • New professional contacts and the creation of an alumni network • Support to find business partners and financing opportunities

4 Who can apply?

The program seeks **women who**:

- Hold mid-level positions in the public or private energy sector, including but not limited to ministries, public institutions, grid operators, power generation companies, project developers, enterprises, the finance sector, and NGOs.
- Are eager to improve their skills, knowledge and self-confidence
- Seek to advance their renewable energy business idea and improve their ability to develop a convincing business plan

¹ APEC economies: Australia; Brunei Darussalam; Canada; Chile; People's Republic of China; Hong Kong, China; Indonesia; Japan; Republic of Korea; Malaysia; Mexico; New Zealand; Papua New Guinea; Peru; The Philippines; The Russian Federation; Singapore; Chinese Taipei; Thailand; United States of America.

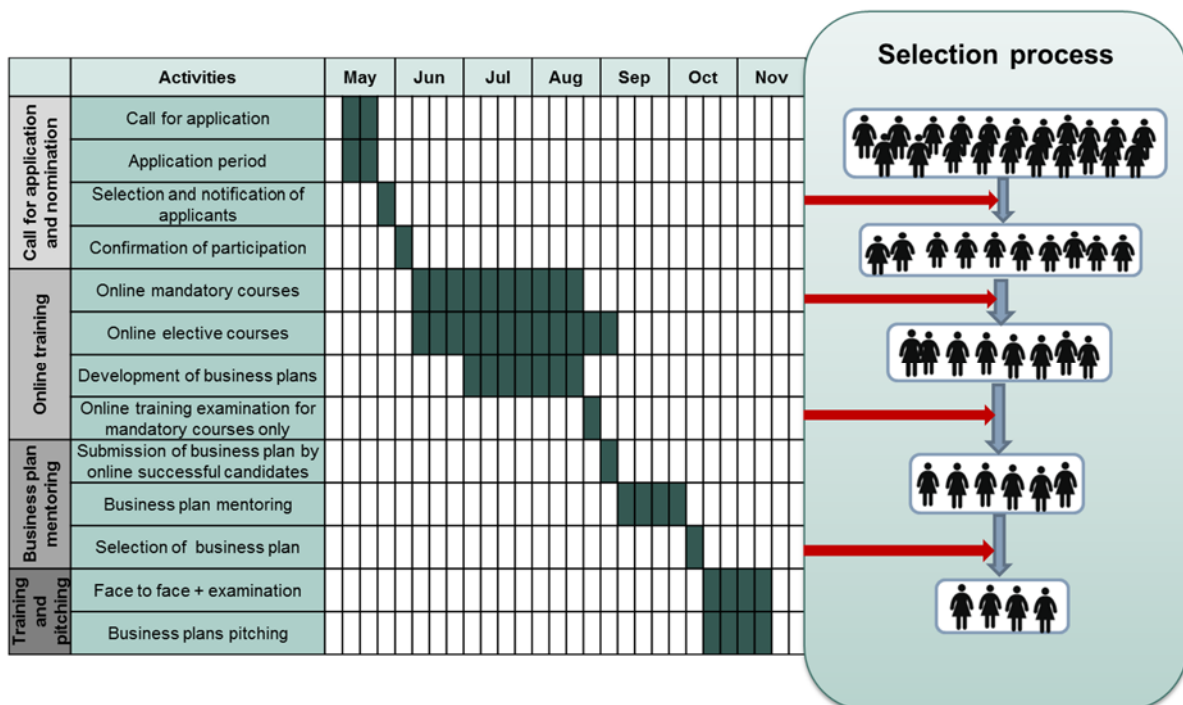
- Aspire to advance their careers and reach top energy management positions
- Welcome flexible learning opportunities and are open to self-learning methods
- Citizen of and work in an APEC economy. Applications from women in travel eligible economies² are strongly encouraged.

