

INNOVATIVE

SOLUTIONS

FOR SUSTAINABLE BUSINESS

DEVELOPMENT

15
YEARS

CEFE PANORAMA

YEARLY REVIEW 2023



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15 years implementing innovative solutions for sustainable business development.

Dear friends and partners,

As we conclude another year, marked by challenges and triumphs, we reflect on the milestones that have defined our journey throughout 2023. In a world characterized by constant change, our resilience has been the guiding force that enabled us to navigate uncertainties with purpose.

Throughout the year, we faced challenges that tested our capacities, transforming each obstacle into an opportunity for growth and innovation. The CEFE Network, true to its core values, embraced change and channelled creativity to path the way forward.

Our global impact expanded, reaching diverse communities worldwide with initiatives ranging from sustainable development to empowering

entrepreneurs. At the heart of CEFE International's mission lies a commitment to empowering innovators, change-makers, and entrepreneurs. In 2023, we witnessed impactful solutions addressing real-world problems, emphasizing the importance of our collective efforts in fostering positive change globally.

Collaboration has been pivotal to our success, with the combined efforts of our members, partners, and supporters propelling our progress. Together, we embarked on ventures that demonstrated the strength of unity, achieving outcomes far beyond the reach of individual endeavors. It is with immense gratitude that we acknowledge the power of collaboration

with our partners and CEFE Network members. Through this, we would like to thank all the active members of the CEFE Master Minds that made it possible to set the scene for a big change in the CEFE community structure.

In addition to our achievements, we joyously celebrated the 15th birthday of CEFE International. The formalization of CEFE International in 2008 is a milestone not only marking a decade and a half of dedicated service to our mission but serves as a testament to the enduring impact of our collective efforts. Without the unwavering support and collaboration of our partners and CEFE Network members, this success would not have been possible. A big thanks and gratitude to all of you. And on this note, we are thrilled to share that we have welcomed two new Managing Directors at CEFE International: Pauline Sautter and Tom Buehler. Their commitment in recent years has been excep-

tional, and we are grateful for their dedication to steering the organization toward continued success. This leadership transition marks a new chapter in our journey, and we are confident in the positive impact they will bring.

Operating in quiet but having immense importance for CEFE International's achievements, our core team is the heartbeat of the organization. Each member plays a crucial role, contributing time, thoughts, ideas, and reflections, forming a harmonious and dedicated team. Their collective effort is the driving force behind CEFE International's success, shaping it into the organization it stands as today.

As we look ahead, we anticipate another year filled with innovation, collaboration, and impactful endeavors. The challenges that lie ahead will be met with the same determination that has defined our journey thus far. The CEFE Network will continue to serve

as a force for positive change, contributing to a better and more impactful future for all.

A heartfelt thank you to everyone who contributed to our journey in 2023. Your support, dedication, and collaborative spirit are the bedrock of our success. As we turn the page to a new year, let us carry this spirit forward, aspiring to create an even more prosperous and impactful future.

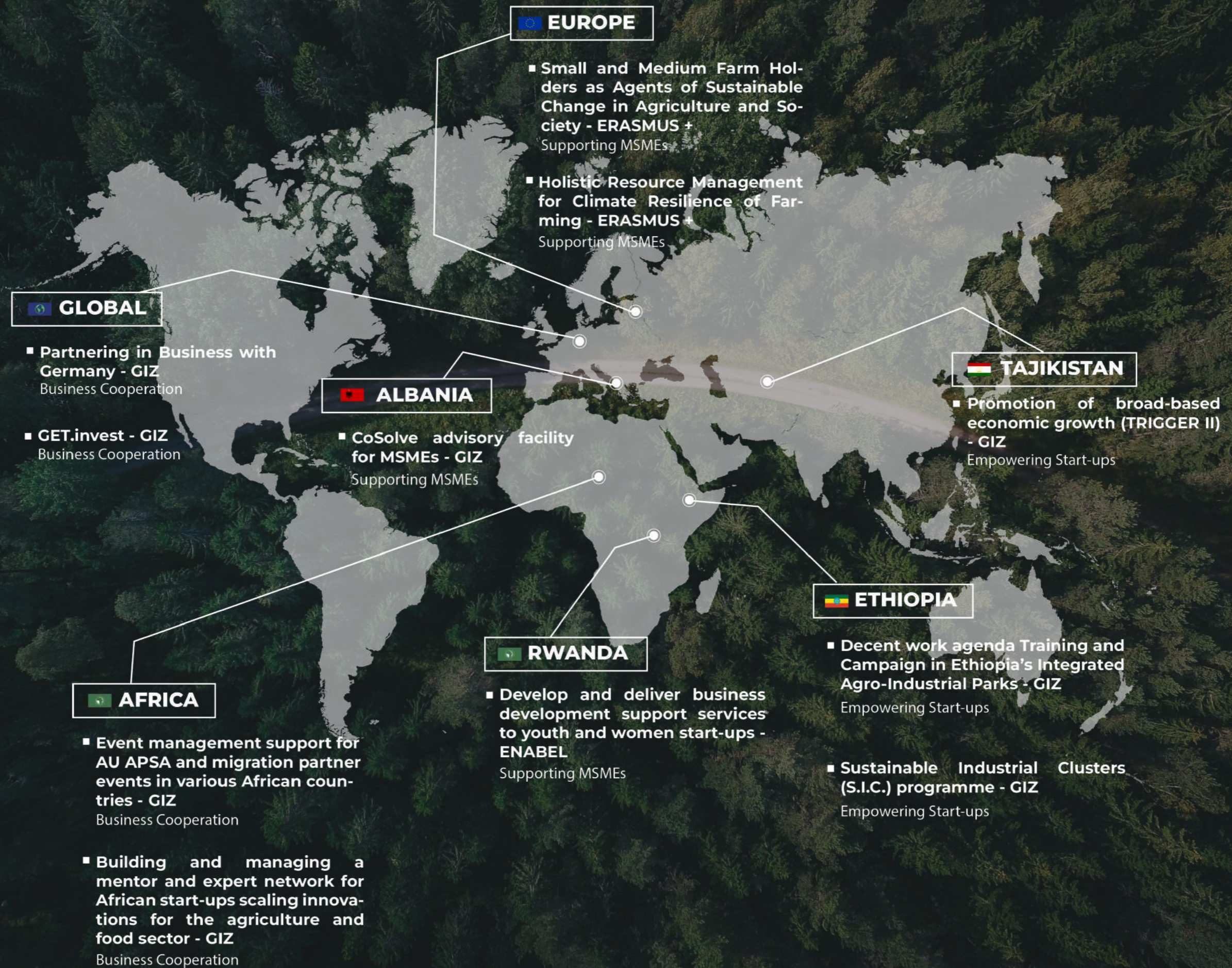
I am looking forward for another year. I am honoured to be the CEFE Network Coordinator and Managing Partner and Director of CEFE International.

All the best for 2024!

Marlinde Baerenz

PROJECT PORTFOLIO

2023



Supporting Business Cooperation

A dynamic and growing division that is making significant progress in promoting cooperation and partnerships across borders.



CEFE International's Business Cooperation Division has become a dynamic and growing part of the organisation. Despite being a relatively young division, its impact is growing, and it is making significant progress in promoting cooperation and partnerships across borders.

Notable initiatives that underline the Division's commitment to international collaboration are:

The realisation of two hybrid delegation trips to Germany on behalf of the BMWK - Manager Training Programme/GIZ.

These trips, each lasting several weeks, have proven to be instrumental in bridging gaps and fostering meaningful connections between businesses. The success of these initiatives has paved the way for them to continue

until 2024, underlining the division's commitment to long-term engagement and relationship building.

Event management projects in African countries, working closely with GIZ/AU.
-> In 2023, supported in the execution of 35 events.

This comprehensive approach ensures that events run smoothly, allowing participants to focus on the content of the meetings rather than the logistical challenges.

The collaboration with GIZ/AU reflects the division's commitment to making a tangible impact on the ground, particularly in African countries. By supporting events that bring together diverse stakeholders, CEFE International

SUSTAINABLE DEVELOPMENT GOALS

- 8 DECENT WORK AND ECONOMIC GROWTH
- 10 INDUSTRY, INNOVATION, AND INFRASTRUCTURE
- 17 PARTNERSHIPS FOR THE GOALS



The collaboration with GIZ/AU reflects the division's commitment to making a tangible impact on the ground, particularly in African countries.

nal aims to contribute to the growth and development of businesses and economies in the region.

The logistical support provided by the division ensures that these events not only meet their objectives, but also exceed expectations and leave a lasting positive impression.

One of the division's notable strengths is its ability to adapt to the changing landscape of international business cooperation. Hybrid delegation trips, for example, represent a forward-looking approach that combines physical pre-

sence with virtual connectivity. This approach not only allows for greater flexibility, but also addresses the challenges posed by global circumstances, such as travel restrictions or unforeseen disruptions.

As the division continues to grow, its impact is expected to extend beyond its current initiatives. The emphasis on long-term collaboration, the commitment to effective event management and the flexibility to adapt to changing



circumstances position CEFE International as an asset in the field of international business cooperation.

In conclusion, CEFE International's Business Cooperation Division is making significant progress in fostering global partnerships. Through initiatives such as hybrid delegation trips and joint event management projects in African countries, the division has demonstrated its commitment to facilitating meaningful connections and contributing to the success of businesses on an international scale.

As the division continues to evolve, its positive influence will have a lasting impact on the landscape of global business cooperation.



 **Lina Sinzinger**
Supporting Business cooperation Manager

Partnering in Business with Germany

The project gathered over 1,000 international managers to navigate German market dynamics and forge connections for global expansion.



