



CEFE PANORAMA //2017

REVIEW OF THE YEAR
EXPERIENCES OF THE GLOBAL NETWORK



EDITING

Jens Funke	<i>Germany</i>
Jetona Myteveli	<i>Albania</i>
Juan José Moya	<i>Venezuela</i>
Laura Gayoso	<i>Venezuela</i>
Ricardo Rodríguez Duarte	<i>Mexico</i>
Seinn Witt Yee	<i>Myanmar</i>
Thandar Aung	<i>Myanmar</i>
Widhoon Chiamchitrong	<i>Thailand</i>

Eberhard Peter Baerenz
 Marlinde Elisabeth Baerenz
 Laura Dorn
 Pauline Sautter
 Svenja Berger
 Fenja Zingsheim
 Max Behlen

CONTENTS

EDITORIAL 4

CEFE INTERNATIONAL SERVICES 6

PROJECT PORTFOLIO 8

GOING GLOBAL - BUSINESS COOPERATION 12

CEFE IMPACT AFTER TOT IN LATIN AMERICA 14

COMMUNITY OF PRACTICE ON
ENTREPRENEURSHIP PROGRAMS 16

VOCATIONAL CEFE IN GEORGIA 17

EX-POST IMPACT MONITORING OF IDEA 2016 ALBANIA 18

GET YES IN 4 CONTINENTS 20

CEFE AROUND THE WORLD 22

ACCA - APPLIED CLIMATE CHANGE ACTION 24

SETTING UP CEFE IN VENEZUELA 26

CEFE + S – PROMOTING BUSINESSES FOR A BETTER WORLD .. 28

CLIMATE MIGRATION AND CEFE IN BANGLADESH 30

YEE PENG AND CEFE ASIA MEET IN CHIANG MAI 32

GREENOVATION 34

CENTRO CAPE - THE EVOLUTION OVER THE YEARS 36



EBERHARD & MARLINDE BAERENZ

EDITORIAL

35 years of CEFE, 10 years since Rainer Kolshorn passed away. It sounds like 'CEFE is getting old'! Strange. Why do some people get a flavour of 'antiquated' when they read this, in particular in the world of development assistance, where 'sustainability' is accentuated so much? 35 years also indicates 'long-standing, deep rooted and experienced'. Are Apple and its founder Steve Jobs outdated, because he created the company in 1976?

CEFE and CEFE International today stand for 10 years of a sustainable global network without external funding; for an incredible variety of applications, mod-

ules, target groups, markets; for a global system of quality standards and certification. Let us have a deeper look into it:

The first generation CEFistas are getting old, have retired, yes. Do we do enough for raising a next generation, use the CEFE training on generation change in business, mentor the young CEFistas? In some regions, specific and self-initiated action is taken: the Philippine CEFE network is implementing a program especially for raising a 'next generation'; in Venezuela, Tunisia, Albania... we are getting young Master Trainers that impress and convince with new ideas and an

awe-inspiring drive for innovation; we probably have more ToTs per year than in those days where human capacity development needed to be financed by development projects; in CEFE International management, next generation is taking over with state of the art organisational changes and contents of services.

In the landscape of entrepreneurship and start-up, CEFE was a breakthrough for almost two decades. Nowadays we can hardly follow all the trends and fashions. Weakness? We rather try to carve the resilient essence out of this firework and discern

the dayflies. We explore the opportunities to develop, field-test and rollout innovative CEFE application modes. Classic courses are novated by start-up weekends, pitching loops, lean start-up approach, blended learning courses and much more. And wherever clients follow our advice we include follow-up services to intensify application, using reshaped forms of coaching and mentoring.

The seniors talk old fashioned language, entrepreneurship development instead of vibrant ecosystem, follow-up service instead of accelerator, brainstorm

session instead of hackathon... This is the moment where the new CEFE generation is bringing in their know-how and creative minds.

Bad times, good times? Wrong question for a CEFista. CEFE got all the assets needed to show up more, convince the target groups and markets, grow younger not older. Our strength is the global capacity and wealth of applications. The more we exchange, share and work together, the more evident CEFE will become.

For August 2018 CEFE International is inviting the force of CEFE to join at a global conference in Germany, self-organised and financed; the first event at this level since 1998, when still everything was donor driven. Global CEFE quality standards, future development focus, joint online marketing efforts shall be discussed and agreed upon. Feel inspired and motivated to become active part of the CEFE agenda 2030.

Eberhard Baerenz

Marlinde Baerenz



01

CEFE
INTERNATIONAL
SERVICES

// 2017

PROJECT PORTFOLIO I

In 2017 CEFE International was commissioned to conduct an interesting range of diverse projects

CHINA

In a second phase, CEFE International together with trAIDe was contracted to conduct a Modul on sustainable economic cooperation between Germany and China. Nine government representatives had a comprehensive programme on digitalisation, industry 4.0 and start-up promotion. Through discussion with experts, excursions to different German institutions and companies, training and tutoring, they will be lead agents to empower economic cooperation between the German State of North-Rhine Westphalia and the Chinese province Jiangsu.

Dec 17 till June 18

// DEC 2017 - JUN 2018



BELARUS AND RUSSIAN FEDERATION

Continuing from being part of the consulting pool of the Manager Training Programme financed by the Federal Ministry of Economic Affairs and Energy, the consortium CEFE International and Conoscope welcomed two more delegations from Belarus and Russia. 39 managers and entrepreneurs were supported to arrange 180 B2B sessions with potential business partners. A mix of ten-weeks intensive preparation phase was concluded by a four weeks schedule in Germany – consisting of excursions, trainings, tutoring and individual B2Bs appointments - that was organized mainly by CI. Not only responsible for the concepts and execution of trainings, CI took over the whole travel logistics.

// FEB 2017 - DEC 2017

GERMANY

CEFE International hosted the Community of Practice on SME skills. Jointly with IFC, the team organized a workshop on the identification on common issues, challenges and opportunities in SME skills development. CEFE International presented its results on employment impact of start-ups. With representatives from IFC, GIZ, World Bank, EBRD, CGAP and ILO, it was discussed that a common understanding of standards within the different methods and programmes need to be set-up.

// JUN 2017 (self financed)

PAKISTAN

The GIZ programme 'Support for Capacity Development in the Criminal Investigative Services in Pakistan' is a pivotal contribution to an improved performance of the institutions in the criminal justice system and thus the rule of law in Pakistan, in particular in the provinces of Punjab and Sindh. Our task is to enhance the internal capacity development of the project team in order to strengthen strategic planning capacities and to mentor staff members in planning processes.

// SEP 2017 - NOV 2018

LIBYA

Based on the project in 2016, our Tunisian Master Trainer team has conducted an advanced training for the newly formed CEFE trainers from Libya. Within this course, the CEFE trainers were specifically strengthened on business planning. Further, the trainers developed a set of criteria and procedures for credit appraisal, as the contracting agency IOM wants to give grants to the CEFE trained business people in Libya.

// NOV 2017 - DEC 2017

GERMANY

Since 2015, CEFE International is part of the Sector Forum on Human Resource Development and Labour Market under the umbrella of GIZ. The members, coming from public and private sector, meet twice a year and discuss current topics. Jointly with ICON Institute, it organized the meeting of different leading consulting and institutions within this area. The overall topic was 'Promotion of Start-ups as Tool of Labour Market Policy'. CEFE International presented its approach and experiences on 'phases of start-up development and their related employment effects'.

// MAY 2017

ALBANIA

CEFE International in consortium with PEM Consult has won the second phase of the IDEA Business Plan Competition in Albania, within the GIZ Programme Pro-SEED. Leading goal is to train at least 1,000 beneficiaries, of which 200 should be returnees from the EU. Within two nation wide business plan competitions, newly formed CEFE trainers will provide trainings on idea pitching, entrepreneurial skills marketing and alternative financing. Completely new formats of CEFE training will be applied, tested, monitored and documented.

