



CEFE PANORAMA //2016

REVIEW OF THE YEAR
EXPERIENCES OF THE GLOBAL NETWORK



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EBERHARD & MARLINDE BAERENZ

EDITORIAL

Since CEFE was born in the early 80ies, it is a breakthrough in entrepreneurship development and training methods. Rainer Kolshorn, the 'father' of CEFE, succeeded in convincing GIZ and the German Min. for Economic Cooperation and Development of its unique approach and impact potential. Until 2003, a programme fund and numerous projects rolled it out, and CEFE was introduced to more than 140 countries and over 2,000 organisations. Other donor organisations shadowed, like SIYB of ILO, EMPRETEC of UNCTAD and Business Edge of IFC.

GIZ outsourced it to find ways of sustaining CEFE independently

and because funding of permanent posts within GIZ expired. We took charge of the challenge in 2008 and registered CEFE International as private limited company. In fact, our business model is a social enterprise, merging the non-profit work as a facilitator for the global network, concept development and quality assurance with commercial service provision related to entrepreneurship. Contribution margins are completely used to finance the non-profit activities, among others regional conferences for Latin America, Asia and Francophone Africa, pro bono missions, website management and monthly as well as this annual newsletter.

Our business model is unique when it comes to the sustainability of a global business advisor network. We are proud to be pioneers, learning and innovating step by step with support from various sources and the constant feedback from our global community. Being a social business implies that we have to be even more competitive and motivated than other service providers. Here, the enormous treasury of many thousands of CEFE advisors form our backbone. Our core concept is the South-South cooperation, assigning regional experts to empower entrepreneurs all over the world.

In 2016, CEFE International and its CEFE advisors have taken challenges that our globalized world is facing. Since several years, we are involved in strengthening entrepreneurs in a sustainable manner related not only to financial aspects, but also including visions of social and environmental friendly business models. The global trend of high youth unemployment has threatened many economies and regions. CEFE has been one of the leading instruments to show a future to young leaders. For many people, living in non-peaceful environment is day-to-day life. CEFE International has touched such regions and with courageous ex-

perts, working under incredibly difficult and dangerous conditions, we introduced CEFE in Libya, Somalia, and Iraq.

Apart from social and green business development, youth employment, combating causes of flight and strengthening entrepreneurship mind-set in conflict affected countries, CEFE International got strongly involved in enhancing private sector B2B cooperation. These examples demonstrate capacity and flexibility of the CEFE community in adjusting to different conditions, target groups and contexts, almost day by day.

Jointly with our network, the CEFE International team will continue with the acceleration, diversification and impact of CEFE. We both, Peter and Marlinde, are honoured to be part of the CEFE family. We strongly believe that with each little step a CEFista is taking, the network enables giant leaps for a human and sustainable development.

We wish you a prosperous and blissful 2017.

Eberhard Baerenz

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01

CEFE INTERNATIONAL SERVICES

// 2016

PROJECT PORTFOLIO

2016, CEFE International carried out several new and quite diverse projects; in brief:



CHINA

Started already last year, CI was finalizing the training and coaching for Chinese government representatives. During the month June, the expert team of trAIDe and CI conducted a training about change management and project management in intercultural contexts. Further, we supported the participant in concretizing their project plans.

// NOV 2015 - JUN 2016



RUSSIA

A Russian delegation was hosted by the consortium Conoscope and CI. During an intensive distant-learning preparation of ten weeks, 21 managers and entrepreneurs were supported to arrange 57 B2B sessions with potential business partners. From beginning of October till beginning of November, the consortium carried out a comprehensive programme, consisting of 14 excursions to German companies and training with specific focus on intercultural management and German business practice.

// JULY - NOV 2016

IRAQ

An expert team of CI was contracted by sequa to evaluate project potentials for a TVET programme in the Kurdish region of Iraq. Visiting the three cities Erbil, Dohuk and Sulaymaniyah, the team was able to conceptualize a project supporting not only the local host communities, but also IDPs and refugees in a kind of multi-stakeholder approach.

// FEB - APRIL 2016



ALGERIA

CI has finished the qualification of CEFE trainers and advisors in the new green business module; it included the certification of two Master Trainers for Green Economy. Part of the project was the re-activation of the first generation of CEFE trainers and network.

// NOV 2015 - FEB 2016

MOROCCO

Within a consortium with AFCi, CI is in charge of implementing Human Capacity Development on entrepreneurship, covering new training of 17 nucleus counsellors and training of consultant. They will roll-out services to develop entrepreneurship and accelerates small business growth in six rural provinces in Southeast Morocco.

// DEC 2015 - NOV 2018



GEORGIA

For the Chamber of Commerce in Munich, CI together with its Chilean partner has conducted a five-days training course on entrepreneurship for TVET teachers in Georgia. The training was used to assess the entrepreneurial spirit and competence of the teachers.

// DEC 2016

IRAQ

The waste management system in Dohuk is not sufficient. As border city to the IS controlled region, it has a huge refugee and IDP community living around the city in several refugee camps. The inconsistency of recycling methods and waste management motivated the State Government of Baden-Württemberg and GIZ to work on a project proposal to improve the given situation. With a local expert CI analysed the potential to set it up.

// APRIL - MAY 2016



SOMALIA

Contracted by the America Refugee Council, our Ghanaian expert conducted a training-on-the-job for five business counsellors on the CEFE methodology. A short workshop on the method and three weeks training sessions with the beneficiaries, gave the trainees more and more competence in facilitating CEFE trainings.

// AUG - NOV 2016



LIBYA

Our Tunisian Master Trainer team has conducted a Training of Trainers and four coaching sessions for 25 Libyan business advisors. The training included sessions on conflict management and social cohesion. The project was financed by the International for Migration. The trainers had to be evacuated from Sabha, where increasing gunfire and bombing became life-threatening. The cover photo was taken in Sabha. Work continued in a safer place, 250km further to the South.

// SEP - DEC 2016

// 2016

PROJECT PORTFOLIO

ASEAN

Within the Promotion of Innovation and Technology (PIT) programme, a map of innovation promotion programmes in six ASEAN countries was developed by the network of innovation experts from the participating countries.

// NOV 2015 - MARCH 2016



ALBANIA

Planning and executing a national business plan competition for 83 beneficiaries with the focus on the empowerment of women and innovative business ideas. CEFE trainers and business coaches have been licensed and a contest of all participants resulted in 17 finalists and 5 winners. Partner within the project under the GIZ ProSME Programme were, inter alia, Yunus Foundation, ProCredit and the Ministry of Economy.

// MAY - DEC 2016



EAST-TIMOR

Additional training on a business skills module for staff members of the public business centre was developed and piloted, targeting informal sector and micro-businesses. Inspired by the framework conditions, CI conceptualised CLEAR, an instrument for employment promotion of youth.

// MAY 2016

EUROPE-AFRICA

Contracted by the GIZ, CI has conducted a half-day B2B matchmaking event between African and European countries. In total, we were able to arrange 64 matches from 21 different countries. CI with its partner Conoscope will continue to organize such events in 2017.

// OCT 2016 - DEC 2017



IRAQ

A team from the UK, Palestine and Iraq has written a comprehensive study on value chain and market niches for the 'Iraq Crisis Response and Resilience Programme' of UNDP. Within the study, the experts gave an overall understanding on trends, opportunities and bottlenecks in the selected markets and, later on, resuming recommendations for each niche market system in terms of future livelihood interventions.