Starting off on our annual global journey, Partnering in Business with Germany (formerly Manager Training Programme) brings together about 1000 managers from all corners of the world. They gear up to tackle the ins and outs of the German market and make connections with german businesses eyeing international growth. CEFE International has been one of the Training Centre for this unique experience

since 2016, proudly hosting over 14 delegations in the vibrant city of Cologne. One standout event in this program is the exclusive visit to Krüchemeyer GmbH. Forget the usual run-of-the-mill: participants dive into the world of self-adhesive die-cut parts, adhesive tapes, and abrasives. Krüchemeyer GmbH, a well-respected family business, has been rocking

the customized adhesive and abrasive solutions game for over seven decades, seriously boosting the efficiency of their clients' complex work and production processes. Picture this: Indian managers getting a warm welcome from the friendly Managing Director, Jan Krüchemeyer, on day two of their stay in Germany. This visit sets a cool standard for the rest of the company

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visits in the following were two weeks. Mr. Krüchemeyer spills the beans on his cutting-edge business model and tosses in some real-world examples that hit home with the global participants.

Looking back on the trip, the participants have only good things to remember: "The Managing Director's discussions on innovative solutions

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were seriously inspiring." This vibe sticks around during the wrap-up sessions, where participants are stoked about the eye-opening journey.

The visit includes a production tour and a hands-on workshop, giving participants a chance to roll up their sleeves and get some real-world insights. Krüchemeyer GmbH is proudly hanging out among



the top 10,000 companies in the German medium-sized business sector. Known for their innovation and custom solutions in adhesives and abrasives, they cater to industries like automotive, cosmetics, and medical technology.

Participants aren't just soaking up a good vibe, but knowledge; they're excited about "learning things that we can apply to our [own] companies, even though we are not from the same industry".

Mr. Krüchemeyer looks back on the group's positive vibes, saying, "We loved the lively exchange. These entrepreneurs and managers came in prepared, showing some serious business savvy. I was pleasantly surprised at how quickly our colleagues from India caught on to Krüchemeyer's business model during the discussions and the workshop."

Every interaction takes us a step closer to building a more connected and prosperous future and CEFE International is looking forward to hosting the next group of managers from Vietnam in February 2024.



Jennifer Stander
Project Manager

Event management support for AU APSA and migration partner events in various African countries

CEFE International supports African Union initiatives through the implementation of event management in the region.

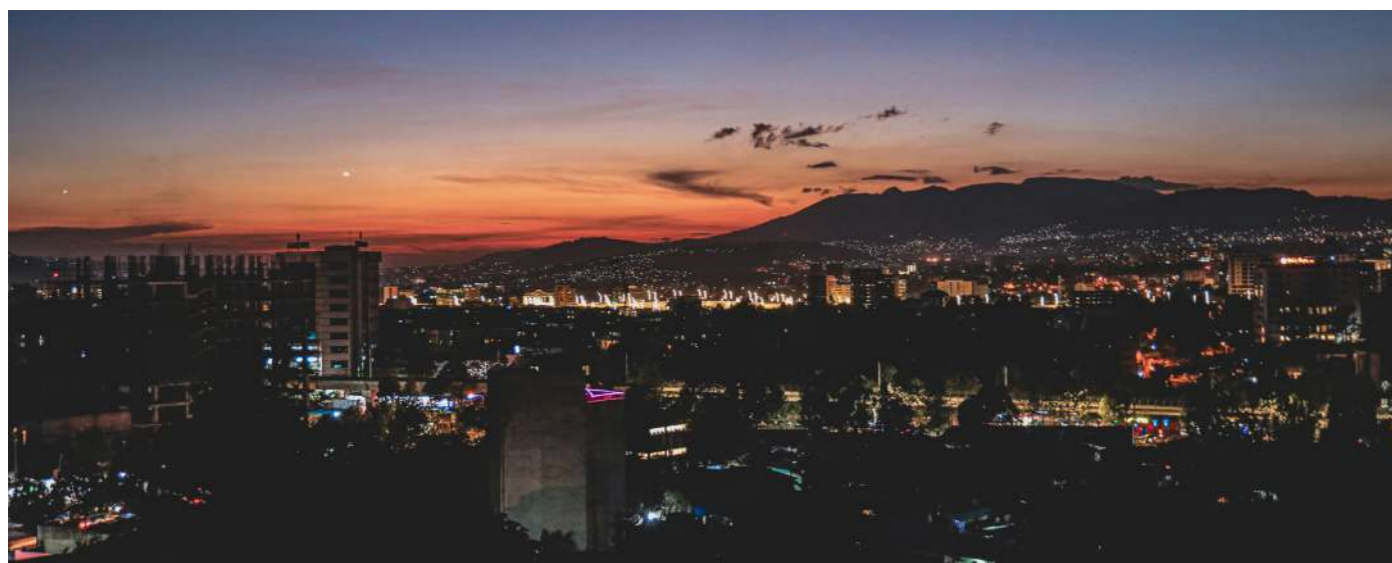


Photo by Sintayehu Arega on Unsplash

The German Government, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, acting on behalf of the German Government, has been actively engaged with the African Union (AU) since 2004, spearheading around 20 supranational projects across 33 African countries. Headquartered in Addis Ababa, Ethiopia, GIZ collaborates closely with seven AU departments, focusing on key areas such as peace and security, good governance, migration, regional economic integration, education/youth/employment, and agriculture and land governance.

GIZ employs a comprehensive, multi-level approach, addressing not only the continental level but also working intricately at regional and national tiers. Partnerships extend to Regional Economic Communities (RECs) like

ECOWAS, SADC, and EAC, along with collaboration with 19 AU member states. The objective is to develop and implement strategies aligned with continent-wide agendas and declarations.

Critical to awareness-raising and stakeholder sensitization, GIZ organizes up to 25 dialogue events annually. These events, held virtually or in person, are tailored to specific countries, regions, or the entire continent. Despite logistical complexities, they serve as platforms for collaboration, networking, and engagement with diverse stakeholders, including policy-makers, the media, academia, the private sector, civil society organizations, and communities.

GIZ has contracted CEFE International, in

SUSTAINABLE DEVELOPMENT GOALS

- 1 END OF POVERTY
- 8 DECENT WORK AND ECONOMIC GROWTH
- 10 REDUCTION OF INEQUALITIES

try for Economic Cooperation and Development (BMZ), the partnership includes various subcontractors based in Africa and Europe, and the coordination efforts encompass various tasks, from procuring air tickets to facilitating reimbursements for participants' expenses.

From April 1, 2023, to October 31, 2024, CEFE International, in collaboration with TAYA and diverse subcontractors, is dedicated to supporting the realization of events for the GIZ AU projects. In 2023 alone, the consortium supported the execution of 35 face-to-face events in different African countries, contributing significantly to the projects' objectives and overall continental impact.

consortium with TAYA, as an experienced event management consortium with regional expertise in Africa. This collaboration is part of two GIZ AU projects: "Support to the AU on Labour Migration and Free Movement" (migration project) and "Support to the AU in the areas of crisis prevention, conflict management and peace building within the framework of the African Peace and Security Architecture (APSA)" (APSA project). Funded by the German Federal Minis-



CEFE International, in collaboration with TAYA and diverse subcontractors, is supporting the realization of events for the GIZ AU projects.

We are very much looking forward to this year and the support we will provide the two GIZ projects during this year. If it is face-to-face or on-line events we are prepared!