// NOV 2017 - NOV 2019

MOROCCO

Within our consortium (leadership IFCA) in the program PEDEL (promotion of economic and raw development in disadvantaged areas), CI concluded the very intensive and comprehensive ToT-cycle for future trainers and advisers, covering development cooperation, 2 ToT modules, Nucleus and business consulting. However, the process still lacks the conclusion of these very promising participants, because the planned coached training courses could not yet have been carried out. Despite the disappointment, some of them are already implementing MSME-related CEFE courses.

// NOV 2015 - OCT 2018



// 2017

PROJECT PORTFOLIO II

BENIN-ZAMBIA

Within the special BMZ initiative 'One World No Hunger', KfW and GIZ cooperate in developing innovative approaches for an improved access and better utilisation of financial products by the agricultural sector. As member of the consortium with AFC and GOPA, CI contributes to the elaboration, field testing and finalisation of an innovative training package for 'Farmer Investment Schools'. This includes a tailor-made training of trainers and the programming of an Excel-based support tool to facilitate financial calculations. Target countries of the pilot phase are Benin and Zambia.

// JUN 2017 - APR 2018

GEORGIA

In a project together with the Chamber of Commerce in Munich, a Training of Trainers with coaching sessions has been conducted for 22 TVET teachers

from all over Georgia. The leading goal was to enhance their business management and facilitation skills to motivate young people to become entrepreneurs.

// SEP 2017 - DEC 2017

RWANDA

CI carried out the project progress evaluation of the vocational training partnership programme between the Chamber of Trade of Koblenz and vocational training centres in Rwanda, coordinated by sequa. Despite its rather small size in comparison to so many other TVET programs, this project set benchmarks in introducing dualized professional training within just three years. The foundation was laid to roll-out a very fruitful cooperation between private businesses and VET schools.

// APR 2017 - JUL 2017

JORDAN

sequa gmbH implements, on behalf of the BMZ, partnership programs between private sector organizations in Germany and their related counterparts abroad. In close cooperation partners define their activities within a detailed planning workshop prior to each project phase. CI was assigned to moderate such a workshop for the program between the German Water Partnership (GWP) and the Arab Countries Water Utilities Association (ACWUA), representing over hundred water utility organizations in 18 Arab countries. It was a pleasure to contribute to a consistent and challenging plan for the coming three years.

// MAR 2017

8 COUNTRIES - IPD

The German Import Promotion Desk (IPD) started six years ago and turned into a key tool of the German Government for promotion of exports to Germany (and the EU). In close cooperation, sequa and the Federal German Association for Wholesale and Foreign Trade (BGA) assist potential exporters – SMEs - to gain export readiness and succeed in sustainably exporting to Europe. Target countries are Egypt, Ethiopia, Indonesia, Kyrgyzstan, Colombia, Nepal, Peru, Tunisia. CI evaluated the program at the end of its second phase and, with full conviction, recommended an extension and expansion of the programme.

// MAY 2017 - SEP 2017

AFRICA

Contracted by the GIZ, CI has conducted three B2B matchmaking events in Lagos-Nigeria; Kigali-Rwanda and Abidjan-Ivory Coast, and contributed to a similar event in Graz-Austria, carried out by our consortium partner Conoscope. Within high-level international conferences, these very participative matchmakings facilitate customised meetings between African and European institutional representatives, policymakers, financiers and entrepreneurs to start negotiations on renewable energy investments. In total, we were able to arrange more than 1,000 matches by using a sophisticated software and well-structured approach. Follow-up impact monitoring reveals that most of the participants are advancing with very promising business relations and many of them regard the matchmaking as the principal value for participating in the conferences.

// APR 2017 - DEC 2017

THAILAND / PERU

Together with its national CEFE partners, CEFE International organized the regional conferences in Peru for Latin America and in Thailand for Asia. Such conferences are essential for the further development of the CEFE approach. It enhances the continuous discussion on quality assurance, trends in CEFE and experience exchange between the different stakeholders.

// MAY 2017 & NOV 2017
(both self-financed)

GERMANY

Contracted by the International Delegation Team of GIZ in Berlin, CEFE International will support different GIZ programmes from abroad and within Germany to organize delegations regarding logistics and programs.

// OCT 2017 - AUG 2018



GOING GLOBAL

BUSINESS COOPERATION

During the past years, CEFE International has regularly executed various business cooperation projects. Those projects vary a lot in terms of project outline, business areas and geographical scope. What they all have in common is to offer businesses access to new markets, therefore lowering cultural barriers and facilitating the first challenging steps towards internationalization.

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. 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. The matchmaking sessions offer entrepreneurs, financiers, associations and other stakeholders customized 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 2016 and 2017, CEFE International took over the organization, implementation and documentation of Matchmaking events in Abidjan, Brussels, Graz, Kigali, Lagos, Lisbon, Maputo and Salzburg. It is not a classical CEFE training, but the approach is definitively practice-oriented and highly participative, a valuable complementation in our service portfolio.

If you are in touch with conference organisers, you can cooperate with CEFE International, using the experience and an effective IT-program.

BUSINESS WITH GERMANY

According to the motto "Fit for Partnership", the Manager Training Programme of the German Federal Ministry for Economic Affairs and Energy (BMWi) prepares executives, primarily of small and medium-sized companies, from different countries for business relations and economic cooperation with German companies – with proven success on both sides.

The right mix of imparting knowledge and business practice is decisive to the programme's success. Thus, high qualitative management training and business contacts through individual B2Bs and group company visits at the same time, lead to an inside knowledge about e.g. basics of German economy, the German business culture, and improve their negotiation techniques. Furthermore, they come into direct contact with potential business partners all over Germany.

On behalf of GIZ, entrusted to lead the programme, CEFE International welcomed in 2016 and 2017 already three delegations, two from Russia and one from Belarus with on average group size of 20 participants. A delegation of managers and business owners from Georgia will follow in early 2018. After an intensive ten-weeks preparation time through a blended learning approach, a four-weeks-practice-oriented specialist training programme, split into two locations in West- and East-Germany, leads to an average of 90 individual B2Bs per delegation, and initiated or strengthened cooperation projects, both short- and long term.

Thus, as a successful partnership model, the outcome is an enhanced business exchange between Germany and our partnering countries. Furthermore, a win-win situation for all, especially regarding cultural and business aspects.

COOPERATION CHINA – NORTH-RHINE-WESTFALIA

Since December 2017, CEFE International is welcoming nine Chinese representatives from the province Jiangsu. They mostly represent the public sector, and their main function is bringing innovative approaches to Chinese companies. The cooperation already exists since 30 years and is jointly financed by the Chinese government and the State of NRW.

CEFE International task is to develop and execute a comprehensive set of company visits, self-study, webinars, tutoring and training. Digitalisation and Industry 4.0 play a leading role for the Chinese group. Seeing best practice within leading companies and relevant institutions participants gain an advanced understanding about German economy and business ethics, establishing business and institutional contacts, as well as developing their transfer projects.

Within a ten months programme, CEFE International takes over the lead for three months. Besides the focus areas, a main goal is the empowerment of the Chinese representatives to develop their project cooperation profiles with German stakeholders. Through tutoring and training sessions, they understand key aspects in transparent communication with

partners, realistic project milestone setting, management of change processes and implementation of innovative processes.

GERMAN IMPORT PROMOTION DESK

On the initiative of sequa and BGA (Federal German Association for Wholesale and Foreign Trade), in 2012 the idea of an innovative development cooperation tool for Germany was combined with the aims of promoting development cooperation and foreign trade through export and import promotion. The Import Promotion Desk (IPD) addresses especially SMEs from developing countries. By fostering their exports to Germany/EU the project contributes to higher competitiveness, employment and income generation. On the German side, IPD also serves for a diversification of supply sources and products for importers.