5 Does the project offer certificates?

Empowering Women as Managers in the Renewable Energy Sector is designed as a multi-component process and rewards participants for their conclusion of each stage of the programme. The programme is divided in three consecutive modules each of which ends with an evaluation, certification and selection of successful candidates who proceed to the next stage:

1. On-line seminars
 - Certificate of attendance (after full completion of all sessions).
 - Graded certificate (after successfully passing the exam).
2. Business plan development
 - Selection of 18 individuals with the most promising business ideas and joint further advancement of these plans.
3. Training and pitching
 - Face-to-face training certificate of attendance for the face-to-face training.
 - Certificate for the successful fulfilment of all program modules, including the business plan pitch to an expert committee.

6 How does the timeframe look like?



² Chile, China, Indonesia, Malaysia, Mexico, Papua New Guinea, Peru, Philippines, Russia, Thailand and Viet Nam.

7 How will the online training work?

7.1 Teaching Methods

The program is designed following a self-learning approach which ensures that participation is fine-tuned to individual circumstances and desires. Participants are given the flexibility to choose and access training materials as well as develop and present their own ideas at a pace and time convenient to them. In order to offer an enjoyable and sustainable training, RENAC uses a range of teaching methods. The lecturers choose the methods according to the learning target of each teaching unit. Teaching methods include:

1. Online Trainings via RENAC's e-learning platform on renewable energy projects
 - Independent study phases of varying length and format (mandatory texts, additional reading material, videos, tests for self-evaluation)
 - Individual support from trainers via an online-forum for questions and answers
 - Virtual classroom meetings
 - Online self assessments to directly practice new knowledge
 - Online examination at the end of the online training module.

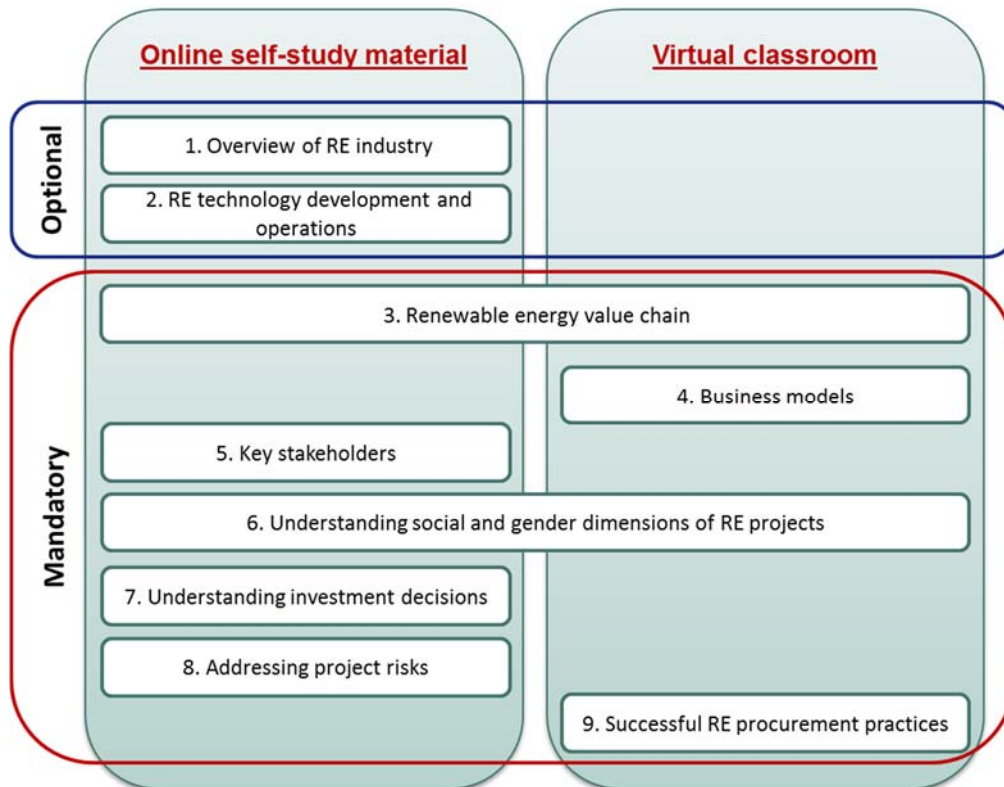
To refresh basic knowledge of essential concepts required for passing online exams, RENAC offers all participants introductory courses on (a) energy (b) the solar resource (c) electricity and (d) electric grids. Support and mentorship for business plan development, through individual online sessions and email communications.