// MAY - DEC 2016



MACEDONIA

AA joint project proposal for employment promotion of young unemployed prepared by five different CEFE networks from Macedonia (project leader), Germany, the Philippines, Chile and Jamaica was funded by the EU and is co-financed by the involved networks. The Training of Trainers welcomed participants from all five partnering countries, where roll-out has started and will continue in 2017.

// OCT 2015 - MAY 2017



MOLDOVA

Final evaluation of a project promoting private sector cooperation in TVET development. Five TVET schools have been successfully upgraded in three professions; market orientation deserves to be improved.

// JUNE 2016

INDIA

In a consortium with Steinbeis Germany and Steinbeis India, we transferred training competences and several modules on innovation for SMEs. For this purpose, we built up a partnership with four leading Business Universities from India that will roll-out the training later on commercially.

// NOV 2015 - JAN 2017

EUROPE-AFRICA BUSINESS MATCHMAKING

The European Union Energy Initiative – Partnership Dialogue Facility (EUEI PDF) is an instrument to support energy policy and strategy development at national as well as regional levels. EUEI PDF realizes thematic studies on key energy issues and facilitates knowledge sharing and cooperation through dialogue events and network building. The Project Management Unit is hosted by GIZ.

Under EUEI PDF, the Africa-EU Renewable Energy Cooperation Programme (RECP) was initiated. One of its core objectives is to develop renewable energy markets and thereby to increase energy access in Africa. In this framework, matchmaking events are executed to facilitate increased joint business development and access to financiers for European and African private renewable energy project developers.

The matchmaking events are either half- or full-day, taking place in Europe and Africa. They are accompanied by presentations and panel discussions on issues regarding renewable energy market development in Africa. The subsequent matchmaking sessions offer entrepreneurs, financiers, associations and other stakeholders customised face-to-face meetings. Key target groups are European and African renewable energy project developers, service providers, technology

providers as well as financiers of renewable energy projects such as Development Finance Institutions or Multilateral Development Banks.

In a consortium with the partnering agency Conoscope, CEFE International took over the organisation, implementation and documentation of up to 19 matchmaking sessions in the framework of RECP.

We provide a platform for participants to meet potential business partners and financiers and to potentially engage in joint project/business development. The online platform – which is also accessible as a Mobile App – captures the profile of each participant and offers an easily accessible way for participants to screen all available profiles and to request corresponding meetings.

During the Matchmaking event, the consortium guides the participants through the sessions and handles last minute registrations as well as meeting requests and cancellations.

In order to ensure sound monitoring and constant improvement, we conduct two evaluations: one right after the event, where participants are asked for their opinion regarding organization, realization and relevance of the B2Bs, and one eight weeks after the event, a comprehensive ques-

tionnaire providing information not only on participants' satisfaction regarding the event itself but, more important, regarding effectiveness and outcome of the bilateral meetings.

After a first successful Matchmaking event in Brussels this year, we are already preparing the next upcoming events in Graz (Austria) and Lisbon (Portugal). For us they are an exciting practical application of business promotion and sustainable economy promotion that could become a supplementary CEFE tool.



PHOTOGRAPHER: MICHAEL CHIA



GERMANY AND THE WORLD

B2B COOPERATION MADE BY CI

In 2016, CEFE International intensified the cooperation with different clients and partners related to the extension of economic cooperation between Germany and other countries. Continuing from last year, we conducted, jointly with our partner trAIDe, a one month training and coaching for a Chinese delegation covering topics such as change management, intercultural management and advising the participants.

Besides the Chinese delegation, CEFE International has been included in the pool of institutions of the Manager Training Programme, conducted by GIZ on behalf of the Federal Ministry for Economic Affairs and Energy. Together with our partner Conoscope in Leipzig, we received a Russian delegation with 21 representatives from small to big companies. The team of Conoscope and CEFE International were responsible in organizing individual B2B sessions, excursions to German companies for the whole group and training on intercultural management and business management topics. Moreover, we organized accommodation, travel logistics and support in free-time activities. Before the 3 ½ weeks stay in Germany, the Russian entrepreneurs and managers were accompanied via distance tools by a tutor team from Conoscope and CEFE International in substantiating their cooperation ideas and in finding suitable B2B candidates. In total, we succeeded to arrange 57 individual B2B sessions between German and Russian businesses.

The two projects demonstrate the variability of CEFE as a tool for economic and business development. Comparing with its roots, where it was basically used for (semi-)literate target groups, promoting their self-employment potential, CEFE has not only diversified the training portfolio into areas such as intercultural management, CANVAS, change management, but has also strengthened the potential for its CEFistas to become advisors outside of the training room. Nowadays, in many CEFE countries – not just Germany – advisors in the CEFE networks provide, for example, coaching services for project teams, organizational development for medium sized companies or business growth advisory for tourism providers.



INDIA

INDINNOVATION

India is a fascinating country, enjoying precious culture, fast growing economy and entrepreneurial people but also facing massive social incongruence. The country is known for its competitiveness and innovativeness in a few sectors, and at the same time, innovation is a foreign word to most small and medium sized enterprises.

Within the GLZ 'Innovation Promotion in MSME'-programme, the consortium of CEFE International, Steinbeis Germany and Steinbeis India is implementing a project, which we call Indinnovation, introducing commercial innovation management training into the portfolio of four prime business schools. The fabric of such academies and universities plays at the premier league level within the global context. It was not easy at all getting them as partners, to roll out the project with its components to develop customised curricula, qualify partner staff, carry out pilot trainings and finally assist in the application of the training modules in each partner institute.

We managed to get some of the best institutes on board, spread all over the country, but formalities required a lot of patience and re-scheduling. Such partners offer a portfolio of training courses for businesses, within which innovation is 'just one more' and they do not focus on it, as the key market for them is graduate and post-graduate education. The time available for trainer qualification and innovation courses have a considerable mismatch with budget limits, content outlined in the ToRs, availability of partner staff and of the target group. Within the business models discussed with the partners the trainings should be cost-covering and MSMEs did rather complain about training duration (5 days + 2 days) than tuition fees, later stating predominantly that it was too short. And it was almost impossible 'selling' this high level intensive training to intermediary organisations, such as associations or public institutions, as the 2nd target group.

It turned out that the 'Active Short Consultancy' (ASC), in addition offered by the Consortium, was highly appreciated by the participating enterprises, but less feasible under the aspects of financial sustainability and integration into the partner institutes' services.

A good step forward has been done but a break-through would need a revised setup of the approach, in particular regarding training providers for these target groups, more focussed training, integration of follow-up services and a different access to intermediary organisations who, despite their limited acceptance of commercial training, are crucial for multiplication of innovation system management.