CEFE International was assigned to conduct the project progress evaluation after the 2nd phase. It turned out to be a pleasure. IPD works in 8 countries and 5 sectors. It has a considerable impact on guiding SMEs to export readiness and long-term business relations with Germany/Europe, and it opened countries and products as new sources for European businesses. We learnt a lot about professional export promotion. We recommended a significant increase of budget, countries and sectors, as well as strengthening human capacities of export agencies in the partner countries and offering training courses for SMEs in export-related subjects. This might be a service opportunity for export experienced CEFistas in the cooperation countries, being at the moment: Egypt, Ethiopia, Indonesia, Kyrgyzstan, Colombia, Nepal, Peru, Tunisia.

Marlinde &
Eberhard Peter Baerenz
Germany



CEFE IMPACT AFTER TOT IN LATIN AMERICA

In 2017, the CEFE network in Latin America decided to have a deeper look at the impact of CEFE Trainings of Trainers (ToT) conducted in the last years. 125 trainers in El Salvador, Chile, Peru and Venezuela completed an online questionnaire.

Important outcome after the ToT:

- ▶ 83 ToT graduates actively apply CEFE (66%)
- ▶ During the last 2 years, they realised 1,467 CEFE courses (average 18 per trainer)
- ▶ Total number of participants is 35,187 (average 24 per course, 424 per trainer)

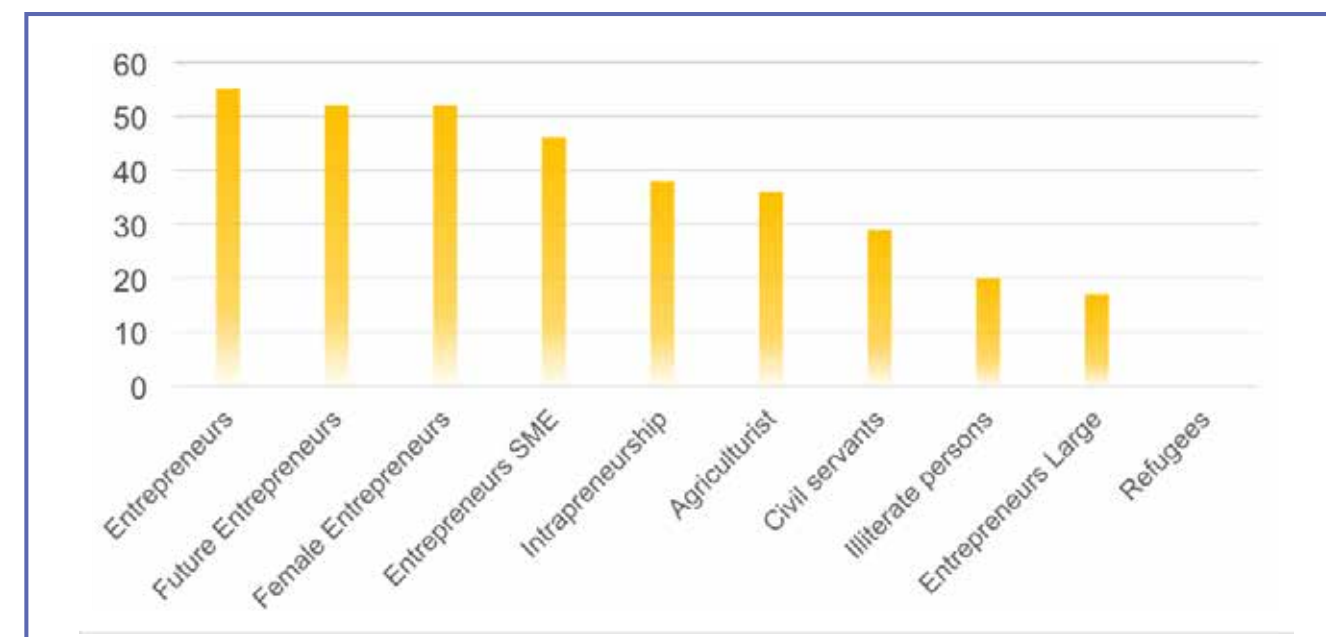
The results of our survey reveal that:

Duration: The average duration of a ToT is 105 hours of net training time which is above the international standard of 96 hours.

Content: The most commonly used training subjects are: adaptation of CEFE content to various sectors, project management and the development of rural areas. But also, sustainable business is becoming more and more important in the CEFE world and is applied by CEFE trainers.



Target groups:



Fees for training: 39% of the beneficiaries were paying a fee – the weakest groups were farmers (25%) and illiterates (8%), the best commercial training is on intrapreneurship (60%).

Trainers themselves: 53% of the CEFE trainers were freelancers whereas the other main group consisted of employees from educational institutions (24%). The average income increase for an active CEFE trainer is 39%.

Output of the ToT: Respondents showed a high satisfaction rate with the relevance of the ToT content for their daily work life (64%). They were even more satisfied with the ability to apply the results from the ToT (83% satisfaction rate).

Challenges for the trainers: The major challenge remains the lack of supervision by experienced trainers during the first trainings. Further, CEFE trainers are currently gaining experience in blended learning instruments (webinar formats) and see the necessity to accelerate the integration of such formats into CEFE training.

Jens Funke
Germany



COMMUNITY OF PRACTICE ON ENTREPRENEURSHIP PROGRAMS

In 2017, CEFE International had the privilege to welcome different donor organizations in Cologne. The purpose was the continuation of the Community of Practice (CoP) on Global Entrepreneurship and Business Management Programs. The meeting was organized by CEFE International and IFC, and the overall objective was the development of organizations focussing on business management training in emerging markets. It provided an opportunity to share experiences, common issues and best practices.

Hosted in Cologne, Germany, CEFE International welcomed representatives from World Bank, EBRD, GIZ, IFC and ILO. Different presentations were given by the participants - approach to SME Standards and Certification and introduction to concepts of Online Marketplaces for Trainers, employment effects of CI, Global Study for SIYB, ILO start-up and SME training products and 'Get Ahead' Women's entrepreneurship training in Kenya. These inputs led to the conclusion that the CoP needs to work jointly on 1) impact and cost effectiveness (standardized questions), 2) certification (awareness creation on the different certification systems and importance of the

acceptance by the other organizations), 3) trainer network (e.g. exchange of number of trainers in the countries).

After the meeting in Cologne, the members of the CoP have exchanged the numerous products within their training portfolio on entrepreneurship. The gathering was followed up by two virtual meetings. During the first meeting, the CoP members discussed the different standards of certification of new and existing trainers. The main topic of the second meeting was impact assessment. Marlinde Elisabeth Baerenz, Managing Director of CEFE International, presented the brand-new results of the impact assessment on Formation of New Trainers in Latin America.

The goals for 2018 are a better understanding of the overlaps between the different trainer capacities of the methodologies and working on a joint impact system. The big lesson learned of this year's Community of Practice engagement is that compared to other approaches, CEFE is a highly adaptable methodology. Not having pre-defined modules which are used by all CEFistas, CEFE has succeeded to become a tool favourably adaptable to its ben-

eficiaries. Forces in Myanmar have created a best practice manual on entrepreneurship between SIYB and CEFE. The manual MyCoop by ILO for the empowerment of cooperatives has CEFE as basis approach. In Peru, MyCoop is a common tool for cooperative training.

CEFE International welcomes the emergence of different methods for empowering MSMEs. But we certainly need to keep the certification of those trainers in mind and exchange the information of trainers in the different countries. Considering these two factors is beneficial to the existing trainer and advisor pools.

Besides all the talks with different stakeholders in recent years, the biggest lesson learned is that the individual approaches such as SIYB and CEFÉ shouldn't perceive themselves as competitors on the market but complement each other to serve our final objective – the empowerment of the private sector and the strengthening of the economy.