Lina Sinzinger

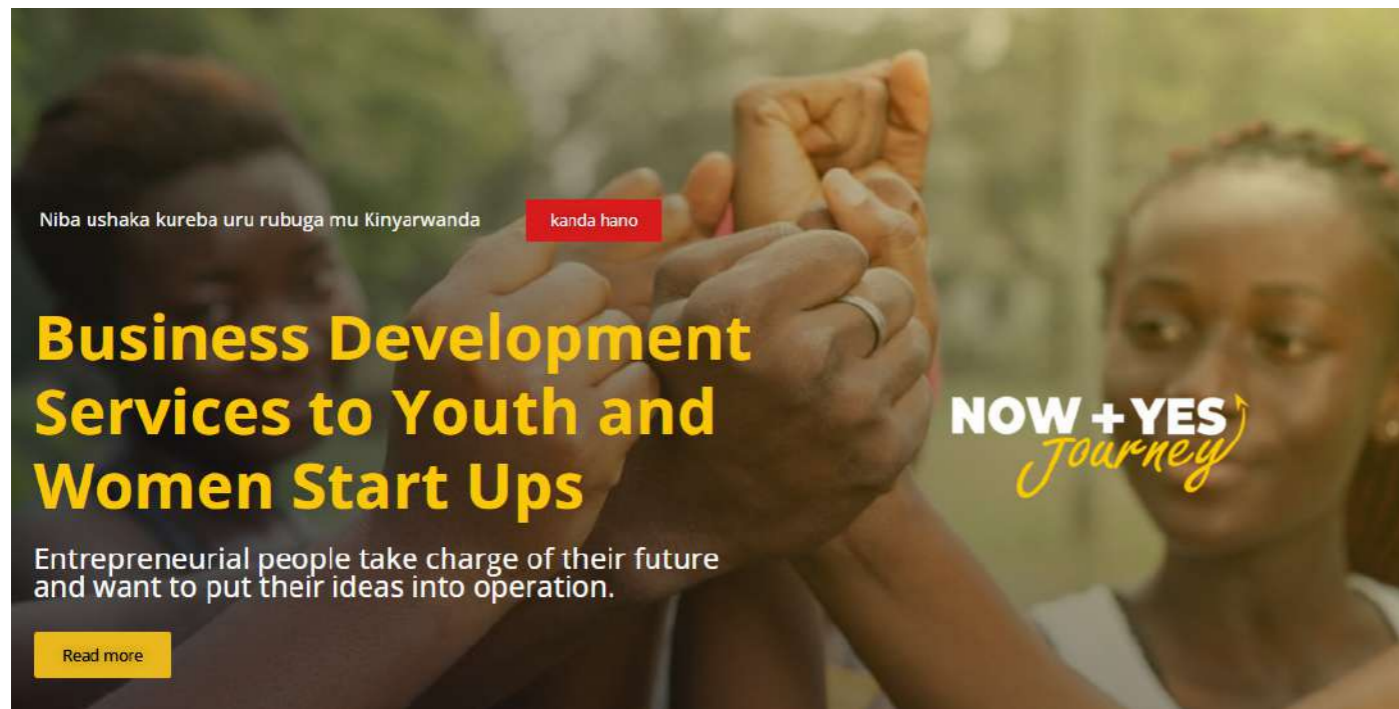
Supporting Business cooperation Manager

Events Organized in 2023		
N	City	Event Title
1	Juba	Expert workshop review TJ South Sudan
2	Cairo	Regional consultation as part of the Africa Continental Climate Security Risk Assessment (ACCRA)
3	Nairobi	Regional consultation as part of the Africa Continental Climate Security Risk Assessment (ACCRA)
4	Yaounde	Validation meeting for the in Cameroon
5	Debre Zeit	PAPS departmental retreat
6	Cairo	Validation of PCR strategy
7	Gaborone	Regional consultation as part of the Africa Continental Climate Security Risk Assessment (ACCRA)
8	Yaoundé	Capacity Building Workshop for Student Labour Administrator on Labour Migration Governance
9	Lusaka	Validation CSVRA report
10	Duala	Consultative Meeting on the labour migration policy
11	Nairobi	Unpacking Governance Workshop (GCPD)
12	Nairobi	National Dialogue on FMP (Kenia)
13	Lusaka	Regional Capacity Building Workshop On Trafficking In Persons And Labour Migration Statistics For Eccas And Sadc Member States
14	Luanda	Focus Group Discussion in Angola for the Study on Social Protection for migrant workers in ECCAS Region

Events Organized in 2023		
N	City	Event Title
15	Brazzaville	Focus Group Discussion in Congo for the Study on Social Protection for migrant workers in ECCAS Region
16	Malabo	Focus Group Discussion in Equatorial Guinea for the Study on Social Protection for migrant workers in ECCAS Region
17	Kigali	Focus Group Discussion in Rwanda for the Study on Social Protection for migrant workers in ECCAS Region
18	Addis Ababa	Methodology Workshop: Youth & migration study
19	Addis Ababa	Expert Level (Deep Dive) Discussion on Transitional Justice Policy Options Document
20	Addis Ababa	NeTT4Peace Bi-annual Strategy Group Meeting
21	Gaborone	Conference on FMP, LM and Trade
22	Yaounde	National Youth sensitization workshop on developing national action plans on youth, peace and security in Cameroon
23	Nairobi	Review of GCP Strategic Framework
24	Addis Ababa	ACCRA Report validation: AU Member State Validation event
25	Addis Ababa	GCP: Development of the Strategic Framework
26	Kigali	Review Workshop for the ECCAS Study on social protection for migrant workers

From Vision to Reality: Transforming Ideas into Businesses – The Now and Yes Journey

Enhancing the entrepreneurial ecosystem in Kigali - Rwanda, by training and coaching 500 start-ups.



CEFE International is proud to announce its collaboration with Enabel and the City of Kigali in launching the Now and Yes Journey program, an endeavor that promises to shape the future of entrepreneurship in the region. Since the Summer 2023 we are contracted by Enabel and will implement the training and coaching in 2024.

A Collaborative Effort with Enabel and City of Kigali:

CEFE International has been contracted by Enabel in partnership with the City of Kigali to lead the Now and Yes Journey initiative. This collaborative effort aims to provide training and coaching for 500 start-ups, creating a robust platform for aspiring entrepreneurs to flourish.

Tailored Content for Holistic Entrepreneurial Growth:

The program focuses on delivering comprehensive training covering all facets of business planning. Embracing lean start-up principles, participants will gain insights into developing Minimum Viable Products (MVPs) and achieving problem-solution fit, fostering a culture of innovation and adaptability.

SUSTAINABLE DEVELOPMENT GOALS

- 1 END OF POVERTY
- 5 GENDER EQUALITY
- 8 DECENT WORK AND ECONOMIC GROWTH

Targeting Youth and Women Entrepreneurs:

With a commitment to inclusivity, the program primarily targets the youth, ages 16 to 34, and women. Recognizing the potential within these demographics, the Now and Yes Journey aims to break barriers and provide equal opportunities for all participants to thrive in the entrepreneurial landscape.

Specialized Support for TVET Start-ups:

Acknowledging the importance of Technical and Vocational Education and Training (TVET), up to 100 start-ups

within this sector will receive specialized coaching. This tailored support seeks to address the unique challenges and opportunities that TVET entrepreneurs encounter, paving the way for innovation and growth.

City of Kigali Partnership:

CEFE International supports the City of Kigali in reaching out to potential participants, developing training modules, and executing coaching and training sessions. This partnership underscores our commitment to working closely with local authorities to drive meaningful change within the entrepreneurial ecosystem.

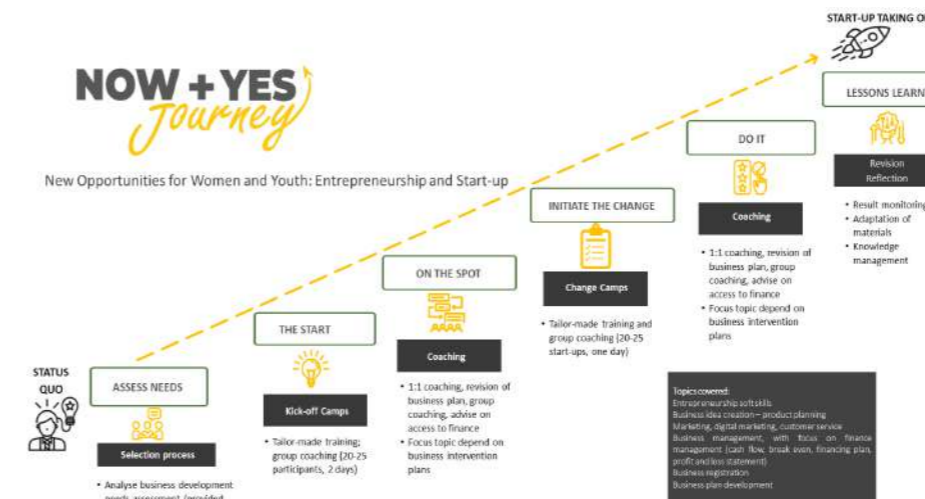
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The program focuses on delivering comprehensive training covering all facets of business planning.”



Community-Centric Impact:

The Now and Yes Journey is more than just a program; it's a community-centric movement. All 500 participants call Kigali home, fostering a tight-knit network of aspiring entrepreneurs. This ensures that the skills and knowledge acquired not only benefit individuals but contribute to the overall economic development and prosperity of the city.

As we embark on this exciting journey, CEFE International is proud to play a role in shaping the entrepreneurial landscape of Kigali. We thank Enabel and City of Kigali to give us the opportunity in fostering innovation, empowering diverse voices, and creating a lasting impact.



Marlinde Baerenz

Empowering Start-ups Manager

CEFE International Takes Sustainable Strides: Spotlight on ClimateFarming and Farm4SD

Fostering sustainability through innovative projects that align with the United Nations Sustainable Development Goals (SDGs).



In a world grappling with environmental and climatic challenges, CEFE International has taken up the mantle of fostering sustainability through innovative projects that align with the United Nations Sustainable Development Goals (SDGs).

ClimateFarming: Cultivating Climate Resilience in Agriculture

ClimateFarming, an Erasmus+ project co-funded by the EU, initiated in October 2022 and set to run until March 2025 is a groundbreaking initiative aims to empower a new ge-

neration of farmers, consultants, and trainers with the skills and knowledge needed to implement and support climate adaptation and mitigation measures in farming. Agriculture, often at the epicenter of environmental challenges, plays a crucial role in exacerbating climate change.

SUSTAINABLE DEVELOPMENT GOALS

2 ZERO HUNGER

12 RESPONSIBLE PRODUCTION AND CONSUMPTION

15 LIFE OF TERRESTRIAL ECOSYSTEMS

ClimateFarming seeks to address these issues head-on. From increasing weather extremes like droughts and storms to potential resource shortages, land degradation, and biodiversity loss, the project acknowledges the intricate challenges faced by farming today. By equipping stakeholders with the tools to navigate and implement sustainable farming practices, ClimateFarming is a tangible contribution to sustainable development!

Farm4SD: Educating European Farmers on the Pillars of Sustainability

Farm4SD is another noteworthy project under the CEFE International sustainability umbrella. This project envisions providing European farmers, especially medium and small farm holders, with innovative skills through targeted training. The project's reach extends to various stakeholders, including VET providers, teachers and trainers, advisors, researchers, farmer organizations, higher education institutions, adult education institutions, local authorities, policy makers, and NGOs.

Linked to multiple SDGs, including SDG 2 - Zero Hunger,

SDG 12 - Responsible Consumption and Production, and SDG 15 - Life on Land, Farm4SD strategically educates farmers on the Agenda 2030 for Sustainable Development, EU Green Deal, From Farm to Fork and Biodiversity Strategies, and the new Common Agricultural Policy (CAP).