IRAQ

EMPOWERING
ENTREPRENEURS

This year, CEFE International had the chance to get involved into some smaller projects in Iraq – specifically in the Kurdish Region. The geo-political position of Iraq is embossed by the recognition of the Kurdish Autonomous Region (KRI) under the Kurdistan Regional Government (KRG) within the Iraqi Constitution of 2005. The KRI is perceived as a safe country regarding terror attacks. Radical formations do not find (yet) positive support in the population. Nevertheless, the Islamic State (IS) is very close to the borders of KRI. When the US army left the country in 2011, most of the areas were still politically and militarily unstable. During the occupation time by the US between 2003 and 2011, at least 400.000 Iraqi people died. Around 3.5 Million people are internally displaced persons (IDPs) and 2 Million left the country. The country is split into three parts: ISIS region, KRI and the southern part of Iraq, which is governed by the Iraqi government. The KRI is a semi-autonomous area with 5.1 million inhabitants. In the constitution of 2005, the KRI has received the juridical, legislative and executive power of the KRG, with only a few exceptions. In consequence, the KRG has its own ministerial struc-

tures and controls the borders to the rest of Iraq.

Currently the KRI is suffering from several economic, social and political problems: 1) The occupation of 30% of Iraq through ISIS has led to 2 million IDPs in North of Iraq. The constant threat and closeness of IS keeps the KRG under social, economic and military pressure; 2) Due the civil war in Syria, the KRI received 240.000 refugees, mostly Kurdish, who they are trying to integrate in the society and 3) Based on the agreement between the semi-autonomous region and Iraq government in Baghdad, the Iraqi government is expected to transfer certain remittance to the KRG. This has been suspended for uncertain time due to occupation of Kirkuk through Peschmerga troops – in this area massive oil fields are located – and the tremendous decrease of the oil price from 110US\$ per Barrel (mid of 2014) to 29US\$ (beginning of 2016).

The situation in KRI is quite complex and in foreign media mostly not covered in its full consequences. Rather guided by the constant threat through IS and the current battle around Mosul,

many people forget the difficulties of integrating refugees. CEFE International experts had the chance to visit refugee camps in Dohuk and to talk to some of them. Many looking for a stable and secure future, which they do not see in their origin home places.

Within this context CEFE International has been involved in two studies – the first one for a project set-up of a vocational education partnership programme and the second one on the improvement of waste management system and income generation for refugees, IDPs and local host communities. Further, CEFE International jointly with the International Organization for Migration (IOM) has succeeded in continuing the process of forming three Iraqi Master ToT Trainers. Our Tunisian expert team has conducted a Training of Trainers for Libyan business advisors. The Master Trainer candidates had the chance to join them for five days during the conduction of the ToT. For UNDP, CEFE International formed a team coming from UK, Palestine and Iraq to conduct a study about the promotion of value chains and market niches.



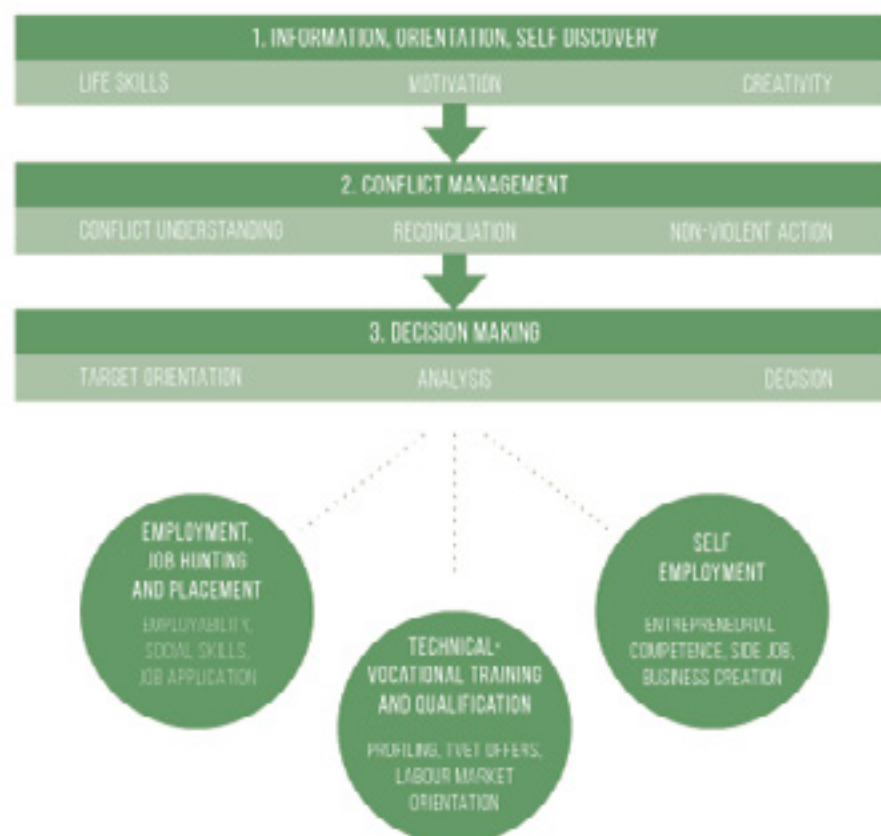
LESSON LEARNED FROM EAST-TIMOR

CLEAR CONCEPT

East-Timor is one of the poorest countries in Asia. Suffering from long lasting war, East-Timor is facing many problems, such as insufficient infrastructure and low quality of education. A formal labour market is almost not existing, in particular for young people in rural areas. More than 30,000 jobs would be needed per year, but only 54,000 people in total have a formal employment. Level of entrepreneurship is very low and fostering it is a logical step. Nevertheless, start-up is not the solution to every problem. Value Chain promotion might be an alternative but would require a minimum level of subsector structure which is hard to find. TVET is being promoted and cannot provide employment opportunities for the graduates. Almost any development initiative depends on foreign support and is quite limited to the duration of the projects. Fortunately, violence has decreased, but can emerge any time, also due to critical disparities of income distribution (oil exporting country) between urban and rural population.

In this context, the Government is building up a Training Centre to promote the cooperative sector and micro and small enterprises, since 2014 supported by GIZ in Human Capacity Development measures with the objectives: to develop training courses and manuals; to make sure that the staff is capable to understand

and use new methods and best practices; to replicate them and to add to their own service portfolio. Within this context, CEFE International was contracted to develop a module on cooperatives, enhancing the business management skills, and to conduct a specialised training course for trainers, based on the CEFE method and encompassing conflict management and gender sensitivity.



Based on a proposal written to GIZ and the experience CEFE International gained in East-Timor and many other countries, the concept of **CLEAR - Competence for Labour & Employment Acceleration Roads** was developed. It contains several steps (typically maximum three days training modules) to support young people in making decision on their future life career. The participants will usually only attend the first 3 stages together. Stage 2 is addressing conflict management. In stage 3, they are requested to choose the best alternative

for their personality and situation. They will then follow the road to employment, vocational training or self-employment. The single steps can be carried out within short training modules and should be combined with follow-up services by partner institutions.



IN THE MIDDLE OF CONFLICT AND WAR

SOMALIA EMBRACES CEFE

Somalia still belongs to one of the poorest countries in the world. In current indicators of economic development, the country is mostly ranked as one of the lowest. Everyday life of the people, especially in the south and in the middle of Somalia, is characterized by armed conflicts. In recent years, the government has made progress towards pacification and stabilization, as well as rebuilding state structures and made efforts in strengthening, among others, the country's economy by re-establishing economic foundations.

Kismayo is located in Jubaland in the south of the country. By conducting a four weeks on-the-job ToT training in Kismayo and thereby introducing the CEFE methodology to Somalia, CEFE International takes part in the implementation of political stabilisation measures. The training project is sponsored by GIZ in collaboration with the Somali Jubaland Chamber of Commerce, Industry and Agriculture (JCCIA).