Marlinde Baerenz
Germany



VOCATIONAL CEFE IN GEORGIA

Already in December 2016, CEFE International carried out a 5-day CEFE Course in Georgia for TVET teachers of public education facilities. The training course was a CEFE Awareness Workshop on participative and experiential learning methods in entrepreneurship.

The introduction of CEFE in Georgia had the purpose to showcase new instruments and tools for learning entrepreneurship. The overarching goal was to give a stimulus for the innovation of teaching methods in the Georgian public education system.

In this short course, the participating vocational teachers revealed a tremendous learning process. At the beginning, they showed high resistance to the CEFE approach. This kind of negative reaction is quite common for a target group which is not used to participative training methodologies. However, with every additional CEFE exercise, the teachers demonstrated more and more commitment, interest and enthusiasm.

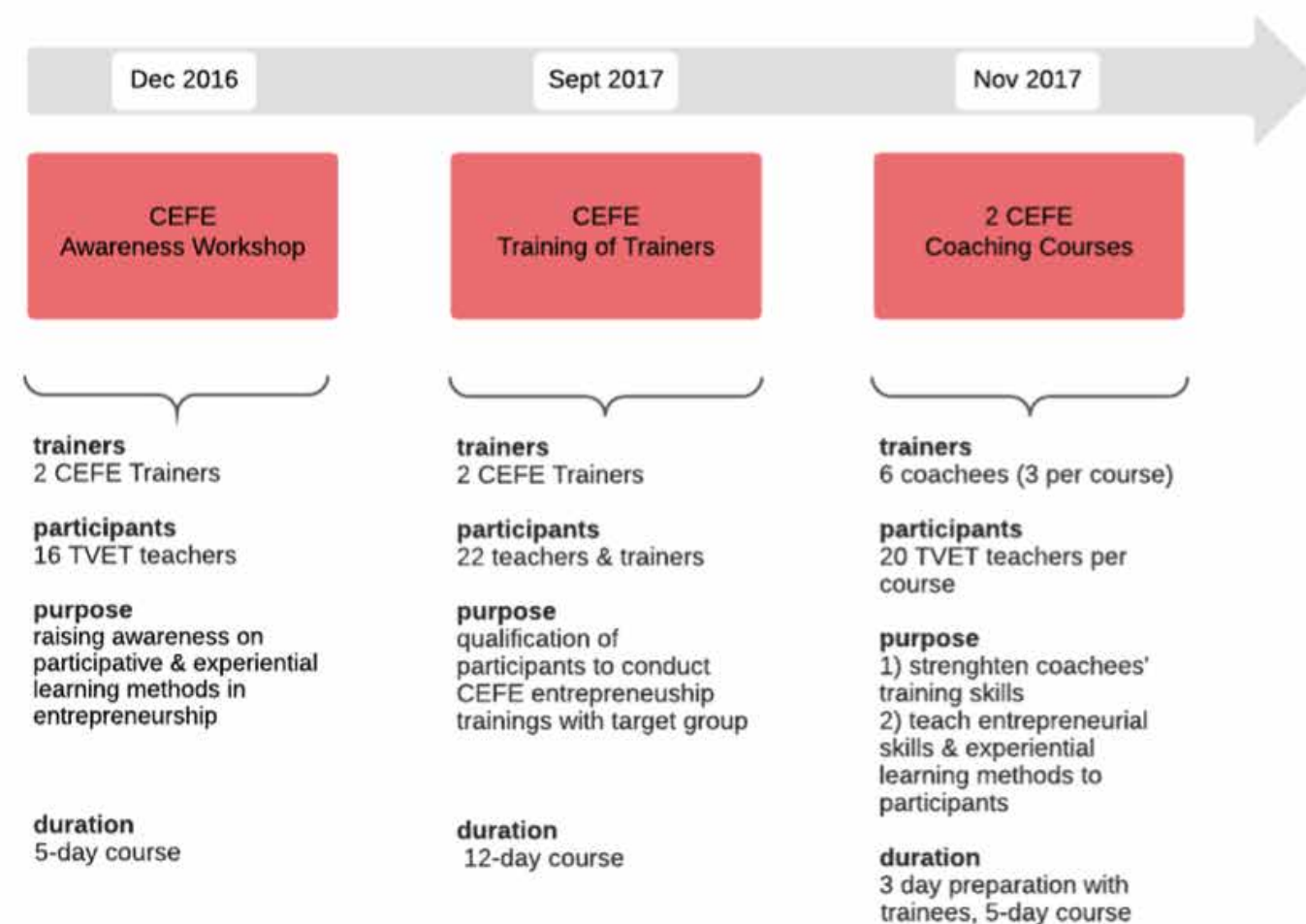
The success of this training course pathed the way for the introduction of further training measures and led to the realization of a full CEFE Training of Trainers (ToT) in September 2017. The ToT qualified participants to conduct trainings with the target group using CEFE methods and instruments. Out of the group of ToT participants, six were selected to complete their CEFE formation with the CEFE Coaching.

Two coaching courses were organized in November 2017 in Tbilisi. Under the supervision of two CEFE International trainers, the newly formed trainers prepared and conducted a 5-day training course for teachers from Georgian VET institutions. The coaches from CEFE International were very satisfied with the professional, open-minded and creative performance of the new trainers. The completion of the coaching for other ToT participants is scheduled for 2018.

In the upcoming years, CEFE courses are planned to be offered to all public TVET teachers in the country. Those courses have three main goals: to show public TVET teachers participative and experiential learning methods which can be applied in TVET courses; to impart entrepreneurial skills and knowledge to public teachers so that they themselves can start own businesses as side activities to their teaching positions; to give TVET graduates better life perspectives and alternatives to a labour market that does neither offer sufficient jobs nor decent income.

We hope that with the 3 combined courses done in 2016 and 2017, we gave impetus to a change in public teaching.

Laura Dorn
Germany



EX-POST IMPACT MONITORING OF IDEA 2016 ALBANIA

Within the scope of the German-Albanian Development Cooperation and under the coordination of AIDA (Albanian Investment Development Agency), supported by GIZ ProSME, the IDEA project (Innovative Development for Entrepreneurs in Albania) offered a unique opportunity to 87 innovative start-ups to scale up their entrepreneurial competences and business skills, helping them to develop the necessary set of characteristics, to generate ideas and to prepare and deliver a final, convincing business plan. The IDEA 2016 training based on CEFE had two parts: the introduction on entrepreneurship (3 days) and the business plan development including financial planning (7). The advanced participants upgraded their plans with extensive assistance of CEFE coaches, and the 17 finalists of the IDEA contest received one day training on presentation skills.

PROFILE OF THE BENEFICIARIES

63% of the total participants of the IDEA training responded to the monitoring questionnaire, 42% female and 58% male entrepreneurs. 32% of them attended the training in Tirana, 18% in Shkodra, 20% in Korca, and 30% in Gjirokastra. 57% of the respondents attended the introduction to entrepreneurship and business planning (10 training days) and 43% attended

only three training days on introduction on entrepreneurship.

DATA ON BUSINESS ACTIVITY

50% indicate that they are self-employed and 8% work in private business managed as a group. 20% of those who are neither in business nor employed stated they are still studying or waiting for decisions on funding applications to start their business. More than 70% assess that their income after IDEA training has remained stable or increased.

RESULTS OF IDEA

62 of respondents confirm that the CEFE training was closely related to their business idea, and 55% are already implementing their business idea.