Beyond these impactful projects, CEFE International's commitment to sustainability extends further. The creation of a sustainability handbook, the upcoming release of a sustainability report, and internal training opportunities underscore CEFE International's dedication to fostering sustain-



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CEFE International stands as a beacon for organizations aspiring to make a lasting positive impact on the planet.

able development. As they continue to pioneer initiatives that align with the SDGs, CEFE International stands as a beacon for organizations aspiring to make a lasting positive impact on the planet.



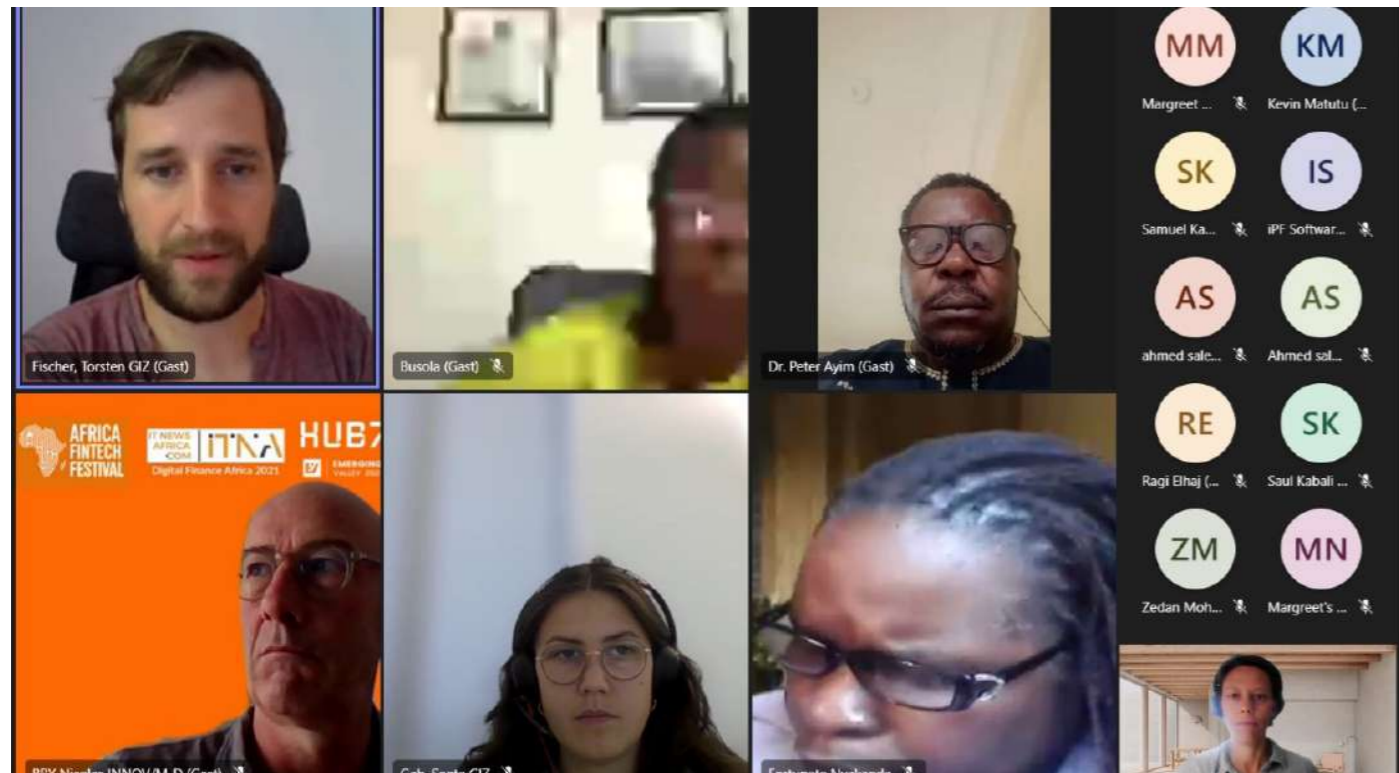
Jennifer Stander

Project Manager

By combining entrepreneurial and soft skills, the project aims to upskill and reskill farmers and C-VET educators. The ultimate goal is to empower them to be catalysts for change, contributing significantly to environmental protection, sustainable global growth, and rural development.

Building and managing a mentor and expert network for African start-ups scaling innovations for the agriculture and food sector

The project aims to increase the investr readiness of selected African start-ups in the food and agriculture sector that are in the seed and growth stage and are about to scale.



GIZ implements the project 'Scaling digital agriculture innovations through start-ups' (SAIS) on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). The pur-

pose of SAIS is to increase the investor readiness of selected African start-ups in the food and agriculture sector that are in the seed and growth stage and are about to scale.

For this purpose, the project provides tailor-made company development and venture building (e.g. improving business models, product development, customer relations, marketing strategies,

SUSTAINABLE DEVELOPMENT GOALS

- 8 DECENT WORK AND ECONOMIC GROWTH
- 9 INDUSTRY, INNOVATION, AND INFRASTRUCTURE
- 12 RESPONSIBLE PRODUCTION AND CONSUMPTION

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CEFE International is responsible for hosting a network of mentors and experts on an online platform in close dialogue and under the oversight of SAIS for two (2) successive cohorts of start-ups

financial management) through so-called Investment Readiness Programmes (IRPs) for start-ups and facilitates access to additional investment and business opportunities.

It is anticipated that thereby start-ups will obtain access to additional investments and capital, thus enabling them to

grow faster and better scale their digital innovations.

Through this approach, more digital innovations for the agriculture and food sector are to arrive in the hands of end-users in Africa and will create more income-saving or income-generating effects.

The underlying assumption is that increased investment readiness in combination with matchmaking activities with investors and business partners will lead to more funding and business partnerships, which will enable the start-ups to scale their digital innovations and reach a large number of smallholders and other actors in the sector being the end users of their products (impact hypothesis).

Namely the ones starting in 2023 and 2024. There is an opportunity to extend this support for two additional cohorts of start-ups to 2025 and 2026 as an option (see section 8). This includes the following main tasks:

- I. Contracting and managing of a community and acceleration online platform
- II. Community management for all registered members on the platform
 - a. Build up a LinkedIn community for startups and experts (mentors/experts)
 - b. Matchmaking support for community members
 - c. Request Management from Startups
 - d. Advisory service of needs of expertise as problem solution for the startups
- III. Sourcing, contracting and payment of short-term experts and pro bono mentors
- IV. Coordination and contracting of additional service provisions ("ASP") and equipment
 - a. Contracts finalized before 31/12/2023: 34



Turning Tides: Sustainability in Ethiopia's textile and garment industry

Empowering Local Textile & Apparel Companies for Seamless Global Integration and Sustainable Industrial Park Management



In the heart of Ethiopia's manufacturing sector, CEFE International in a consortium with DSS+, is making waves with the Sustainable Industrial Clusters (SIC) project. This collaborative effort, joined by esteemed project partners TAYA Consulting, infoAid, and AfricaRising, is all about fostering sustainable growth and creating quality jobs in Ethiopia's textile and apparel industry.

With a team of over 60 experts bringing diverse skills to the table, the project has undertaken more than 50 assignments. These missions are aimed at boosting sustainability in local companies, helping them seamlessly integrate into the global textile and apparel value chain, and enhancing the management of industrial parks to ensure sustainable employment.

So, what's happening on the ground? Each assignment is like a puzzle piece, fitting together to create a bigger picture of positive change.

Activities range from worker welfare initiatives, such as tailored trainings and capacity-building measures, to practical solutions like a grievance call center in industrial parks. Standard operating procedures have been put in place, a

SUSTAINABLE DEVELOPMENT GOALS

- 1 END OF POVERTY
- 5 GENDER EQUALITY
- 8 DECENT WORK AND ECONOMIC GROWTH

worker cooperative has been established in Adama, and HR Management trainings were conducted to improve work conditions but also to attract international buyers.

An investment guide has been crafted to showcase Ethiopia as a reliable textile and garment sourcing destination and numerous buyer match-making interventions were implemented.

An impressive example is the 1st International hosted buyer's forum in Sub-Saharan Africa during the Africa Sourcing & Fashion Week, where representatives of some of Europe's most renowned textile brands learned about

decent work measures and environmental standards of selected industrial parks, visited Ethiopian factories and had B2B meetings for possible investments.

Besides positioning Ethiopia on the international textile and garment market, the project provides Business Development Services to laid-off workers looking to start their own enterprise. It supports

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The project provides Business Development Services to laid-off workers looking to start their own enterprise. It supports circular economy principles, mobilizes investments for environmental sustainability in industrial parks, and raises awareness for gender mainstreaming guidelines.



circular economy principles, mobilizes investments for environmental sustainability in industrial parks, and raises awareness for gender mainstreaming guidelines.

In essence, CEFE International's Sustainable Industrial Clusters project is about tangible results. It's not just a collection of initiatives but a practical effort to improve working conditions and create decent jobs. It's a story of growth and empowerment, aiming to change on a very large level.

We are looking forward to 2024 to continue our efforts.



Tom Buehler
 Managing Director & Promoting MSMEs Manager

CoSolve Albania – Crisis as Trigger

Resilience and Growth Strategy Path to Catalyzing Employment Growth in Albania



The COVID pandemic has been a major challenge for many small businesses around the world. It often threatened their very existence. In Albania, the CoSolve project ('Advisory Facility for the COVID-19 Crisis Mitigation') gave us the fantastic opportunity to help such companies overcome the crisis and at the same time make them more resilient for future crises. We learnt a lot ourselves and look forward to applying this knowledge in further projects.

Albania's steady economic growth in recent decades should not hide the fact that the economy is fragile. COVID hit the country hard and the government responded with a four-month lockdown. The immensely important tourism sector collapsed due to the international travel bans.