The training programme was organised by the American Refugee Committee (ARC) under its Business Development Service Project which aims to provide support to business development through capacity building for improved livelihoods for returnees, Internally Displaced People (IDPs) and host communities in Kismayo. ARC works with its partners to provide opportunities and expertise to these target groups and thereby helps people to survive conflict and crisis and to rebuild a life of dignity, health, security and self-sufficiency. The conducted training is one of ARC's responses to youth unemployment and lack of skilled labour.

During the first four days of the seminar, the trainees were introduced to the CEFE methodology. With the help of their Master Trainer, they afterwards prepared and conducted four beneficiary seminars in which the following topics were discussed: Business Skills Improvement, Starting Your Own Business, Successful Marketing and Understanding of Basic Finance. Step by step, the trainees took over responsibilities. In the end, the Master Trainer only had to supervise while the trainees conducted the last workshop completely by themselves.

The training sought to build a core of CEFE Trainers in the country that offer sufficient entrepreneurship skills and use sustained experiential training methods in order to work as certified trainers for members of various SMEs, co-operatives and entrepreneurs for entrepreneurship development in Lower Juba in the Jubaland State of Somalia.

While only four trainees went through the CEFE training-on-job, over sixty participants directly benefited from the seminars. Now that the trainees have been introduced to entrepreneurship training with a best practice learning method, they will use these best practice tools and conduct trainings by themselves in order to promote the improvement of livelihoods in Jubaland especially and Somalia as a whole.

Benjamin Kofi,
Ghana



INTRODUCING CEFE IN LIBYA

A WORKING DAY UNDER FIRE

Sabha is a town located more than 600 km south of the Libyan capital. A new day rises after a night of fighting between two tribes in the region, where at least 12 civilians were killed. The first cars start circulating cautiously in the most safe streets, no one of them stops neither at the traffic lights nor at the intersections. Fear becomes the daily life of the people who live in the city.

A school minibus stops in front of the building reserved for the office from which the IOM (International Organization for Migration) supports certain projects aimed at economic and social stabilization in the southern regions since several months. Mouna Haouachi (CEFE Master Trainer) climbs on the bus to the training site, located less than one kilometer from the building. In a city where people from a different tribe are afraid of each other, it is the safest way to travel, because it carries children from different tribes.

At the training premises, the facilitators are the first to come. Some take real risks to get to the training site. Just like the participants, who come in one by one

from the four corners of the city. Despite their differences, despite the conflicts, one thing was able to bring them together ... a hope ... the vision of a better future.

Before starting the program of the day, the training begins with a reminder of the previous day and an energizer. Today the "dart exercise" will be used to develop participants' skills on risk management. During a short period of silence between two comments, shots can be heard nearby. What might cause fears for foreign people is daily reality for the participants so that they do not feel disturbed and continue discussing. The activities are connected and very engaging. What happens outside is quite often forgotten and the few hours are experienced as if they would be in another world ... the CEFE world.

At the end of the first week of formation, a conflict erupted between two major tribes in a neighbourhood. This did not prevent participants from showing up, demonstrating great persistence to finish their training. Very quickly, gunfighting came closer. Outside children were playing. The CEFEistas entered the yard of the building to convince the chil-

dren to come inside and to get evacuated by their relatives. The next day, the fighting returned to the main street where the training was held. In the city, life stopped and the training had to be interrupted. Just a few hours after the evacuation, a militia occupied the building and the neighbouring house was destroyed.

Today, participants and facilitators are concerned about the lives of their loved ones. They are still concerned about the rest of the training. Some facilitators have joined another group, a second formation, more than 350 km to the south where the city is safer.

All participants hope for a better future for their city. They wait patiently for the return of calm to get back to work and rebuild what the war is destroying.

Mouna Haouachi,
Walid Bouzir,
Tunisia

The thoughts of whole CEFE International and the CEFE Network worldwide are with them! Together, we are working on a better future!



An aerial photograph of a vast, rolling landscape. The terrain is covered in vibrant green grass, with some areas appearing slightly more yellowish-green, possibly due to different vegetation or lighting. A winding asphalt road curves through the hills on the left side of the frame. In the foreground, there are several long, rectangular structures that look like barns or storage sheds, situated in a flatter area. The background shows more distant, hazy hills under a blue sky with scattered white clouds. The overall scene is peaceful and scenic.

02

CEFE

AROUND THE

WORLD

IMPRESSIONS FROM CHILE

GET YES & SOCIORACY 3.0

Talking about the impact of CEFE on our lives in 2016 and being partner of CEFE International, this year has been an important one for Plataforma Áurea. We have executed a new process of formation of integral facilitators, which represents, to a large extent, how we have surfaced the complexities with which we come across. We have added a new group of facilitators to the more than 200 that make up our network in Chile and Latin America.

After two years of discussions and alignments, we finally entered into a consortium with CEFE Macedonia, CEFE International, Business Work Jamaica and CEFE Network Foundation of the Philippines, to conduct the GET YES (Global Exchange and Training for Youth Employment Services) project funded by Erasmus Plus + of the European Community.

The focus of this two-years project lies on fostering cooperation and exchange in order to improve the capacities of young people for the reduction of unemployment and support to entrepreneurship. In this context, we had our first meeting of international experts in Skopje, Macedonia, in April. This first meeting sought to share best practices identified by the consortium in the respective countries and the development of the curriculum for the training of young people.

At the meeting organized by CEFE Macedonia, all consortium partners met for the first time. The different cultural approaches, experiences and concerns contributed to the development of the new modules. The meeting was intense, with long working hours and not without difficulties. However, there remains a sense of success and we were able to identify possibilities of improvement for future meetings.

In the course of our stay in Macedonia, the discussions and facilitations by the different actors allowed us to acquire clear commitments for the next steps: the design and the execution of a Training of Trainers program in the second half of the current year. In this process, I took advantage of using some of the latest tools acquired from Sociocracy 3.0.

Today, we continue to work to generate the changes that we have declared we want to achieve and CEFE keeps on being one of our main tools. We also continue incorporating agile management methodologies that can be applied in the context of entrepreneurship and in both private and social organizations. We had first meetings with Sociocracia 3.0 as a method that could complement our paradigm of integral facilitation.

It is not a mystery to know that we are facing evolutionary and cultural changes in each of our countries. This is how we have evolved in Plataforma Áurea and 2016 was no exception.

Alejandro Reyes,
Chile



CENTRAL AMERICA

CEFE IN MSME CENTERS

Aiming at a greater integration into international trade, the national governments of Central America increasingly rely on the dynamic power of innovative MSMEs. However, the MSMEs have not been able to explore their potential as a development engine so far.

On behalf of the FACILIDAD program of the GIZ and the Centre for Promotion of Micro and Small Enterprises in Central America (CENPROMYPE), advisors of the AD Empresarial S.A de C.V., namely Fabio Buiza and Mauricio Chávez, developed the design and implementation of a new assistance for entrepreneurship opportunities, which is including workshops and a personalized monitoring system with a total duration of up to five months. The task consisted of designing, transferring, and monitoring a 'Entrepreneurial Development Services' for MSME centres in Central America in seven countries: Belize, Guatemala, El Salvador, Honduras, Costa Rica, Panama, and the Dominican Republic.