2. Face-to-face training to review and present business plans:
 - Seminars using PowerPoint presentations, flip charts and white boards.
 - A combination of theoretical information and exercises enable participants to apply course content to practical situations.
 - Group work and discussions during lessons involve all participants and provide them with an opportunity to interact.
 - Business plans are presented to an evaluation committee.
 - Participants will receive detailed feedback and suggestions for improvements from senior experts.

7.2 Content of the online courses

The online program is divided into 2 parts:

- **Electives – technology courses:** Optional courses that give an overview of the renewable energy industry as well as introductions to six specific technologies: **photovoltaics, solar thermal, biogas, small hydropower, wind power and geothermal.**
- **Mandatory courses – gender, economics and financing:** These courses are compulsory and all participants must study the seven courses – the topics will be part of the final exam



8 How will the support in business plan development look like?

This project is designed for women who have a business idea which they would like to develop further. This idea can be to:

- Start a company at any selected point of the value chain of RE technologies
- Realise a large-scale RE project (> 10 Million US\$ investment volume).
- Realise a smaller RE project (grid-connected or offgrid; < 10 Million US\$ investment volume)

Interested women will send their initial business idea as part of their application material. Successful applicants will advance their business idea in parallel to the online trainings.

After successful completion of the online exam, 25 business plans will be selected for active support and mentoring based on a clear and transparent set of criteria. Both the technical and finance sections of a business plan will be advanced. Mentors have extensive experience on technical and economic aspects of different RE businesses. They will provide the input through:

- Written feedback including on quality, completeness, open questions, feasibility, investment risks
- Evaluation of the financial aspects
- Online consultancy via skype or phone
- Feedback on the final version of the business plan and the presentation for its pitch to the evaluation committee

9 What happens in the training and pitching week?

The business plan development phase will be followed by a one-week in-person workshop including trainings and seminars, the pitching of business plans to an evaluation committee, and networking opportunities.

9.1 Face-to-face training

Objectives of the face-to-face trainings are to:

- Bring women together with policy, gender and business experts
- Increase ability to design and evaluate business plans for companies or projects
- Widen the scope of participants to include social, gender and environmental co-benefits of RE projects
- Meet in person and build up a network of allies.