The project covered the agriculture and tourism sectors, but also worked in other areas. CEFE International cooperated with 'Qendra Balance', an Al-

banian NGO that emerged from our CEFE project 'IDEA' (2018-2021), and partly with PEM Consult. The project covered the agriculture and tourism sectors, but also worked in other areas. CEFE International cooperated with 'Qendra Balance', an Albanian NGO that emerged from our CEFE project 'IDEA' (2018-2021), and partly with PEM Consult.

Our approach was based on a specially developed 'Resilience and Growth Strategy Path', which was based on CEFE coaching and training. The network of 35 Albanian CEFistas provided the services nationwide. In two phases from 2021 to 2023, we delivered around 100 customised trainings and 2000 coaching days across the country, reaching 723 small businesses.

The impact was striking. The number of employees in the project companies fell by 31.5% compared to before Covid (end of 2019) until mid-2021. From

SUSTAINABLE DEVELOPMENT GOALS

- 1 END OF POVERTY
- 8 DECENT WORK AND ECONOMIC GROWTH
- 10 INDUSTRY, INNOVATION, AND INFRASTRUCTURE

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The CoSolve project ('Advisory Facility for the COVID-19 Crisis Mitigation') gave us the fantastic opportunity to help such companies overcome the crisis and at the same time make them more resilient for future crises.

there, it rose by 187.3% since the start of the project. This means that in September 2023, the losses due to COVID were not only offset, the number had almost doubled compared to 2019 (96.7% growth). 76% of the participants attributed this growth directly to CEFE.

We would like to highlight:

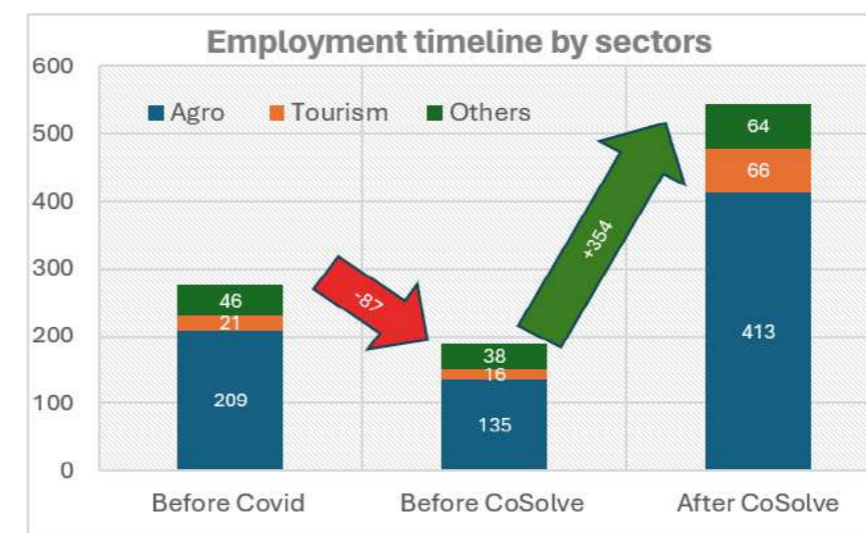


- The effectiveness of group coaching, which we introduced after the first section. The coach became a facilitator who moderated the exchange in the group (between 8 and 15 entrepreneurs) and only occasionally acted as an individual consultant.
- The participants' enthusiasm for the method and collaboration. In January, for example, they wanted to continue even after 7 hours in unhea-

ted rooms (at 8°C).

- The commitment of the CEFistas, some of whom had to drive for 4 hours to reach some companies in the country's remote areas.
- The outstanding expertise of Qendra Balance, that took over the implementation immediately and very effectively when we were not allowed to travel to Albania for over a year due to COVID.

We wish everyone involved the best of success in their future endeavours as entrepreneurs, trainers and coaches. By the way: the CEFistas now use our method more than 50% outside of 'projects'. And in total, including the first IDEA project, we were able to reach over 3,000 companies.



PROYECTO
**AVANZAR
RURAL**

CLINICA ZONAL
LA - SAN MARTIN

CEFE NETWORK ACTIVITIES 2023



CEFE BiH: Fostering Economic Development and Empowering Entrepreneurs

CEFE BiH spearheads innovative projects that have proven instrumental in driving sustainable growth and enhancing the nation's business environment.



In a world grappling with the dynamic landscape of Bosnia and Herzegovina's economic development, 2022 to 2023 witnessed the Association of CEFE Trainers spearheading innovative projects that have proven instrumental in propelling sustainable growth and enhancing the nation's business environment.

This article explores the transformative impact of CEFE BiH initiatives, particularly those collaborating with the Euro-

pean Union and the Government of Germany through the EU4BusinessRecovery program.

A cornerstone achievement of CEFE BiH projects unfolded in partnership with the European Union and the Government of Germany under the EU4BusinessRecovery program.

This collaborative effort aimed at fostering economic development and enriching

the business environment materialized through establishing 50 new enterprises in collaboration with the municipalities of Centar Sarajevo, Novo Sarajevo, and the city of Visoko. Beyond the evident boost to the local economy, this initiative created a ripple effect by generating new employment opportunities, significantly enhancing the quality of life in these communities.

Notably, implementing the Help desk system for entre-

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preneurial support in these localities emerged as a vital component of this initiative. This service is a lifeline for entrepreneurs, offering expert consultations with legal advisors, accountants, and specialists. Entrepreneurs can address various challenges they encounter in managing their businesses, thus fortifying the foundation for sustainable growth.

In tandem with its commitment to nurturing entrepreneurship, CEFE BiH extended



invaluable support to the younger demographic through the "School of Entrepreneurship for Youth" initiative in collaboration with UNDP

BiH. This groundbreaking endeavour engaged sixty young individuals from Sarajevo, Mostar, Travnik, and Novi Travnik. This initiative equipped the youth with fundamental business knowledge, entrepreneurial skills, and a network of successful mentors by immersing them in workshops, mentorship programs, and practical exercises. The ultimate aim is to empower these young minds to embark on their entrepreneurial journeys successfully in the future.

Expanding its footprint across municipalities such as Centar Sarajevo, Novo Sarajevo, Novi Grad Sarajevo, Lukavac, Tuzla, and Gradiška, CEFE BiH, as part of the Local Employment Partnerships, actively contributed to the establishment of nearly 100 new businesses. Furthermore, the association played a pivotal role in retra-





ining over 100 unemployed individuals, significantly reducing unemployment rates in these regions.

Beyond the tangible outcomes, the Association of CEFE Trainers in Bosnia and Herzegovina distinguishes itself through a commitment to continuous improvement.

Trainers and mentors invest in their personal and professional development, creating manuals and guidebooks tailored for entrepreneurs and the younger generation of professionals. These resources, born out of practical experience, serve as invaluable tools, enhancing the impact of the association's efforts in fostering entrepreneurship and professional growth.

Beyond these impactful projects, CEFE International's commitment to sustainability extends further. The creation of a sustainability handbook, the upcoming release of a sustainability report, and internal training opportunities underscore CEFE International's dedication to fostering sustainable development. As they continue to pioneer initiatives that align with the SDGs, CEFE International stands as a beacon for organizations aspiring to make a lasting positive impact on the planet.



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CEFE BiH, in collaboration with its partners, continues to bring hope to drive economic development and empower the youth of Bosnia and Herzegovina.

The initiatives undertaken by the Association of CEFE Trainers in Bosnia and Herzegovina are catalysts for positive societal transformation. By fostering entrepreneurship, providing essential skills to the youth, and actively participating in local employment partnerships, CEFE BiH has laid robust foundations for sustainable growth and prosperity. As a beacon of hope, CEFE BiH, in collaboration with its partners, remains at the forefront of driving eco-



conomic development and empowering the youth of Bosnia and Herzegovina. The impact of these initiatives is poised to resonate for years to come, shaping a more resilient and vibrant economic landscape.

bring hope driving econoc development and empowering the youth of Bosnia and Herzegovina.



Tamara Bjelić

CEFE Bosnia

CEFE BiH, in collaboration with its partners continues to



Implementation of CEFE Method for Financial Life Skills Training

Enhancing Financial Life Skills among Youth People with CEFE Method



In the ever-evolving landscape of technology and consumer behaviour, the need for proactive measures in financial education and soft skills training becomes paramount. This article sheds light on implementing the CEFE method for Financial Life Skills (FLS) training, aiming to address the challenges posed by technology disruptions and the growing trend of consumptive behaviour, particularly among the young generation in Indonesia.

The influence of new technologies, including digitalization

and automation, is reshaping the job market, potentially leading to disruptions and job losses (USAID-YEP Project, 2017). The adverse effects of financial problems on worker productivity have been recognized globally, with the Boston College Center for Work and Family revealing that 78% of employers believe financial issues decrease productivity. Furthermore, a 2017 YEP Labor Market Assessment identified the impact of financial problems on job performance, ranging from employees' inability to focus to increased stress.

In Indonesia, a concerning trend has emerged, as reported by CNBC Indonesia, where the millennial and some Generation Z populations contribute to a non-performing loan figure of USD 133 million by the first quarter of 2023. The prevalence of a "pay later" lifestyle, fueled by online loans, has led to a surge in non-performing loans and, tragically, cases of suicide. The mushrooming growth of both legal and illegal online loan providers in Indonesia has created a difficult situation, with debtors facing harassment from debt co-

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llectors, even resulting in job loss or disruption in company operations.

Financial Life Skills Training in CEFE Method:

In response to these challenges, CEFE BiH, in collaboration with the USAID and other partners, initiated Financial Life Skills (FLS) training. This program, designed for the youth aged 18 to 34, integrates soft skills and financial literacy, encompassing areas such as budgeting, finance management, saving plans, credit and borrowing, and protection from financial scams. Delivered through the CEFE Method, which emphasizes participatory learning, this tailor-made training program has empowered young individuals to make informed financial decisions.