The service was prepared based on customer trends and latest market oriented developments keeping in mind: Only dialogue promotes reflection on the institutional strengthening and competitiveness of MSMEs in the region!
The know-how transfer to each individual working group was

conducted by using the CEFE methodology, which allowed a systematic exchange of the designed products. Particularly the Experiential Learning Cycle as one of the methodology's core element was used. So far, a total of 253 people participated in eleven workshops developed in the seven countries.

Thanks to the CEFE methodology, the transfer of the service was efficient and successful. Its establishment helped to create better opportunities for employment and contributes to an increase in the competitiveness of MSMEs in Central America.

Fabio Emilio Buiza,
Mauricio Chavez,
El Salvador



CEFE IN ALBANIA

FROM IDEA TO BUSINESS

Finally, CEFE lands in Albania and provides competence and a new perspective to young entrepreneurs.

In a reality where the unemployment rate is approximately 17% and emigration seems to be the dominant dream of young people, the Albanian Ministry of Economic Development, Tourism, Trade and Entrepreneurship (MEDTTE) and the Albanian Investment Development Agency (AIDA) in close collaboration with GIZ, are implementing the ProSME programme. Within this, CEFE International was commissioned to implement a special entrepreneurship and business promotion initiative, now branded as IDEA (Innovative Development for Entrepreneurs in Albania). It aims at strengthening competitiveness through promotion of innovation and entrepreneurship. Why? Too many start-ups are not competitive because they simply copy existing ones, not offering additional value to the market. Being innovative is not a common strength and so many small business fail to grow, not because they lack finance, as said too often and quickly, but because they got stuck in routine and absence of innovativeness.

CEFE International has started with IDEA in June 2016. It offers three main products associated with the CEFE methodol-

ogy: Training of Trainers (ToTs), Training of Coaches (ToC) and promotion of entrepreneurship through a four-step business plan competition at national level. Major focus was addressed to the empowerment of women and innovative business ideas or young enterprises.

Since its introduction and despite its start during the summer break the project's output has been high - starting with over 150 applications, step by step the best participants were selected. Through large-scale entrepreneurship business trainings in September 2016, the development of necessary capacities and personal knowledge has successfully been improved. During 10 days of very lively training, divided into three training modules, selected participants took part in the four stages of the competition process. Following 2-months face to face coaching, the future trainers and advisors from ToT and ToC were supervised while performing with the beneficiaries. The program enabled the development of entrepreneurial skills in innovation, marketing, business organization, financial and business planning. At the end, 17 selected entrepreneurs with their competing business ideas had the opportunity to present their business plans in front of an

independent high level jury, with representatives from the public and private sector.

The IDEA project team was able to capture statements from the beneficiaries:

- ▶ 'I feel more confident about the choices I have made for my professional life.'
- ▶ 'I have strengthened my competencies and entrepreneurial business skills.'
- ▶ 'Now I hold a valid business plan ready for execution.'

As additional benefit the five winners of the 17 finalists will have the chance to apply for the AIDA schemes for start-up grants, craftsmanship competition and ProCredit finance schemes. Furthermore, Yunus Social Business Balkans will support businesses with a social impact and Deloitte will mentor the entrepreneurs in their decision making in the coming months.

Besides the entrepreneurs and start-ups that have been involved in the competition process, CEFE International formed a national business advisor platform, consisting of 18 licensed CEFE trainers. Each of them was engaged as a co-trainer in a 5 days training

under the IDEA business plan competition. Out of them, 13 people attended successfully the Training of Coaches and became licensed CEFE coaches. So far, each of them was able to provide coaching for at least 2 young entrepreneurs within the projects' framework. They directly support the growth and development processes of competitive MSMEs through tackling local challenges in the global market.

Today, as being the project coordinator, AIDA is equipped with an action-oriented methodology and trained experts to promote entrepreneurship in Albania for different groups of beneficiaries in priority sectors.

Thanks to the unified forces of all parties involved and regarding the immense progress and success achieved on site, IDEA is known today as an innovative brand related to the promotion of entrepreneurship, innovation and personal development of entrepreneurs.

IDEA project team,
Jetona Myteveli,
Albania



CEFE KOSOVO

VISION FOR
ENTREPRENEURSHIP

Beside all progress made, unemployment remains high and the quality of training is mostly quite poor. Especially for youth and minority groups there is a lack of development perspectives. Thus, there is a need of innovative approaches to boost the economic sector and employment possibilities.

Thanks to the national 'Vision for Skills 2020', the Government of Kosovo, executed by the Ministry of Trade and Industry, is finally enhancing the SME-Development Strategy and puts Entrepreneurship a priority area. This demands action and a new dynamic that allows development. That's why CEFE Kosovo will become more and more busy in the near future.

Two goals & target groups of the Visions' roadmap are extremely relevant for entrepreneurship development:

- 1 Strengthening the entrepreneurial spirit, especially targeting youth
- 2 Capacity Development through promoting entrepreneurship understanding & skills among professionals like teachers, trainers and lecturers.

Several important kick-off activities of CEFE Kosovo have been conducted in 2015 to contribute to this new policy on entrepreneurship development:

Capacity Building in Career Counselling Centre: After a range of capacity development trainings for the career centre staff using CEFE Methodology, a newly established department within Pristina successfully opened its doors. Despite serving as career counsellors, staff members are also expected to offer training and guidance to different individuals, primarily unemployed audiences who aim to access the labour market. This training included counsellors and trainers of Career Centres from different municipalities all over Kosovo.

Capacity Building for American University: Offered by the American University in Kosovo/ Rochester Institute of Technology (A.U.K./ RIT), in partnership with the Career Counselling Center, the training was successfully implemented within 12 days by two experienced CEFE Trainers from Kosovo and Macedonia. Main objectives of this training have been fulfilled with great enthusiasm of the participants, including: Enabling new trainers to conduct CEFE exercises

in an independent way and thus increasing the future number of new CEFE facilitators in Kosovo.

The two trainers are looking forward to further continue with coaching of the trainees who will independently execute training courses with the beneficiaries, mostly young adults, in 2017.

All national and international stakeholders and their respective programs showed a high willingness to roll out innovative business trainings for entrepreneurs. Thanks to this successful partnership, all stakeholders are looking forward to continue contributing on entrepreneurship promotion by supporting young entrepreneurs to establish their own business in 2017.

Malush Tullumi,
Kosovo



YOUTH EMPLOYMENT & GLOBAL CEFE GET YES

Starting from October 2015, five CEFE members from different parts of the world have been enthusiastically collaborating towards creating new job opportunities for young people. Within the framework of the project: "Global Exchange and Training for Youth Employment Services – GET YES", the consortium consists now of CEFE Macedonia, as lead organization; Business Works Limited, Jamaica; Plataforma Áurea, Chile; Philippines CEFE Network Foundation Inc. and CEFE International.

The main goal of the global project, financed by the Erasmus + Program of the EU, is to foster cooperation and exchange, as well as upgrade and roll out knowledge and good practices between CEFE Network members specialized in youth unemployment. This includes the professionalization of youth workers and the support of entrepreneurship through capacity building.

After one year of hard work and efforts, which major steps and successes have been made so far?

Step 1: Research on best practices for youth employment conducted by the global cooperation, served as an excellent guideline for creating the Capacity Building Package later on that represents one of the project's main outputs.