35% of the beneficiaries indicate that they got financial support to implement their business idea, while in 74% of the cases they invested their savings, and/or got financial support from family, 22% from international development projects (EU, UNDP, VIS), and just one from AIDA. Most of the interviewed cases

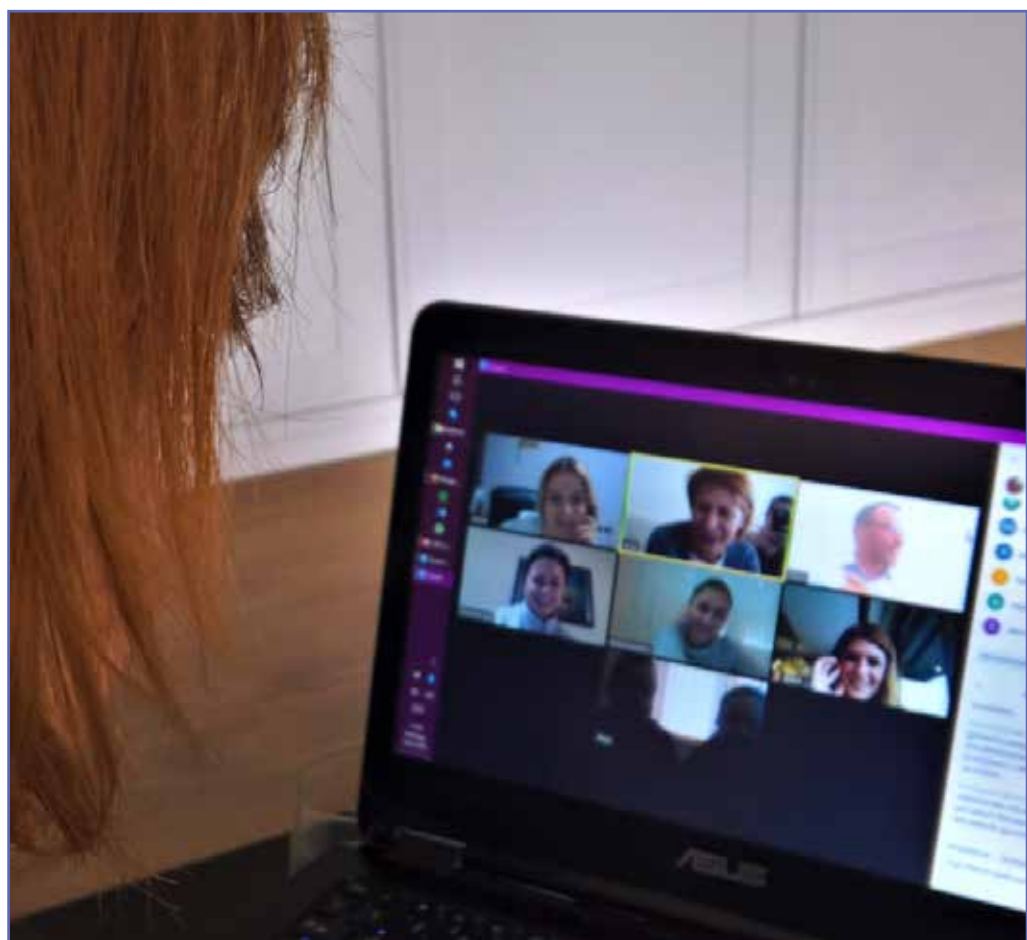
highlight as benefit learning how to do business, becoming a better entrepreneur, develop a marketable business plan and expand knowledge and skills in business development. Many of them refer that after IDEA training they feel more self-confident and ready to engage in new experiences not only in the business area. They as well appreciate the working group experience and learning by doing, networking and information sharing.

72% of the interviewed participants ask for financial support and 28% for coaching and mentoring. Most of them suggest to continue this training and combine it with grants and further sector specific coaching and mentoring. They appreciate the CEFE methodology as a new approach in Albania and facilitating learning, through stimulation of reflection and creativity.

CEFE TRAINERS AND COACH

The IDEA impact monitoring survey also approached the 20 licensed CEFE trainers, of whom 16 responded to the IDEA monitoring questionnaire. All of the new CEFistas are interested to be engaged as CEFE trainers; 12 of them confirm that they have provided CEFE training services. They are using different CEFE exercises with diverse target groups including marginalized groups, women, handicrafts, business people in hospitality sector, farmers, students, youth groups. Through these activities about 530 people attended CEFE courses (290 of them female).

Jetona Myteveli
Albania



GET YES IN 4 CONTINENTS

Together with 4 partner organizations, CEFE International received funds from the European Commission for the project "Global Exchange and Training for Youth Employment Services – GET YES". The focus of the project was to enhance cooperation and exchange among CEFE Network members specialized in youth unemployment. This included the professionalization of youth workers and the support of entrepreneurship through capacity building. Therefore, a CEFE Training of Trainers was organized in Macedonia in 2016 where trainers from the 4 participating countries joined their experiences to develop a compound curriculum and participants were trained to equip young people with employability and entrepreneurial skills. CEFE International sent 4 participants from its partnering organization Internationaler Bund West gGmbH for Education and Social Services (IB) to attend the CEFE formation.

Ina Bushuven is one of the newly formed CEFE trainers and works for IB West in Germany. While she started her assignment at IB's girls' counseling center, where she supported young women with their professional orientation, she now assists apprentices to successfully complete their formation and to find a suitable job position.

"Ina, as a young employee at the IB you completed the CEFE

Training of Trainers. Can you tell us something about the program?"

"The main objective of the Training of Trainers was to strengthen our professional competence and thereby, in the long run, reducing the unemployment rate in the various countries represented. The participants were formed as trainers in order to subsequently promote the employment of young people by either providing them essential information and skills for starting a business and for being self-employed or by motivating them for a profession and preparing them for the job market. I applied the learned methods in January 2017 within a one-week seminar with 27 students at the Landschulheim Pempelfort in Waldbröl, Germany. After completing the course, I received my CEFE trainer license which now enables me to conduct CEFE trainings independently."

"What insights learned during the ToT can you apply at your daily work?"

"Through interactive experiential learning, I internalized business and marketing strategies and at the same time, I learned methods and competencies that I can apply in my daily counseling work with young apprentices. The motivating, experience-oriented way of working helps me to support people in their job orienta-

tion, their further education and their first steps on the job market. I help them to maintain their own motivation and guide them through the entire process in a positive and motivating way. I've also expanded my knowledge of group work. I learned how to assert myself in front of a large group, to motivate participants and steer group dynamics. Since I had to teach several exercises during the training myself, I also learned a lot about planning, organization and time management."

"How do you integrate CEFE courses in the work of the IB West?"

"The newly formed trainers within the IB West conduct CEFE trainings twice a year at various locations in North Rhine-Westphalia, Lower Saxony and Bremen. The target group includes young people who are in voluntary service or who are doing federal voluntary work. Accordingly, the method is adapted to their needs and aims mainly at potential development, self-effectiveness and empowerment of young people. In January 2018, the next CEFE seminar will take place with a group of 28 volunteer workers in Bochum. The main aspects of the course will be "Target Setting" and "Time Management", so that young people can prepare well for the time after their voluntary service."