Signifikan Bina Insan, a key partner in the project, has taken the initiative to disseminate FLS training to corporate segments independently starting in 2021. By conducting Training Needs Assessments and designing customized case studies, Significant ensures that the training meets each client's specific needs. The training, provided through a package of Training of Trainers (TOT) sessions and coaching, includes 14 modules or can be tailored based on the client's priorities.

Since February 2023, Sugeng Priyanto, the founder of Signifikan Bina Insan, has actively promoted CEFE, FLS, Pre-Retirement Program, and Entrepreneurship directly to business owners in Indonesia and Malaysia. Engaging with an average of 90 business owners in weekly meetings via Zoom has provided a platform to share insights and expertise. Moreover, Business Network International (BNI) membership has facilitated additional opportunities to promote these programs, with members pouring in invi-

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Integrating the CEFE method into Financial Life Skills training is a vital response to the evolving challenges in Indonesia's economic landscape.

tations for webinars and offline training.

Integrating the CEFE method into Financial Life Skills training is a vital response to the evolving challenges in Indonesia's economic landscape. By addressing the disruptive effects of technology on employment and combating the rising trend of a "pay later" lifestyle, this initiative equips the youth with essential financial knowledge and enhances their soft skills. The proactive approach taken by Signifikan Bina Insan in disseminating FLS training to corporate segments and engaging with business owners reflects a commitment to empowering individuals and fostering financial resilience. As the program expands its reach, the hope is to instil a culture of financial prudence and responsible decision-making, ensuring a more secure and prosperous future for the younger generation in Indonesia.



Sugeng Priyanto

CEFE Indonesia - Founder Signifikan Bina Insan

CEFE Macedonia Launches FinYes Project to Boost Financial Literacy Among Youth

Accelerating Economic Empowerment for Young Entrepreneurs in North Macedonia through CEFE's Strategic Financial Literacy Initiative



In the preceding year, CEFE Macedonia accomplished a significant milestone with the successful conclusion of a Training of Trainers (ToT) program for Micro Business Games, offering immersive training experiences for microentrepreneurs and startup enthusiasts. Building on this success, CEFE Macedonia is poised to make a lasting impact on financial literacy by initiating the national project "Fin-Yes" (Financial Literacy Skills for Young Entrepreneurs).

The FinYes initiative made possible through training provided by the German Sparkassenstiftung for International Cooperation, marks a strategic move by CEFE Macedonia to empower educators and young individuals across North Macedonia with indispensable financial skills. As the official authorized provider of Micro Business Games for the country, CEFE Macedonia leverages its expertise to launch this initiative, co-financed by the US Embassy in Skopje.

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From November 30th to December 3rd, CEFE Macedonia conducted a comprehensive four-day ToT program led by trainers Jovan Stalevski and Elena Gagacheva. The program attracted 20 participants, predominantly consisting of university and high school professors, as well as non-formal educators.

Equipping these trainers with the necessary skills, the program sets the stage for local implementations, reaching over 100 young individuals across diverse regions. Upon the successful conclusion of these local sessions, participants will be recognized with a coveted Trainers on Financial Literacy Certificate. The



FinYes initiative's pinnacle is a national financial literacy competition scheduled for April 2024.

The core objective of FinYes is to implement a robust training program, harnessing experiential learning methods and appropriate materials. The initiative zeroes in on 20 educators from primary and high schools in the East and South-West regions, endowing them with facilitation skills critical for delivering effective financial programs to their students. A notable emphasis is placed on empowering young girls with financial knowledge, recognizing the transformative impact this can have on their prospects.



MACEDONIA



lasting impact on the financial literacy landscape in North Macedonia. The ripple effect of this project is anticipated to extend far beyond the immediate participants, creating a community of financially literate individuals who can contribute meaningfully to the economic development of their regions.



CEFE Macedonia's FinYes initiative is a testament to the organization's dedication to fostering financial literacy and empowerment. By strategically targeting educators and young individuals,

especially girls, the project aims to create a multiplier effect, equipping a new generation with the skills needed to thrive in an ever-changing economic lands-

cape. As FinYes unfolds, it holds the promise of not just imparting knowledge but also shaping a brighter and more financially secure future for the youth of North Macedonia.

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The core objective of FinYes is to implement a robust training program, harnessing experiential learning methods and appropriate materials.

tical activities, enabling them to grasp financial concepts tangibly. By incorporating real-life scenarios, case studies, and interactive sessions, the training program goes beyond theoretical knowledge, preparing young individuals to navigate the complexities of the financial world. As the FinYes initiative gains momentum, CEFE Macedonia remains committed to making a

The project adopts a dual-focus approach by building the competencies of over 100 young individuals, with a particular emphasis on girls. Through targeted training and support, participants will acquire essential financial skills that are imperative for making informed decisions and pursuing entrepreneurial opportunities. This strategic initiative is timely and crucial in navigating the rapidly changing landscape of today's world.

In the spirit of experiential learning, the FinYes initiative ensures that participants engage in prac-



Blagoj Trajkov
CEFE Macedonia

Avanza Rural Project: Empowering Sustainable Development

Enhancing the facilitation skills of Peruvian trainers to promote sustainable rural development.



The Avanza Rural Project is an initiative by the Ministry of Agrarian Development and Irrigation (MIDAGRI) aimed at promoting sustainable rural development by strengthening producer organizations (POs) in five regions of Peru. One of the project's strategies is the training of facilitators in organizational strengthening, who are responsible for providing training, advice, and technical assistance to the POs. This training is a specialized program based on the CEFE methodology, designed to level and improve the perfor-

mance of technical assistants, specialists, and field technicians in fulfilling their roles for organizational strengthening. The training sessions are conducted by Mg. Sc. Cedy Aronés Ochoa, a Master Trainer in CEFE and Director of PARWA – Andean Research and Development Institute.

Training Format and Content:

The blended format consisted of three stages. The initial stage (10 hours) covered essen-

tial topics on organizational strengthening, such as project management, strategic planning, conflict management, and communication. The second stage (40 hours) focused on specialization in specific areas, including key aspects of business management (marketing, production, organization, costs, and finances), environmental management, and innovation. Facilitator training took place in Lima (23 participants), San Martin (25), and Cajamarca (29), with a total of 77 participants, of whom 43 achieved certification. The

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third reported stage of application involved 45 hours.

Rural Reach:

Despite its recent implementation (April to June 2023), the facilitators for Organizational Strengthening for POs have already conducted more than 11 application workshops. These workshops have reached 56 agricultural producer

organizations across various value chains in the project's intervention regions. The activities primarily included training but also involved advice and technical assistance. This has created spaces for dialogue and learning among POs, validating natural leadership and providing relevant information for decision-making.

Participatory Training:

The facilitator training aims to involve participants in the adult learning process (andragogy), promoting the development of their capacities and knowledge. It encourages participants to take ownership of the training content as part of their future roles.



Incorporating Playfulness:

Using playfulness as a tool in facilitator training promotes enjoyable and engaging learning. Even complex concepts such as market participation, environmental management, and cost determination were addressed effectively by demonstrating their effectiveness.

Innovation:

The facilitator training stands out for its innovative approach in both structure and orientation towards building extension services such as advice, training, and technical assistance, focused on promoting innovation as a project intervention strategy. Combining innovative exercises, techniques, and tools allows parti-



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Facilitator training in organizational strengthening is a key project and sustainable rural territory development strategy.”



Participants to develop their capacities effectively, along with good contextualization.

Impact on SDGs:

As a strategic action of the project, facilitator training contributes to achieving the Sustainable Development Goals (SDGs). Specifically, it contributes to SDG 1 (No Poverty), SDG 2 (Zero Hunger), SDG 8 (Decent Work and Economic Growth), SDG 10 (Reduced Inequalities), and SDG 12 (Responsible Production and Consumption). These will be evaluated with specific indicators, such as improving living and working conditions, increasing incomes, participating in rural development and marketing, and providing sustainable products and food.

Facilitator training in organizational strengthening is a key project and sustainable

rural territory development strategy. It is a specific and tailored strategic contribution in terms of strengthening the capacities of facilitators and POs, whose main channels are advice, training, and technical assistance, creating spaces for dialogue and learning between POs and facilitators.

Furthermore, an increase in the capacity of producer organizations to manage themselves effectively has been observed. Trained facilitators have successfully guided producer organizations in developing their organizational



capabilities, allowing them to strengthen their internal management, improve their representativity and participation in decision-making spaces, and manage their resources more efficiently.

Improved relationships between producer organizations and their strategic partners have been achieved. Facilitators have successfully promoted collaboration between producer organizations and their strategic partners, ena-

bling organizations to access new resources and development opportunities. Over 267 strengthened producers are expected to positively impact rural development, improving their productive conditions, generating employment, and promoting social inclusion.



Cedy Arones
CEFE Peru

Youth Leadership: Engineering the Leader

Nurturing Purposeful Leaders for a Sustainable Future



Leadership has been a topic of great importance throughout history, evident in its impact on various environments, from local challenges to global issues. In this scenario, there is a gradual emergence of young leaders in multiple fields. Their ability to articulate inspiring and influential speeches and actions is increasingly recognized and valued. This is mainly due to growing social awareness and a willingness to bring about significant changes in crucial issues such as climate change,

human rights, and inclusion. The fundamental question that arises is where to promote this youth leadership. The answer lies in education, with the starting point being in homes. However, sustainable initiatives flourish in classrooms, representing a challenge educators should embrace. SDG 4 (Sustainable Development Goal 4) is a significant reference to drive and motivate action across the other 16 SDGs. As a member of the CEFE community since 2018 and a university lecturer,

I have experienced significant enrichment by applying the methodology in my classes. This methodology not only impacts learning but also drives innovation for sustainable development.