Step 2: Expert Meeting in April 2016 through members' representatives in Macedonia to gather expertise and innovative ideas for youth employment from three continents: Europe, Asia and South America. The achievement of the cooperation is a new training curriculum to support access to employment or self-employment of Youth. This Capacity Building Package is summarizing new curricula for trainings on social entrepreneurship, innovation in business, employment skills and entrepreneurship.

Step 3: Putting theory into practice. September 2016, Macedonia was host of 20 new CEFE trainers. 4 participants of each member country attended a Training of Trainers (ToT) - the new Taskforce that will train young people in each partner country in the near future, equipping them with employability and entrepreneurial skills.

Knowledge exchange is the key to success. Thus, every entrepreneurship trainer can use it for professional reasons: *If you have strategic partners to implement these trainings with, contact us, so we can collaborate.. GET YES!*

Aiming for new cooperations in 2017

Continuing the strategic expansion of the cooperation through

new partnerships is highly important for new job opportunities for our youth, as well as entrepreneurship training being part of this process. Bringing different CEFE groups together within one project does not only contribute to the national development, it makes global impact possible. Due to that, let's join forces for further projects and activities, where we will train CEFE trainers in how to design new exercises and trainings - thus turning entrepreneurial dreams into reality in 2017!

Elena Stojanovska,
Macedonia



CEFE

IMPRESSIONS..

.. FROM ROMANIA

CONTINUING THE STORY

Since 15 years CEFE is present in Romania. The success story started with an enthusiastic group of trainers formed 2001 in two sessions by Rainer Kolshorn and Peter Baerenz. This transfer of knowledge and new abilities by using the CEFE Methodology opened new perspectives on how a start-up training should be conducted efficiently and in a successful way. Thus, for future CEFE trainers – most of them graduated in economics, with expertise in different other training tools – the CEFE methodology turned out as a complete new experience that was embraced as a full-of-inspiration and flexible tool.

In all those years, major projects were implemented with the support of CEFE resources in several areas of Romania, mostly in cooperation with the regional chambers of commerce (Brasov, Covasna, Suceava, Maramures), industry associations and important sectorial clusters. The CEFE Training Association in Romania has been a successful platform to exchange best practices of Romanian CEFE trainers since years. Now, for the years to come, it will become a platform for promoting this innovative methodology in Romania with a more intense focus on Eastern European Countries, for example

in the cross-border area Romania – Ukraine - Republic of Moldova. Furthermore, an incubator centre INCUBAF at the University Stefan cel Mare was set up to host entrepreneurial trainings, using the CEFE methodology, targeting students from different countries.

We are looking forward for more great things to happen in the future within Romania and the region! And we are discussing with CEFE International own ways to update the active trainers and integrate CEFE business training into universities.

Carmen Chasovschi,
Romania



.. FROM BOSNIA-HERZEGOVINA

OWN CEFE TRAINING CENTER CREATED

Planting a seed in a Bosnia-Herzegovina – a CEFE Training Center

Dreams can sometimes take a long time to become reality. Our dream was that CEFE will not only be a great training for entrepreneurs, a great ad-hoc solution to the current situation. We wanted to create a place where businesses will be born and where anybody who feels the need for improvement, whether as person or for a company, can come at any given time and work on a business future.

We can't say that this dream is completely fulfilled, but this year we established in close cooperation with **NUBL University** in Banja Luka, a "**CEFE Training Center**". For now, we only have one training classroom, but we successfully started with continuous commercially-based trainings in business and personal skills. We

are very proud of this. A large part of success lies in the process and with this - in each of these steps - bringing us closer to making our dream become reality.

Zoran Kulundžija,
Bosnia-Herzegovina



CENTRAL & LATIN AMERICA

LET'S DISCUSS PECS

A group of CEFistas gathered to discuss the actuality of the Personal Entrepreneurial Characteristics (PECs) model, used by the CEFE community.

During the discussions two leading arguments were brought to the table: 1) The question must be addressed through analysing the new environment of small businesses and new competencies of current entrepreneurs. Accordingly, there should be no pre-elaborated judgement. 2) The current set of PECs has been sufficiently validated by long-term experience, based on its use in the last 30 years of business trainings around the globe. Therefore, it must be maintained as a strong component, to which it would be possible to add new aspects.

Though opinions have been very different, all stakeholders agreed on one fundamental aspect: CEFE needs to reinforce its central proposal, namely the way of understanding its business function as a network and the way to promote CEFE methodology through trainings. An essential component of this proposal should remain a set of characteristics that describe a personal behaviour aside the entrepreneurial aspects, which enhances the chance of economic success, namely supporting the development of socially disadvantaged sectors.

Besides the discussion on PECs, CEFE needs a general update on its view on economics, modernizing the meaning of "economic success" to conditions given in the 21st century, including the aspects of sustainable and inclusive growth. Environmental sustainability is not only a criteria of business decision but also question of personal attitudes that has even gained relevance in the elections of economic agents as well. Today, promoting business characteristics that lead to economic profitability only is not sufficient.

Furthermore, the way of how to interact and communicate with companies and clients is increasingly influenced by social networks. This also determines the way in which the present and future entrepreneur should respond. In today's world, many small businesses seek out their customers, compete with other companies, sell, charge, and manage their money through such networks. Among many other consequences, this reality demands cultural relations beyond the geographic and social environment of the entrepreneur and beyond the usual training set-up of advisors. The management of this diversity within relationships of the entrepreneur and the need to respond almost immediately to many issues must be analysed from the perspective of personal skills.

This fundamental conversation has just begun. A working team has been formed to analyse the opportunities for the improvement of the PECs concept. It is expected that at the next CEFE LATAM Network Meeting, foreseen for April 2017 in Lima, Peru, we will already show first results.

Ricardo Rodríguez Duarte,
Nicaragua



CEFE NIGERIA

HIGHER EDUCATION & CEFE

Three major CEFE trainings have been successfully conducted in cooperation with the Federal University of Technology (FUT) in Minna:

Student Leadership Training: Since 2013, the CEFE-Unit of the FUT annually organizes leadership trainings for executives and representatives of the Student's Union. The training focuses on building leadership skills to enable the participants to better assist their fellow students. However, not only the students' benefit from the deriving improvements made concerning communication, problem solving, time management and idea generation skills, the University Management does as well.

Heads of Department Training: Based on the benefits gained from previous CEFE trainings, the University Management sponsored a two-days leadership training for all Head of Departments of the university, 39 departments in total. The training focused on effective leadership within the departments.

Good Work Ethics Training: This training was conducted for the staff of the Center for Extra Mural and Preliminary Studies (CPES). As the training's name proclaims, the participants were trained on Ethics in the working environment, based on the CEFE methodology.

All three trainings took place at the newly constructed Entrepreneurship Centre of the University, an infrastructure the idea for which goes back to introduction of CEFE at FUT in 2008.

Other ongoing activities in 2017:

Student Entrepreneurship Hub: This program aims at creating entrepreneurship awareness in secondary schools. Using the CEFE methodology, a total number of 48 schools (240 participants, comprising of students and teachers) have already been trained in Plateau, Nigeria and in Niger during a successful pilot phase. In 2017 24 more schools will be trained in Ogun.