Laura Dorn
Germany





02

CEFE AROUND THE WORLD

ACCA

APPLIED CLIMATE
CHANGE ACTION

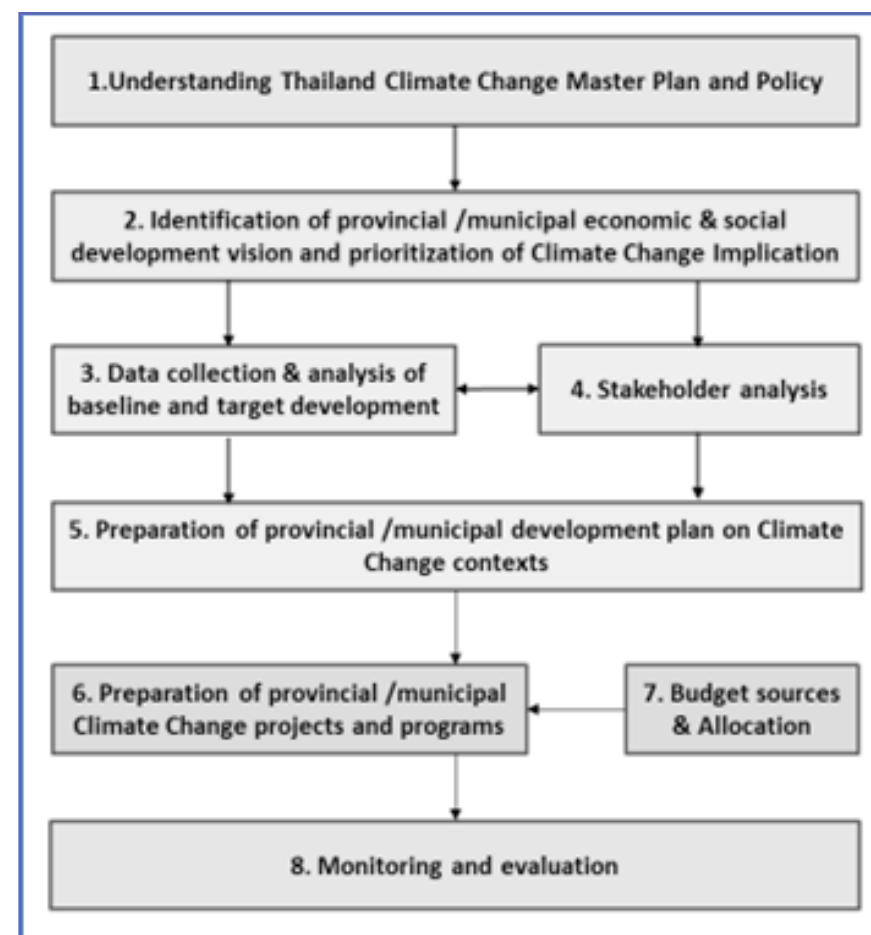
Writing a Climate Change Masterplan (CCMP) is an important strategic step, integrating related development action at provincial and municipal level is yet another challenge. By end 2014, a Thai CEFE team was commissioned by GIZ Thailand to support a Climate Change Programme¹ by:

is organized 4 times within 2-3 months, apart from consultation visits at municipal locations. Results from previous workshops are used continuously for next workshops until the end of the program.

The Thai CEFE team prepared moderation plans for each workshop. A story board of moderation for every training session is used for communication with the project team, resource persons and facilitators. For each session 'Structure Learning Exercise - SLE'

Developing training modules in accordance with Thai CCMP, national action plan and action plan development guideline, and facilitating related trainings. The capacity development was based on an 8-step concept proposed by GIZ research:

Attendants are representatives of related local administration offices selected from 16 pilot provinces totalling 50 municipal areas. The length of service for this project was around 2 years and required over 200 expert-days of CEFE facilitators' effective performance in concept development, pilot trainings and rollout. A capacity building and competence-based training philosophy was adopted and the program divided into 5 sequential workshops (shown below), targeting effective result of planning as well as improving planning competency of the officers. Each workshop with about 20-25 participants



are designed to bring action learning experience for participants before working on their own action-planning. SLEs are designed based on various theoretical frameworks subject to objectives of the sessions. They include climate change theories, data collection and analysis, stakeholder analysis, cause and effect analysis, project planning, budgeting and use of monitoring and evaluation. Every session is executed according to experiential learning cycle, supported by resource persons for technical sessions who play vital roles in assessing results of each planning step. Exercises are structured into four principal steps: 1. Introduction on the topic / 2. Assignment and execution / 3. Application in practice / 4. General reflection and discussion. Regular monitoring and feedback lead to continuous improvement and ensure value and relevance of the workshops for the participants' application in practice.

Findings: After programme completion, a lot of information has been gathered which can serve for further complementation of the approach, among others: a. Preparation of a practical guide for the beneficiaries; b. Selection principles regarding participants; c. Inclusion of coaching after the training.

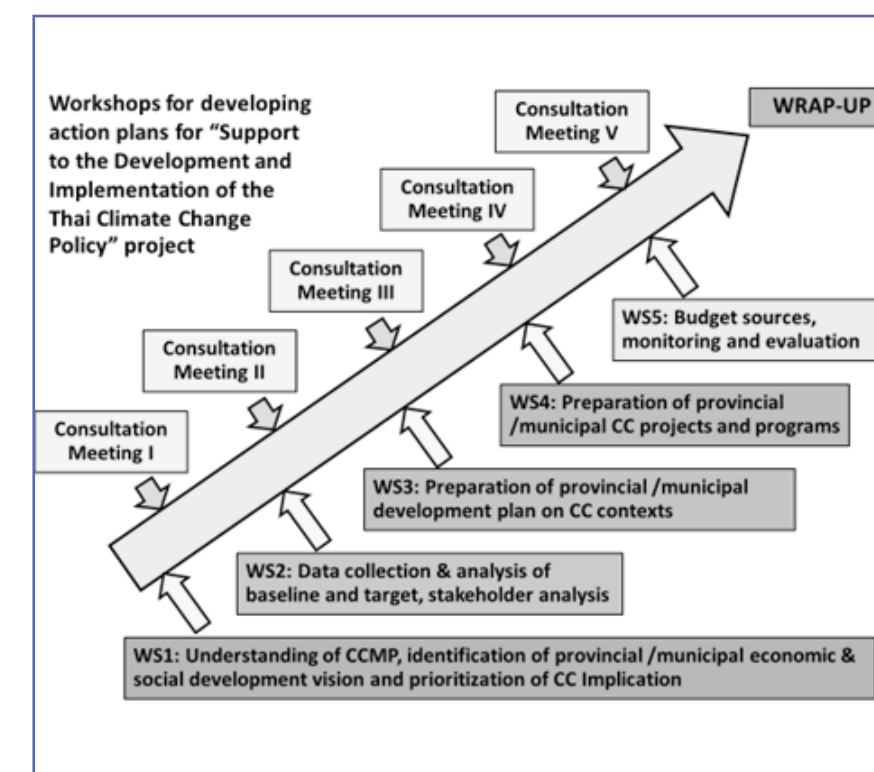
OUTCOME AND OUTREACH

the program showed very good results. For the first time, people responsible for climate change action in the field gain well-structured and practical qualification to put climate change strategies into practical development action at local level. This will facilitate changes in the field and also change of mindset when preparing all kind of different projects, not only those that are directly focusing on climate change but also many others that could contribute to it.

The ACCA approach used in this program can be applied to

various kinds of planning activities provided that the content is tailored to be relevant for climate change action of any particular planning objective. The process of decentralization of central government to local administration authorities has accelerated the demand for localizing development plans that should be carried out by local human resources. The approach is versatile and could serve various objectives related to developing climate change development plans, both for public and private initiatives.

Widhoon Chiamchitrong
Thailand



¹ Under the umbrella of the International Climate Initiative (ICI) of the German Federal Ministry for Environment, Nature protection, Building and Nuclear Safety (BMU), within the collaboration between the German International Cooperation (GIZ) and Thai's Office of Natural Resources and Environmental Policy and Planning (ONEP), the project on the 'Support to the Development and Implementation of the Thai Climate Change Policy' was launched in January 2014. It aims to integrate the Thailand Climate Change Masterplan 2013-2050 into provincial and municipal Development Planning.

SETTING UP CEFE IN VENEZUELA

After traveling from Venezuela to Chile in 2015 to be trained under the CEFE Methodology, we decided that we had to bring CEFE to Venezuela and to be protagonists of a new era in our country in which entrepreneurship will be one of the fundamental pillars for productive, economic and social development in the coming years. Throughout the past two years, leveraged in the current economic crisis, we have managed to position the methodology as a reference for the strengthening of entrepreneurs and intrapreneurs within the Venezuelan National Ecosystem of Entrepreneurship.