Time	Day 1	Day 2	Day 3
09.00 - 10.30	Introduction of lecturers and participants	Gender aspects in the RE sector	Development of large scale RE Projects I
	<ul style="list-style-type: none"> ▪ Welcoming / introduction of participants ▪ Seminar goals and objectives ▪ Presentation of the project ▪ Expectations 	<ul style="list-style-type: none"> ▪ Review of gender concepts ▪ Identifying gender objectives ▪ Defining gender activities, budget and indicators ▪ Institutionalization process ▪ Exercise: assessment of own project 	<ul style="list-style-type: none"> ▪ Site selection and feasibility study ▪ Definition and securing of the project ▪ Detailed design and permits ▪ Risk evaluation and mitigation strategies
10.30 - 10.45	<i>coffee break</i>	<i>coffee break</i>	<i>coffee break</i>
10.45 - 12.15	Policy and regulatory frameworks for RE market development	Gender aspects in the RE sector	Development of large scale RE Projects II
	<ul style="list-style-type: none"> ▪ Comprehensive energy-sector planning: Connecting the dots through Energy Roadmaps ▪ The assessment of technology, market, social & development potentials ▪ Key policy components ▪ Financing and the roles of the public and the private sector 	<ul style="list-style-type: none"> ▪ Continued: assessment of own project ▪ Plenary: presentation of projects and feedback 	<ul style="list-style-type: none"> ▪ Setting up a Special Purpose Vehicle (SPV) ▪ Required project contracts ▪ Project Finance & Implementation ▪ Operation and Maintenance
12.15 - 13.45	<i>lunch break</i>	<i>lunch break</i>	<i>lunch break</i>
13.45 - 15.15	Bankable business plans for companies in the RE sector	Business plans for smaller investments in RE	Investment risks and de-risking
	<ul style="list-style-type: none"> ▪ What is the purpose of a bankable business plan (BP) ▪ Actors and companies along the RE value chain ▪ Key aspects of BPs ▪ First steps for creating a BP 	<ul style="list-style-type: none"> ▪ Project life cycle and cost analysis ▪ Financial indicators ▪ Determine CAPEX and OPEX ▪ Resource estimation Business case formulation ▪ Business case formulation 	<ul style="list-style-type: none"> ▪ Overview of investment barriers ▪ Dominant investment risks ▪ De-risking policies & measures ▪ Financial enablers ▪ Fiscal policies ▪ Contractual and legal measures
15.15 - 15.30	<i>coffee break</i>	<i>coffee break</i>	<i>coffee break</i>
15.30 - 17.00	Entrepreneurship business plan example	Business plans for smaller investments in RE	Co-benefits of RE
	<ul style="list-style-type: none"> ▪ Main tasks to consider for starting O&M business ▪ Discussion of BP example ▪ Sensitivity analysis ▪ Exercise (role play "banker" vs. "entrepreneur") 	<ul style="list-style-type: none"> ▪ Assessment of project value ▪ Financing sources ▪ Bankability assessment / due diligence ▪ Risk and risk management instruments ▪ Challenges and solutions 	<ul style="list-style-type: none"> ▪ Environmental & climate protection ▪ Energy security ▪ Economic development ▪ Financial stability ▪ Employment and broader social goals
starting 18:00	Welcome Dinner		

9.2 Business plan pitches

The three face-to-face training days are followed by two business-plan pitching days. Participants will get the chance to present and discuss their business plans to a committee of RE experts and other stakeholders. A final evaluation of each pitch will be done based on the provided material and the feedback from the evaluation committee, based on a clear and transparent set of criteria.

Each business plan will consist of a technical and a financial portion. Supportive material can be provided. A template will be provided which participants will use to develop their plans. It will include the following sections:

- Executive Summary
- Business Development
 - Description of company or project
 - Provided products and/or services
 - Operational plan
 - Management & organization
 - Marketing Strategy
- Financial Plan
 - Startup expenses
 - Capitalization
 - Budget table
- Appendix/Supportive material

Each business pitch will be 15 minutes long and followed by a 15-minute discussion with co-participants and the evaluation committee. The organizers will invite senior renewable energy experts and other stakeholders to join the committee. Pitches will include the oral presentation of the business plan, based on a limited number of slides. The pitches will follow an agreed structure and be based on the same PowerPoint template. Business plans will be made available to committee members electronically and/or as hard copies upon completion and at least one week before the workshop. Presenters can provide additional material to classmates and the committee.

The pitching session will be an outstanding opportunity for participants to test and further improve their proposed renewable energy company or project. Extensive feedback will be given on the technical, market and strategic components of the proposal. The financial discussion will include an assessment of provided numbers, the financial validity of the concept, and concrete financing opportunities. The pitching sessions will expose participating women to senior experts and stakeholders who might be able to and interested in accompanying the further business or project development and, ideally, implementation of business plans well beyond their immediate feedback during the sessions.