Business Education and Skills Trainings (BEST): In order to reduce unemployment through youth entrepreneurship development, the Business Development Committee Network in Ogun, in partnership with the Government and GIZ TVET program, is planning a CEFE ToT. As a first step, a CEFE appreciation workshop with 80 participants has been organized. Now, the application process for the CEFE ToT has started with a very encouraging response so far! This shows the high acceptance of the CEFE methodology and indicates an opportunity to create fruitful CEFE Trainings and thus

great new CEFE Trainers in Ogun State in 2017.

CEFE Nigeria is looking forward to a busy year 2017 full of energy and passion to support the reduction of challenges faced by the population and its economy in Nigeria.

Ibrahim Aliu,
Victor Arokoyo,
Nigeria



PHILIPPINE CEFE NETWORK

NEW NETWORK DYNAMICS

In cooperation with CEFE International, the Philippine CEFE Network (CEFENet) organized the 2016 CEFE Regional Meeting, the third one held in Asia since 2013. Following a conference format, a series of speakers challenged CEFE Trainers on the theme, "Bridging CEFE Networks for Inclusive Growth in Asia". Participants came all the way from Germany, the Philippines, Sri Lanka, Thailand and Iraq.

This conference paved the way for a general assembly of CEFE trainers who have remained active through the years. Due to a wide range of development services offered beyond entrepreneurship and enterprise development today, the Assembly of CEFENet members decided to change the network's name to Association of Development Facilitators and Enterprise Counselors (ADFEC). Thus, to maintain its strong growth performance in recent years through providing services like Value Chain Development, Compass and Green Economic Development. A set of officers was elected to guide the transition to the new business identity, followed by a strategic planning session and its official registration in September.

To implement the formation of the new organization, to ensure continuity of services and infuse innovation and dynamism, a full and intensive CEFE ToT was implemented. Even if it was very challenging for people to join the one-month live-in training program, ADFEC (through Passion for Perfection, and in cooperation with CEFE Macedonia) managed to gather eight young professionals to build their BDS careers using the CEFE approach. This ToT opened the opportunity for five of the graduates to attend the GET Yes ToT Program held by CEFE Macedonia. During this GET Yes - ToT in Struga (Macedonia), participants tackled issues of youth unemployment, and were trained on how to utilize the CEFE approach to encourage the youth to be active and be enterprising.

Furthermore, the CEFE Conference opened up the opportunity to partner with the Department of Trade and Industry (DTI) in promoting SME awareness on Business Continuity Planning (BCP). Due to that, the DTI sent a representative of ADFEC to the Capacity Building Program: "Strengthening Governments' Role in Promoting Business Continuity Planning to Mitigate against the Impact of Disasters" in Malaysia. ADFEC now includes a BCP module in its course offers, particularly in workshops to prepare DTI's new staff and partners in Nego-

syo Centers in the countryside, and is implementing Small Business Counseling Courses for the DTI- Region 6 which, will be also attended by participants from the local government units in the region. With the establishment of DTI Negosyo Centers nationwide, there has been an upswing in demand for the Facilitators Training in Best Game and Entrefarm since December 2015.

Currently, ADFEC is exerting great efforts to fulfill its commitment to strengthen the CEFE regional network by qualifying its senior trainers to become accredited as master trainers at international level. At local level, informal "Kapihan" -meetings are held by members for exchanging experiences and ideas over coffee.

Pipeline projects for 2017 include a one-month CEFE ToT program for twenty-five staff members working with the partners of Trias, a Belgian NGO based in the Philippines. Furthermore, a project proposal for a Massive

Open Online Course (MOOC) to replicate the positive experience made by CEFE Macedonia in using a web-based platform for training citizens in enterprise was presented to potential partners. A local MOOC project can support entrepreneurship development online among family members of overseas Filipino contract workers in order to better channel their resources to support local development rather than greater consumption, reduce the dependency of their relatives, better prepare them for economic displacements and foster national economic growth.

In total, 2016 had been a busy year full of fruitful growing activities and fundamental changes. Through passion for perfection and together with strong partnerships ADFEC is looking forward to a prosperous year 2017.

Trecia Seisa,
ADFEC,
Philippines



CEFE PERU

BETTER LEARNING
AT SCHOOLS

In Peru, traditional teaching methods used in public schools have been questioned recently. Now is the time for innovative initiatives to change the way of teaching and the interaction between teachers and students.

Stakeholders, especially innovative educators, are facing different challenges when implementing new teaching methodologies into traditional educational practices. Resistance occurs, for example, due to the change of power within the relationship between teachers and students. To change this old paradigm "educate 'to' the other person" is not easy!

One of the main actors in advancing innovative learning methodologies is the Instituto de Promoción del Desarrollo solidario (INPET) that has been implementing projects to contribute to the improvement of the quality of public education. According to INPET, the training methodologies that use a participatory approach like CEFE facilitate the development of knowledge in the most appropriate way, taking into account the reality of the people who are learning.

I was part of the team that conducted the transfer of participatory methodologies such as CEFE and ERCA to selected group of teachers in Lima and Huánuco. I could observe amazing improvements gained through the application of a methodology that prioritizes learning by doing and that generates emotions:

- ▶ It helps to consolidate learning;
- ▶ Realizing a workshop by applying a set of participatory facilitation tools immediately leads to improved results;
- ▶ Despite working on technical issues the participants are more motivated.

Teachers who have been trained at CEFE and ERCA stated that these methods led to a positive mind-set change. Especially, because they experienced the improvements of their students when building up knowledge together with them instead of only educating them. They also stated that students are developing their abilities according to their rhythms and learning styles.

In consequence, students greatly improved their learning because the methodology allowed them to be more reflective, critical and creative, making continuous use of diverse sources of information and research strategies; also, because learning is done in a collaborative way, permanently promoting teamwork and knowledge exchange. Most students with whom the learning process was developed by using CEFE methodology achieved outstanding grades at school.

A win-win situation for both sides arises: children and young people of different educational levels accept and enjoy these new teaching methods since classes are more dynamic and participative. And, trained teachers permanently adapt their new techniques with flexibility to the students' demand. Finally, individual characteristics within the classrooms can be captured!

After facilitating training workshops with different groups on different topics, it is amazing to see that by conducting workshops with passion and above all, applying participatory methodologies, best possible results can be achieved.

Marilú Dueñas Corrido,
Peru



CEFE TOGO

AGRIPRENEURS & CEFE ASSOCIATION

Togo faces a fast-growing number of young populations and a rising problem of unemployment. Entrepreneurship today is an essential foundation in the socio-economic development and a response to unemployment by self-employment. Agriculture is a key sector in the fight against poverty and the efforts to ensure food security.

Unfortunately, 2016 was not so busy with CEFE activities in Togo compared to recent years, as a lot of structural changes have been made and related challenges solved. But more activities are planned and should be put into practice in 2017. Nevertheless, three important activities in employment promotion have taken place this year:

Toolkit for Training in Business Development: Within the framework of the GIZ program PRO-FOPEJ (formation professionnelle et emploi des jeunes), executed by GOPA, 14 CEFEistas attended a one-week national capacity building workshop for trainers. As a result a new national Toolkit

was released called FODA (Formation en Développement des Affaires) for training in business development being extended by a new entrepreneurial spirit, a major progress. Thus, the training manual includes all entrepreneurial approaches of CEFE and its methodology. Due to a structural change for economic and social reasons on partner side, the Togolese government, executed by the Ministry of Basic Development, Crafts, Youth and Youth Employment (MINDEVBASE), has adopted CEFE in youth entrepreneurship training today.