We started the year by empowering 18 leaders of a group of companies with operations in Venezuela, Panama and Colombia, in the development of their strategic competencies as Intrapreneurs. At the same time, in El Ávila Integral School (CIEA), we started the execution of the 1st Program for the development of Entrepreneurial Competences for adolescents (15-17 years), a program that today represents the pilot test of a proposal (still in development) to optimize the educational system in Venezuela, incorporating entrepreneurship as a pillar in the training curriculum for young Venezuelans.

In March we conducted the 2nd ToT and 20 new Venezuelan CEFistas were added to the CEFE International community.

Then, two "Preparados Emprendedores" were made, a name we give to our training processes for entrepreneurs open to the public; the first course is oriented to Creativity and Innovation while the second focusses on the development of Financial Skills.

In April, our CAPAS program came to life: Compromiso con Alma para el país en Amor a nuestra sociedad.

Here, we trained 20 people specifically in creativity and innovation. For the first time, the training was managed by a public institution of the municipality Baruta.

For the second semester, we prepared for the execution of the 1st program for entrepreneurial couples, CEFE Camping Parejas (2 editions during the year). This is the only training in Venezuela aimed specifically at entrepreneurs who bet on their partner as their best ally. This program of entrepreneurial skills development allowed 40 people to identify the strengths and capabilities of their partners in order to make their personal venture a shared success and sustainable in time.

In October, we gave life to a program, which allowed 44 leaders of Fundación Empresas Polar, number one company in food and beverage production in the country, to reflect and strengthen their capacity for persuasion and to improve their follow-up

processes with the community leaders they serve. A second part of the program was requested by the company and is in development to be executed by the end of January 2018.

We concluded 2017 with the 1st International Conference / Webinar where CEFE advisors of Germany, Chile, Peru, Nicaragua and Venezuela, shared with Venezuelan CEFistas experience in the application of CEFE in various projects in their countries.

Laura Gayoso & Juan José Moya
Directors & Founders
CEFE Venezuela
Venezuela



CEFE + S

PROMOTING BUSINESSES FOR A BETTER WORLD

The number of consumers in the world that are moving their preferences towards products that go beyond conventional quality standards, integrating in their expectations the aspiration for a better world, is growing. In September 2015, world leaders have committed themselves to a series of sustainable development objectives, which seek to integrate the procurement of economic growth while taking care of the conservation of natural assets and at the same time creating opportunities for more people.

This indicates that the world is going through a transition towards a new economic model where sustainability is as important as the profitability of companies. The markets reflect this new reality, taking care not only to transfer these new preferences of consumers to companies that want to prevail, but also creating increasingly sophisticated mechanisms that offer guarantees to consumers about the positive social and environmental impact of the goods.

The demand for research services applied to the development of environmentally friendly products has increased, as well as specialized technical training in reducing

the ecological footprint of companies.

CEFE business training is a component of the business support system. To maintain and increase the value of the CEFE model in the market, it is essential to adapt its training services offer, keeping its essential attribute: learning based on experiences, but reflecting the new demands of users and the advances in information and communication technologies. For this reason, in the context of a project of the German international cooperation in Mexico, the development of a concept of business training based on CEFE has been initiated, which contributes substantially to the generation of a critical mass of sustainable undertakings based on technological innovation. The revision of the traditional CEFE training concept will involve updating the set of business competencies that are relevant in this new field. The new challenges for sustainable companies include intensive cooperation with networks at a local and global scale, interaction with clients with high access to information in the network and, therefore, with high bargaining power.

The first step was the establishment of an alliance with the Science, Technology and Innovation Council of Hidalgo, Mexico (CITNOVA). With the support of the German Cooperation, CITNOVA held the first CEFE Facilitators Training Workshop with a focus on sustainability. From December 2017 to March 2018, these new facilitators will execute a training program for entrepreneurs with a focus on sustainability in the municipality of Zacualtipán, Hidalgo.

With the support of CEFE International, a second training course for CEFE facilitators, specialized in training and advising companies interested in formulating green business projects and sustainable innovation is planned for the first semester of 2018. This new approach has been called CEFE + S. The profile of this CEFE + S facilitator includes facilitation skills for training courses for existing companies, which allows entrepreneurs to identify opportunities for sustainable products, as well as the elaboration of a business plan that permits to take advantage of these opportunities.

Ricardo Rodríguez Duarte
Mexico



CLIMATE MIGRATION AND CEFE IN BANGLADESH

Climate change is considered as one of the most important future risks and endangers, inter alia, the overall social stability of the country through the negative effects of climate-related internal migration. Migration is an important diversification and adaptation strategy for poor and vulnerable households in Bangladesh but such people normally lack capital and are forced to settle in urban slum communities. For the improvement of the living conditions of climate migrants in the partner cities, especially in Rajshahi and Khulna, the GIZ pilot project "Urban Management of Internal Migration due to Climate Change" selected skills training and CEFE as appropriate instruments for helping these households to improve their economic situation. Other measures included small-scale infrastructure projects to improve footpaths, small access tracks and sanitation in the housing areas, some of which was done using cash-for-work that also brought small incomes for a few months. Living conditions are indeed really poor with often 2-3 families living under one roof. This photo from Lake-Side Slum in Rajshahi provides an idea of these conditions as well as one of the typical informal-sector occupations as barrow pusher or goods rickshaw driver – which is a much-needed local transportation method for traders and construction.

Most slum residents only complete their schooling up to the 5th or 8th grades, so that CEFE materials had to be adapted for their lower level of education and expertise. Although CEFE was introduced in Bangladesh more than 20 years ago, and indeed CEFE for Illiterates was developed here, the CEFE Bangladesh association had already ceased to operate so the project had to work with CEFE trainers from one of the small business consultancy firms, SEBA. They selected two very experienced trainers, Zakir Hossain and Ms Zeba Parvin, and Abdul Wadud (formerly Executive Director of Small and Cottage Industry Training Institute SCITI)

as CEFE coach for newly trained trainers. Phase II of this project will start in 2018 and will include further CEFE interventions as well as additional local economic development initiatives with municipal and city administration units, since it was recognized that too few economic opportunities exist outside the main cities of Dhaka and Chittagong, and local administration has no experience except for business licensing. This project should encourage other countries to utilize CEFE in assisting climate change and migration support programmes because it is adaptable to any kind of living and business conditions.

Chris Prior
Phillippines



Role play to train participants in market research

ENTREPRENEURSHIP DEVELOPMENT TRAINING (EDT) OVERVIEW

Location and activity	Total participants			Female % of the total Trainees
	Male	Female	Total	
CEFE Demonstrations (2)	26	18	44	%
Training of Trainers (ToT)	10	10	20	50 %
EDT 5-day pilot courses (2)	22	11	33	%
EDT 10-day courses (8)	31	129	160	%
TOTAL EDT courses	53	140	193	%
Follow up courses (8)	n/a	n/a	151	%
Federation formation follow up courses (2)	n/a	n/a	50	



CEFE LATAM REUNION 2017

After a long period of silence, the Latin America network has become very active in the recent years. Following the conferences in Brazil and Chile, a reunion was held in Lima in 2017. Every 1 ½ years, the network gathers to further evolve the LATAM agreement. Initiated in Chile, it is exceptional for the global CEFE network. Key CEFistas developed an agreement which included standards for the formation of new trainers, regional adaptation of the international trainer certification and a standardized assessment for monitoring the impact of CEFE in Latin America.

This year, the conference in Lima was organized by CEFE Peru and held under the umbrella of CEFE International. It was divided into two parts – the first half was dedicated to the Peruvian network and the second half was organized for the regional network gathering with the objectives:

- ▶ Exchange and analyse the experiences with participative training methods
- ▶ Identify the role of public and private clients in empowering MSMEs
- ▶ Identify best practices in the region
- ▶ Define opportunities in the region

The conference in Lima has shown successes in implementing the system of Master ToT Trainer certification and information exchange between the trainers in Latin America. All stakeholders who signed the agreement have conducted Training of Trainers under the defined standards.