Important professional connections can form as part of the pitching sessions, job opportunities might be discussed which will or will not include the concrete project that is being pitched. Other women will choose to continue their career with their current public or private company but return to their offices with new business ideas, abilities, skills, contacts and confidence. The organizers are currently actively seeking networking opportunities beyond the pitching sessions such as a dinner or cocktail with a larger group of professionals such as the attendees of a renewable energy conference to which the workshop might be loosely attached.

The one-week workshop will be organized in October or November 2018 in one of the member economies of APEC. The exact date and location will be announced at a later point in time.

10 What learning materials will be provided?

Course materials will include:

- Online texts, further readings, videos, and questions to improve and test knowledge
- Downloadable articles and self-study texts
- Virtual classrooms and a forum for questions and answers
- Final examination
- Colour printed hard copies and personalised soft copies of all presentations at the face-to-face trainings

All materials will be in English.

11 Where are the trainings taking place?

The online trainings will be held via RENAC's online academy at <https://renewables-online.de/>. The exact link and log-ins will be provided to successful applicants.

The location of the in-person workshop (including face-to-face trainings and business pitch sessions) will be determined at a later time to ensure it coincides with a relevant regional energy meeting.

Duration and number of participants

	Duration	Number of Participants
On-line trainings	3 months	50
Mentoring support	3 months	25
Face-to-face training	3 days	16 -18
Business plan pitching	2 days	16 -18

12 What are the eligibility criteria and application procedures?

12.1 Eligibility Criteria

Application to this program is limited to women who:

- Are citizens of AND work in an APEC economy. Applications from women in travel eligible economies are strongly encouraged.
- Work with any of the following renewable energy institutions: ministry or other public agency; grid operator; power generation company or supplier or other enterprise providing energy goods or services; academic, lobby, financial institution or NGO working in the energy sector.
- Ideally, have between 6 and 12 years of experience working in the energy sector
- Are fluent in English
- Have access to a stable internet connection
- Are willing to take the online examination
- Have a renewable energy business idea (either for a company or a project) and are enthusiastic about developing it further

- Are in possession of a valid passport that enables them to take part in the in-person workshop (if selected).

12.2 Training Fees

Participation in all online and in-person components of this project will be free of charge for the selected women.

12.3 Travel Costs

Participants from the 11 travel-eligible APEC economies (see above) who are selected for the one-week workshop will receive full travel reimbursement by the APEC Secretariat upon completion of the trip. Reimbursement covers economy-class airfare and a per diem amount for hotel accommodation, meals and incidentals. Advance payment may be considered upon approval of the APEC Secretariat.

12.4 Application Procedure

Women interested in joining the program are requested to apply through RENAC's website using this <https://www.renac.de/projects/current-projects/empowering-women/> on or before the 27th of May 2018 at midnight [CET]. Applications which are submitted after the 27th of May 2018 cannot be considered. Participants will be selected based on their suitability and the quality of their applications. Applicants must demonstrate that they fulfil all eligibility criteria as outlined above. RENAC will inform candidates via e-mail on the **01st of June 2018**. Successful applicants must confirm their participations by sending an email to RENAC until the **8th of June 2018**. If a candidate fails to confirm her participation, the offer might be transferred to another applicant on the waiting list.

Important dates	
Application deadline	27.05.2018
Notification of selected participants	01.06. 2018
Confirmation of participation deadline	08.06.2018
Beginning of online courses	18.06.2018

RENAC will send an official invitation letter for the in-person workshop to speed up visa procedures of selected candidates. Completing the visa application procedure is the participant's responsibility. In case a visa is not granted, the participant has to inform RENAC immediately. Confirmed participants for the in-person workshop should be prepared to attend the one-week program including lectures, trainings, group work, and pitches. In case of sudden illness that makes her participation impossible, a participant will inform RENAC immediately and send a medical certificate with a letter stating the reasons for declining her participation at a late point in time.

For further details on the program and how to apply please contact us at tingwey@renac.de.