In this context, a case study titled "Youth Leadership Workshop: Engineering the Leader" is presented and developed at the university, the alma mater of society. This experience, with several years of classroom implementation, demonstrates that first-year

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This approach aligns with the vision of SDG 4, which seeks to ensure inclusive, equitable, and quality education for all.

students can develop leadership skills.

The youth leadership workshop has been conceived as an engineering approach to leadership, recognizing the importance of shaping purposeful leaders with specific skills. This approach aligns with the vision of SDG 4, which seeks to ensure inclusive, equitable, and quality education for all. From my experience as a university lecturer, I have successfully applied this workshop, observing a positive impact on the development of leadership skills among students. The CEFE methodology has been essential in structuring the workshop activities, providing a framework that effectively combines theory and practice.

The workshop addresses key aspects of youth leadership, such as effective communication, ethical decision-making,

problem-solving, and collaboration. Critical reflection on society's challenges is encouraged, guiding students to propose innovative and sustainable solutions.

A distinctive aspect of the workshop is its focus on including and empowering young people. There is an effort to balance gender participation and provide specific tools for female leadership. The idea is to cultivate leaders who not

a sustainable perspective. The university and the teaching team are committed to continue contributing to sustainable development through initiatives like this. The presented poster at the meeting systematizes and summarizes the work done, highlighting the purpose of contributing to the growth of every group of students with whom we have the honour of sharing classrooms.



only understand the complexities of global issues but also advocate for inclusion and diversity in their leadership roles.

This year, the experience of the youth leadership workshop was selected to participate in the 12th PRME Latin America and the Caribbean Chapter Meeting under the theme "Forming leaders with purpose." This meeting, held in Córdoba, Argentina, represents recognition of the workshop's work and impact in developing youth leaders with

In conclusion, youth leadership is a transformative force that, when nurtured through education, can bring about significant societal changes. The CEFE methodology and the focus on engineering the leader effectively empower young people, equipping them with the skills and vision necessary to lead purposefully and contribute to sustainable development.



Paula Andrea Arohuanca-Percca
CEFE Peru

Growing a Farm through a Simulation Exercise : Philippine Experience

Transforming coconut farming and small businesses in the Philippines through CEFE method.



An opportunity to spread the use of CEFE in training farmers was opened in the context of the Coconut Alliance Project to develop the coconut oil industry of the Philippines. The project is a joint undertaking of the German Development Cooperation (GIZ) and the Department of Agriculture, particularly the Philippine Coconut Authority (PCA) and the Agricultural Training Institute. Private sector partners include Barry Callebaut, Cargill, Jacobs Douwe Egberts, Nestlé, Procter & Gamble, Royal Friesland Campina, and Uni-

lever. and. The general goal of the project is to improve the sustainability of coconut (oil) production in two key regions, with measurable results in terms of increases in farm productivity, coconut oil production, farmer incomes and an upscaling of the project approach. The target was ambitious: 10,000 farmers trained in farming as a business. The curriculum followed a framework built on the Coconut Farm Business School of FAO, Good Agricultural Practices (GAP) in coconut production and the

LandScale approach which sensitizes farmers to attend to key success dimensions on top of production concerns, namely ecosystem, governance, human well-being.

The course has seven modules:

Modules 1 and 2 focus on the enterprising mindset of the farmer in running the farm as a business. Module 3 focuses on the various options that the farmer can consider to improve and sustain his farm productivity and income.

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Modules 4, 5, and 6 equip the farmer with skills and tools to prepare, implement, and evaluate farm performance. Module 7 will allow farmers to seize the benefits offered by working together to ensure sustainability of gains from participation in the alliance.

One instrument used by trainers in Modules 1,2 and 6 is the Entrefarm Game.

The Entrefarm Simulation Game

The Entrefarm 2.0 was developed by Passion for Perfection¹, a member of the CEFE Network of trainers in the Association of Development Facilitators and Enterprise Counselors in the Philippines.

The Entrefarm simulates events that transform the training room into a microcosm of the world faced by coconut farmers. While running their “businesses”, farmers discover for themselves the value of proactive life paradigms. They experience first hand the implications of:

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The Entrefarm simulates events that transform the training room into a microcosm of the world faced by coconut farmers.

- Planning and budgeting money and time
- Optimum use of their resources
- Deciding on investment options once they accumulate capital
- Maintaining a positive cash flow
- Keeping records
- Negotiating with buyers, suppliers, and neighbors
- Taking initiative in life

Similar to other ADFEC turnkey tools for enterprise development, the Entrefarm can be implemented as a stand alone module or in combination with other training inputs for enterprise and entrepreneurship development. Four basic choices are possible:

- Module 1: Basic Farming Cycle (Coconuts and Inter-crops)
- Module 2: Negotiation and Cooperativism
- Module 3: Processing of Coconut by-Products
- Module 4: Integration with Animal Farming

The simulation highlights the challenges of managing various enterprises in a farm bu-

PHILIPPINES



ness, with main crop being a choice of coconut, rice, corn, rubber, falcata, cacao, coffee, banana and fruits.

The game uses 3D tokens to appeal to both kinesthetic and visual learners as they learn and apply the various concepts and tools covered in the training program, incorporating concerns for managing personal and business finances, ecosystem management, and cooperative development.

To date, the game is being used not only by 150 Coconut Alliance trainers in two project regions, but also by about 200 other trainers in various regions of the Philippines.



Angelita Bajaro Resurreccion
CEFE Philippines

¹ View the PFP Company Profile on www.passionforperfection.net

CEFE in Action: Skills Development and Capacity Building

The Power of Workplace **Happiness** : Boosting Human-Centered Productivity



Workplace happiness, synonymous with workplace well-being, is a holistic concept encompassing the physical, mental, and emotional health of employees within their work environment. The SMEs Happy and Productivity Workplace (SHAP) project in Thailand, spanning from 2020 to 2023, is a testament to the commitment to enhancing human-centred productivity. This initiative is designed to cultivate organisations that

thrive through contextually appropriate corporate happiness, linking SMEs into networks that prioritise well-being alongside sustainable productivity.

Globally embraced, the concept of “Human-centered Productivity” has been instrumental in propelling large and small organisations toward sustainable productivity growth. By acknowledging the pivotal role of individuals

in enhancing production efficiency and driving technological innovation, organisations are better equipped to identify opportunities, address weaknesses, and evolve into perpetually thriving entities. A critical factor in this evolution is cultivating a culture of trust and cooperation between employees and executives, a cornerstone in fostering a resilient and happy organisation within the framework of the Happy Workplace (HWP) principle.

SUSTAINABLE DEVELOPMENT GOALS

- 8 DECENT WORK AND ECONOMIC GROWTH
- 9 INDUSTRY, INNOVATION, AND INFRASTRUCTURE
- 17 PARTNERSHIPS FOR THE GOALS

Industrial Promotion Center Region 9 Action Plan:

In collaboration with well-being support agencies for SMEs, the Industrial Promotion Center Region 9 has meticulously devised an action plan comprising eight activities tailored to enhance personnel well-being. These activities range from stress management to financial mastery, aiming to provide for organisational development and ensure the continuous improvement of personnel’s quality of life within the establishment. The centre has further reinforced these efforts by arranging workshops that serve as a platform for knowledge exchange and skill enhancement.

Project Objectives:

- I. Foster teamwork and collaboration among network members, supporting well-being in SMEs and participating establishments.
- II. Cultivate the concept of workplace productivity through employee engagement aligned with the principles of Human-Centered Productivity.

III. Establish a network of well-being organisations that champion and implement wellness concepts, as a guiding framework for organisational development and personnel’s quality of life.



A critical factor in this evolution is cultivating a culture of trust and cooperation between employees and executives

Curriculum Design: The CEFE in Action guideline workshop, designed for skills development and capacity building, revolves around the theme, “The Power of Workplace Happiness: Enhancing Human-Centered Productivity.” The comprehensive curriculum includes:

- **Production and Operation Planning:** A blueprint for enhanced workflow efficiency, focusing on preparing production processes and operations, identifying raw materials, and addressing pain points through data-driven improvements.
- **Application of the BCG Model:** Incorporating bio-economy, circular economy, and green economy tenets to create high-value, eco-friendly products and services, optimising resource utilisation and preserving natural resources.
- **Managing Risks with Hazardous Substances:** Implementing safety measures by Material Safety Data Sheets to analyse potential risk scenarios, de-





velop operational recommendations, and promote awareness of legal practices related to hazardous substances.

- **Action Plan Presentation:** The final session outlines a comprehensive strategy encompassing work processes, timeframes, budget, responsibilities, risk assessments, and contingency plans.

Benefits for Workplace Happiness and Productivity:

The factors contributing to a happy workplace in small and medium-sized enterprises (SMEs) are pivotal in direct-

ly impacting human-centred productivity. Here's how:

- **Employee Satisfaction:** A happy workplace fosters engagement, motivation, and commitment, improving overall performance.
- **Positive Work Environment:** Employees in a happy workplace feel valued, respected, and supported, promoting collaboration, teamwork, and effective communication.
- **Work-Life Balance:** Prioritising work-life balance allows employees to maintain a healthy equilibrium between their personal and professional lives, re-

sulting in increased focus and motivation.

- **Employee Development:** Recognising the importance of employee development through training, skill enhancement programs, and career growth opportunities leads to increased engagement and commitment.
- **Recognition and Reward:** Acknowledging and rewarding employees for their achievements creates a sense of fulfilment and motivation, contributing to increased job satisfaction and productivity.

- **Well-being and Health:** Prioritising employee well-being through wellness programs and a supportive environment results in energised, focused, and motivated employees.