Nevertheless, there is always room for improvement – so that the network decided to introduce a more effective communication as basis for an intensive cooperation on concept development and better outreach of the impact assessment. A holistic and highly flexible cooperation system was established. Instead of having a Board coordinating the network, the group of participants decided to form working groups on different topics, which are solely responsible for their tasks. Interchange of human resources between the groups is allowed and new members are more than welcomed.

Based on this approach, groups were formed on: updating the manual, systematization of the network know-how, impact

assessment, activation of the license system, next regional network meeting, systematization of the integration of new CEFE countries, collection of new best practices, and management of communication channels.

Big leaps have been made since the conference in the beginning of 2017. For example, an update on CEFE exercises has started and the impact assessment of Formation of New Trainers has been concluded.

We are looking forward to the next CEFE Latin America conference in Venezuela autumn 2019, hosted by CEFE Venezuela.

Marlinde Baerenz
Germany



YEE PENG AND CEFE ASIA MEET IN CHIANG MAI

After Indonesia, Sri Lanka and the Philippines, Thailand hosted now the fourth CEFE conference in a row. Participants all over Asia joined the CEFE gathering - Iraq, Myanmar, Thailand, Sri Lanka, Philippines, Bangladesh, Bhutan. Together we enjoyed the beauty of CEFE variety for four days in Chiang Mai.

Quite on purpose, we had chosen the days of the Yee Peng Festival – the Festival of Lights – in which every night thousands of lanterns are released into the sky. It symbolizes letting go of all ills and misfortunes in the previous year, and Buddhists also believe that if you make a wish when you set off the lantern, it will come true. It also includes the Yee Pang Parade.

The programme of the 2017 conference was divided into the experience, the trend, the desire and the interchange. Specifically, in the section ‘the trend’ a lively discussion about Virtual CEFE Learning aroused with following results:

- ▶ What does already exist in CEFE? - Highly motivated people from younger and older CEFE generation. An exchange between know-how and online instruments is the perfect tie between the two generations.

- ▶ What is the demand? – A variety of young CEFE beneficiaries are requesting online and blended learning at the same time. Single tools for a business plan or career building plans can easily be provided virtually and combined with face-to-face training.

- ▶ What do we need to develop? – A guideline how to develop blended learning sessions is needed. The younger CEFE advisors are the experts in using online techniques. Empower them to bring the CEFE topics into a blended learning approach. To develop CEFE exercises structurally, they need the support by experienced CEFE trainers.

The demand for a Virtual CEFE is high. But we should always keep in mind our strength in traditional face to face learning and therefore, keep going to a blended learning approach – a combination of fascinating and mind-set changing CEFE trainings with online sessions using the CEFE spirit.

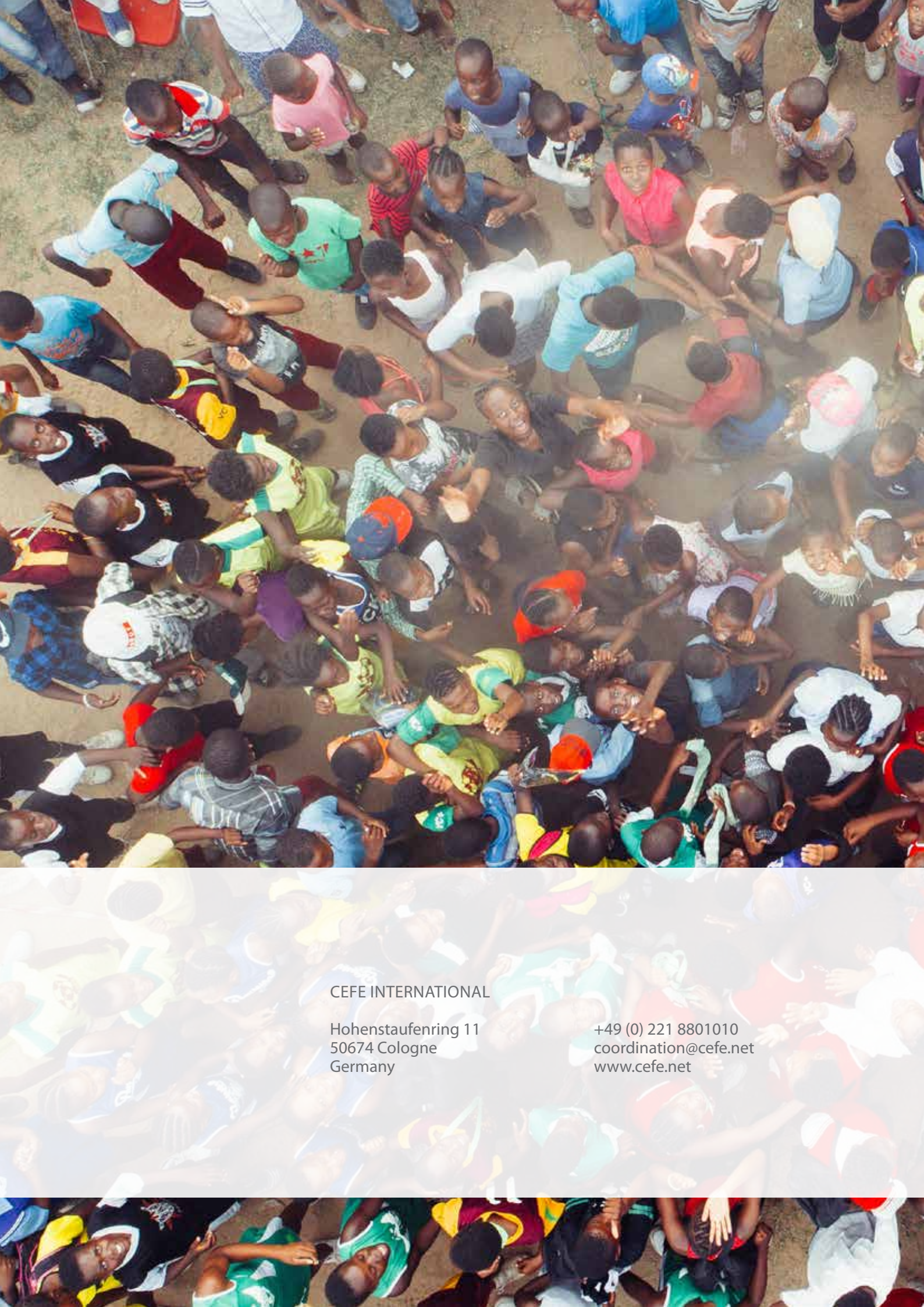
We were happy to have developed closer connections with PremaNet – ‘the interchange’. Prema is a training method in-

spired by the CEFE approach and targeting MSMEs by addressing the topic of resource efficiency in production processes. It helps companies achieving a triple-win: Reduce costs, improve environmental performance and support change. Together on these days, the two networks discovered a joint fundamental understanding of the participative working approach for their beneficiaries. Many Prema advisors find their roots in CEFE – best practice example is Thailand where the majority of CEFE trainers also joined the Thai PREMANet. The participants prepared an action plan where activities such as a Prema-CEFE ToT were set on the agenda. A long history of constant exchange between the two organizations CEFE International and PREMANet have found its first steps together in Asia.

After four days of intensive discussions and creation of new commitments, we are excited to be welcomed by the CEFE Myanmar community end of 2019.

Marlinde Baerenz
Germany





CEFE INTERNATIONAL

Hohenstaufenring 11
50674 Cologne
Germany

+49 (0) 221 8801010
coordination@cefe.net
www.cefe.net