General Assembly of the CEFEistas of Togo: Important and essential points were discussed, namely the comprehensive organization of CEFE Togo Association, which aims to promote entrepreneurship through the CEFE approach stronger than before and with joint efforts. This includes the agreement on and adoption of the statutes and the rules of procedure, the establishment of the National Office and the Way Forward.

Agripreneurs: Within the framework of the EFTPA / CAADP (Agricultural Education & Training / Comprehensive Africa Agriculture Development Programme), Training in Agricultural Entrepreneurship has started using CEFE Methodology & tools. Pilot centres offer this structural support for the integration of young agripreneurs. Till today already 500 students, including 220 girls, have been trained using the CEFE approach, which enables them to perform better as an entrepreneur in the agricultural sector. CEFE in Agripreneur-Training is an answer to the lack of appropriate skills and rarely tailored training measures in this sector to increase productivity, improve quality of their products and enhance market orientation.

Beside a CEFE training taking place this December, the new year 2017 is just one footstep away. CEFE Togo is planning an exploration phase to further expand CEFE activities into national markets in the field of entrepreneurship.

Morou Fousseni,
Togo



CEFE VENEZUELA

PROMOTE SOCIAL ECONOMY

The introduction of a cooperative behaviour in our economic relations (including production, consumption, distribution and accumulation) is the basis to transform the current dominant economic models into more inclusive and sustainable systems. This includes the dissemination of entrepreneurial spirit.

In Chile, a model country of the neoliberal system, CEFistas are committed to increase given spaces for an economy characterized by cooperation, entrepreneurship and social innovation to approach a social economy with solidarity and common goods. A complex task in a culture where individualism has been exacerbated.

With the intention to contribute to an inclusive society, CEFE Venezuela uses the CEFE approach, of which most exercises, especially such as XY, Best Deal, to be or not to be, are well suited to generate those changes needed and will guide Venezuela's way into a future of a more inclusive and supportive economy.

During 2016 CEFE Venezuela had the great opportunity to work with the CEFE Network Latin America within the program Diplomados de Economía Social y Asociatividad (Diplomas of Social Economy and Associativity) of the University of Santiago

in several regions of the country. At the same time we conducted the first CEFE ToT in Social Entrepreneurship together with CEFE Internacional Partners from TPH Concepción (Fundación Trabajo Para un Hermano).

It is essential to continue in a cooperative way in order to humanize our economy and, with regard to this, there is an high demand to promote social economic cooperation based on the CEFE approach.

Private CEFE provider created

Interesting and powerful applications of the CEFE Methodology effectively strengthen the CEFE community formed in Venezuela. Within a self-organised and financed ToT in August-September, the CEFE Venezuela community was born, encompassing twenty-four professionals from different cities. The workshop was carried out according to the format defined in the CEFE International Network and organised by the brand-new company CEFE Venezuela, executed by CEFE International partner TPH Concepción.

During this intense twelve-day workshop 20 exercises out of the CEFE Manual, including dozens of action oriented dynamic group

activities, reflections on learning theories, reviews of facilitation techniques and biodanza, a learning system of self-development that uses music, movement and positive feelings to deepen self-awareness, for personal development and group strengthening, were conducted. Furthermore, each participant facilitated two CEFE exercises, which were complemented by dynamics of other methodologies. In this way, rich and powerful experiences based on action-oriented group learning activities were shared.

Today, CEFE Venezuela observes with great satisfaction the impact that has been already generated by the transfer of the CEFE Methodology in Venezuela. However, due to the complex situation in the Caribbean country, the CEFE community is promoting significant training experiences in several cities, incorporating the methodology in Universities, Colleges and Companies and inserting it into training workshops for entrepreneurs. Through this multi-faceted approach, the young and vital community is already fulfilling its ambitions to contribute to CEFE's growing future, from the formation of entrepreneurs to the activation of the self-development capacities of its beloved people.

Jorge Tagle Vargas,
Venezuela



2016

MY CEFE YEAR

»I had the opportunity of conducting a CEFE Training-on-the-job within my trainer qualification process. It took place in a completely new and unfamiliar environment with limited resources and human capacity. Under these very challenging circumstances, the self-motivating CEFE methodology shaped my critical thinking and impacted my skills to reflect, observe, innovate and act more tactfully. Through this I could conduct the training successfully within the context of the environment. The best achievement is that my confidence level and analytical thinking has been positively impacted.«

Ghana



»CEFE really changed the way I understand how people learn. This methodology is in the heart of every activity that we do.«

Chile

»After joining the regional BDS Program with the CEFE methodology, I have been teaching with the CEFE method in 2016, all participants enjoy the training and get more confidence, more energy and new ideas - as well we lecturers do each training session.«

Myanmar



Phillippines

»CEFE has helped me as a trainer to give professionals entrepreneurial and business spirit. It was the medicine that injected me with vitality and inspiration.«

Peru

»CEFE is not just an applicable tool for learners; it is really able to bring positive change towards inclusive growth.«

Myanmar

»CEFE has kept me busy this year. It provided the income needed for many of our CEFE NET members while enabling the entrepreneurs to do their business better than before.«

Sri Lanka



Morocco

»I strongly believe that action-oriented learning can reflect and change everyone's Life.«

Myanmar



»Participants in the region accept and enjoy the CEFE training period. But most of them didn't apply it in their fields in real situations. But at least they try to make personal development and good relationships.«

Myanmar



Nicaragua

»CEFE boosted my international career in 2016 and connected me with great trainers and organizations from Asia, America and Europe.«

Macedonia

»I have been a lecturer for many years. My long trainings sometimes made my students inactive. And then I had an opportunity to learn about CEFE at a business development service program organized by GLZ and ILO. I am now very happy and work with CEFE in not only SMEs' business development trainings but also in my original lecturing trainings. Finally, I am not OK without CEFE in my classes. I do love it very much!«

Myanmar



»I as a trainer also try to make progress, too. I apply and apply, try and try again. CEFE methods are really useful for myself.«

Myanmar

»Nosotros podemos solamente cambiar al mundo cambiando al hombre - We can only change the world changing man.«

Venezuela



Somalia



Libya

2017 OUTLOOK

We will continue with the Match Making Project, expecting to organize at least 1000 B2B meetings for African and European entrepreneurs. Currently planned events will be held in at least eight countries, such as Austria, Belgium, China, Nigeria and South Africa.

CEFE Asia Conference 2017 in Thailand – intensifying business cooperation between the Asian country networks, expecting participants from Philippines, Thailand, Sri Lanka, Myanmar, Indonesia, Afghanistan and Iraq.

CEFE Latin America Conference 2017, probably in Peru – revising the status quo of the regional quality assurance system and certification model, and discussing with the leading CEFE Trainers about the future of CEFE, expecting participants from Nicaragua, El Salvador, Honduras, Chile, Peru, Brazil, Ecuador, Guatemala and Venezuela.

Morocco – entrepreneurship development in rural areas will be extended into more provinces, CEFE International will support the project in human capacity development and strengthen the CEFE community.

Continuation of the Manager Training Programme, receiving at least 40 entrepreneurs in 2017. Covering not only training about intercultural management, innovation, change management, international project management, but also organizing 120 individual business meetings.



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