- **Effective Leadership:** Leadership that is empathetic, supportive, and accessible fosters a positive work culture, instils confidence in employees, and drives motivation.



The factors contributing to a happy workplace in small and medium-sized enterprises (SMEs) are pivotal in directly impacting human-centred productivity.



In summary, the factors contributing to a happy workplace in SMEs are pivotal in directly influencing human-centred productivity. By prioritising employee satisfaction, fostering positive work environments, promoting

work-life balance, investing in employee development, recognising achievements, prioritising well-being and health, and demonstrating effective leadership, SMEs can create an environment where employees thrive. This, in turn, contributes to enhanced productivity and overall business success.



Kiti Charuarayanan

CEFE Thailand

CEFE Venezuela Network

A Network that Keeps Growing and Strengthening



Significant milestones have occurred in our network in 2023 as we approach nearly 200 trained CEFE practitioners. In July 2023, the 7th cohort welcomed 24 new CEFE practitioners; in the 8th cohort, 18 new colleagues joined the network in November. As of the end of 2023, our local network will now comprise 173 CEFE practitioners.

The last two Training of Trainers (TOT) sessions have been exceptional, not only because there were two in the same

year but also because each marked the presentation of two outstanding certificates.

In the 7th TOT, and marking her third TOT as part of the Facilitation team, Ana María Valera, our first Master CEFE Trainer, received her certificate. This recognition comes after four years of continuous growth and development, making her an integral part of the CEFE Venezuela and CEFE Training teams. She now holds international prospects, with plans to execute pro-

grams with clients in other countries in 2024, expanding beyond Venezuelan borders.

Ana María became a CEFE practitioner in March 2019 and has been an exemplary figure in the local CEFE community. Since her training, she set a clear path to achieve her dream of training other CEFE facilitators. Recently, she assumed the role of Director of Operations at CEFE Venezuela, becoming a part of the leadership team.

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Ana María became a CEFE practitioner in March 2019, since her training, she set a clear path to achieve her dream of training other CEFE facilitators.

In the same year, during the 8th TOT in November, Carola Rivas received her International Chief Adviser CEFE Trainer certificate. Carola, who joined CEFE in the first cohort in Venezuela in September 2016, was initially supported by

CEFE Masters from Chile, Paulina Pacheco, and Jorge Tagle. They were instrumental in developing Laura Gayoso and Juan Moya as the first Master CEFE Trainers in Venezuela. Carola obtained her CEFE license in 2022 and has since become part of the Facilitation team at CEFE Venezuela. Alongside Ana María Valera, she is projected to be the next facilitator leading CEFE practitioner training in 2024.

In 2024, this team, now comprising three Master CEFE Trainers and one Chief CEFE Trainer, faces the challenge of not only conducting national TOTs but also launching the 3rd cohort of FACES (Facilitation Advanced CEFE Sustainable), where 15 CEFE practitioners will elevate their facilitation capabilities to a higher level. This program aims to develop products based on the CEFE concept, allowing them to en-



ter the facilitation market as entrepreneurs with a differentiating tool. With this 3rd cohort, 43 CEFE Facilitators will have received licenses from CEFE International.



Juan Moya

CEFE Venezuela



Laura Gayoso

CEFE Venezuela

CEFE CORPORATE

Focus on Team Development in Companies



At CEFE Venezuela, the almost non-existent funding of programs by cooperation agencies due to legal issues in the country prompted us, from the inception of CEFE Venezuela, to have a particular focus on the development of CEFE products and programs aimed at the general public, programs where participants paid for their training.

This business model took shape over these eight years with a particular orientation toward developing human capital in Venezuela. Today, we are working on strengthening CEFE as a brand within the training world to be a reference for private and public organi-

zations as support for in-company training programs.

Today, after a journey that is still short, CEFE Venezuela has managed to carve out a path in a blue ocean that allowed us in 2023 to contribute to developing entrepreneurial skills in teams within private sector organizations in Venezuela. Companies are now revisiting group strengthening as a pillar for the development and achievement of short-, medium-, and long-term goals, preparing for a 2024-2025 projection that is estimated to be a growth period for Venezuela, even in its most pessimistic scenario.

In 2023, we worked with pharmaceutical and consumer goods companies, focusing on developing the LIC | Inspiring Trustworthy Leaders program. It's a 3-day program under the CEFE Methodology where Empathy, Communicational Logic, and Authenticity are the pillars. The program is designed to strengthen the confidence of leaders in themselves and in their teams of collaborators. It's an experiential, in-person, and vicarious learning experience specially designed to transform the capacities and performance of leaders through collaborative development and the application of models, tools, and reflections.

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This approach helps them raise their levels of awareness to integrate RELIABILITY as a system in managing their work teams, applying the discovered lessons in natural environments and their personal lives.

Companies such as Inquivosa and Grupo Volcán in the consumer goods sector, Grupo Vargas, FIDES Medical, Zulmed, Grupo VALMORCA in the pharmaceutical industry have



been part of the companies that have trusted CEFE Venezuela and the CEFE Methodology to generate a positive and transformative impact on their employees, producing visible and sustained results over time.

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CEFE Venezuela has managed to carve out a path in a blue ocean that allowed us in 2023 to contribute to developing entrepreneurial skills in teams within private sector organizations



Juan Moya

CEFE Venezuela



Laura Gayoso

CEFE Venezuela



SPECIAL NOTES

CEFE Network Activities and Achievements

A Year of Digital Innovation and Global Collaboration



The CEFE network celebrated another vibrant and successful year in 2023, marked by continued digital innovation and global collaboration. As we reflect on the achievements and activities of the past year, we are excited about the progress made and the prospects for restructuring the CEFE network in 2024. MasterMindMeetings and Strategic Global Discussions: MasterMindMeetings continued to serve as a valuable platform for CEFistas world-

wide, fostering strategic discussions on network development. In these meetings, participants came together to strategically plan and share insights, contributing to the growth and cohesion of the CEFE community.

New Network Management and Shared Leadership:

In October, a groundbreaking initiative was launched to create a network board and promote shared leadership

within the CEFE network. The goal is to finalize decision-making and design by mid-2024, aiming to make network development less independent from CEFE International.

CEFE Digital Launch:

A significant milestone was achieved with the launch of CEFE Digital by the think tank CEFE Digital. This initiative represents a leap into the digital world, and the first training sessions in September

SUSTAINABLE DEVELOPMENT GOALS

- 1 END OF POVERTY
- 8 DECENT WORK AND ECONOMIC GROWTH
- 9 INDUSTRY, INNOVATION, AND INFRASTRUCTURE

Dia de CEFistas Celebration:

On the 12th of October, CEFE enthusiasts worldwide commemorated Dia de CEFistas, marking the 15th anniversary of CI's establishment. CEFistas shared videos, expressing their wishes, and reflecting on their CEFE journeys, creating a sense of unity and celebration across the globe.

Reflecting on 2023 and Looking Forward:

As we express gratitude for the accomplishments of the past year, we eagerly anticipate restructuring the CEFE network in 2024. The commitment of our community members and their active in-



The CEFE Network provides a space for cooperation, learning, and sharing among CEFE experts and experts.

and November showcased the network's commitment to staying at the forefront of innovative educational approaches.

Welcome to New Master Trainer Ana Maria Valera:

We are delighted to welcome Ana Maria Valera from Venezuela as a new Master Trainer, bringing diverse perspectives and expertise to our global community.

volvement continues to be the driving force behind the success and resilience of the CEFE network.

The CEFE Network remains steadfast in its commitment to providing a space for cooperation, learning, and sharing among CEFE experts and experts. We extend our heartfelt gratitude to every CEFista who actively contributes to our endeavors, bringing forth innovative solutions that inspire, empower, and connect entrepreneurs toward the development of a sustainable world.



Lisa Wernz
CEFE Network

User Centric Design for Sustainable Development

By adopting a user-centric approach, Business Development Service Providers (BDSPs) can ensure that their projects are relevant, effective, and sustainable in the long term.



In the development world, the key to project success lies in understanding and addressing the real needs of the people it aims to serve. This is where the concept of “user-centric” approach comes into play. This approach puts people at the centre of the design and implementation process, ensuring that projects respond to their needs and aspirations.

When we talk about development projects, whether in health, education, economic empowerment, or any other, it is crucial to understand the realities and contexts of the communities we serve, going beyond mere assumptions or preconceived solutions and truly engaging end users at every stage of the process.

By adopting a user-centric approach, Business Development Service Providers (BDSPs) can ensure that their projects are relevant, effective, and sustainable in the long term. This means conducting thorough research to understand the target audience’s context, needs and desires, involving key stakeholders in the design process, and conducting pilot tests to iterate and continuously improve.

SUSTAINABLE DEVELOPMENT GOALS

- 1  END OF POVERTY
- 8  DECENT WORK AND ECONOMIC GROWTH
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By collaborating with local organizations and stakeholders, greater alignment with the real needs of the target community can be ensured, and positive impacts can be maximized. The impact can be significant when projects are developed with a user-centric approach. Solutions are more relevant and tailored to the specific needs of the target population, increasing their effectiveness and acceptance. Additionally, this approach fosters community participation and empowerment, contributing to the long-term sustainability of interventions.

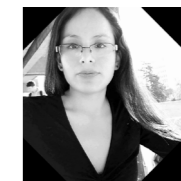


At CEFE International, we understand the importance of a user-centric approach. With the CEFE Method, we strive to understand the needs and aspirations of the people we serve and work to strengthen their knowledge, attitudes, skills, and habits towards entrepreneurship promotion. In doing so, we create success-

ful projects, change lives, and contribute to sustainable development worldwide.

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International cooperation plays a crucial role in this process, as it can provide resources, expertise, and global perspectives to enrich development projects.



Cristina Ramirez

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