PANORAMA
2019-2020
EXPERIENCES OF THE GLOBAL CEFÉ NETWORK
We would like to congratulate all the CEFistas, entrepreneurs and project teams for the ways in which they are addressing the challenges of COVID-19

First of all, a very warm welcome to the ninth edition of the CEFE Panorama. Since 2011 we are publishing this newsletter to share a glimpse of the vibrant, diverse and fascinating world of CEFE.

We would like to congratulate all CEFistas, entrepreneurs and project teams for the ways in which they are addressing the challenges of COVID-19 and transforming them into forward-thinking approaches. It is unbelievable how the world can change within a few weeks. Daily business routines suddenly were shaken, and most entrepreneurs needed to reach for survival. We are happy to contribute CEFE solutions to this crisis situation and beyond. Even though we could not travel, we kept up the connections with the CEFistas all over the world. The network is an integral part of our achievements.

We are proud to present such digital learning projects to you in this newsletter. You can also catch up on many other activities and new evolutions. We are looking forward to the first digital global CEFE conference, which will take place in April this year, and to further work on CEFE Smart - the blended version of CEFE.

You may wonder why this edition covers two years - simply because of Covid. Like many other organisations, CEFE International suffered from the pandemic. And in March 2020, when it was time to finalise and publish the CEFE Panorama 2019, we were fully engaged in creating new means by which entrepreneurship can be developed despite all obstacles. It is a compelling time full of innovations that have made us emerge from the crisis all the stronger. Together with the CEFE communities, we have been able to transfer the CEFE method to the digital world and have piloted different tools, content and approaches, including training of e-facilitators.

Eberhard Baerenz
Marlinde Baerenz

We would like to congratulate all the CEFistas, entrepreneurs and project teams for the ways in which they are addressing the challenges of COVID-19
GLOBAL

Together with INEO, CI set up CEFE Academy, which is a the CEFE e-learning platform offering interactive online training for entrepreneurs. It is a complete solution to effective participatory training, based on the learning by doing CEFE approach. It is accessible to the whole global CEFE community.

June 2020 - On going

GERMANY

For the Import Promotion Desk in Germany, CI accompanied a delegation from the Addis Ababa Chamber of Commerce at the trade fair Anuga. Anuga is the world leading exhibition of food.

September 2019 - October 2019

GERMANY/ GHANA

CI was contracted by the Import Promotion Desk to conduct coaching for exporters from all over the globe. Advising them on Export Finance and Marketing.

Mayo 2020 - July 2020

TAJIKISTAN

Contracted by the GIZ, CI in consortium with PEM Consult and ICON-Institut supported in the preparation and implementation of a gender sensitive Entrepreneurship Awareness campaign, development and implementation of ToT and start-up bootcamps in different regions in Tajikistan. The ToT was conducted in a hybrid format, executed by international experts remotely who were connected with small learning groups on the ground.

November 2019 - July 2020

COTE D’IVOIRE

Contracted by the Import Promotion Desk in Germany, CI was in charge of the development of an advisory service on GlobalGAP certification in cooperation with the chamber of commerce in Cote d’Ivoire.

December 2020

Ghana

CI offered ToTs for AIZ trainers to strengthen their skills as e-facilitators and also to integrate a gender sensitive aspect in the trainings. CI developed a manual for e-facilitators and a hand-out paper for gender sensitive negotiation processes.

December 2020 - January 2020

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December 2020 - January 2020

SUDAN

In Consortium with ICON-Institut, CI has advised GIZ on SME promotion tools (presential and online) for their TVET partner structures in Gedaref and Kassala.

April 2019 - September 2020

GLOBAL

The CEFE Methodology is moving to the digitized world and is in a process of adaptation to this online modalities while keeping its essence. As a crucial step to achieve this, the e-facilitator license is part of the certification system.

December 2019 - January 2020

ALBANIA

Within the BMZ-funded programs GIZ SRD and ProSEED, CI is setting up a mix of coaching and training bootcamps for up to 400 entrepreneurs. Supporting them in developing their change plan, which will ultimately lead to increase resilience and growth. CI is partially in a consortium with ÖAR. The first bootcamps and a Training of Coaches will be conducted fully online.

October 2020 - October 2021
Germany / Iran / Azerbaijan / Belarus / Moldova

The Manager Training Programme, funded by BMWi and executed by GIZ, is a trade promotion programme between Germany and partner countries. Through a eight weeks online programme, CI has supported businesses from Iran, Azerbaijan, Belarus and Moldova to find suitable business partner in Germany. The programme was implemented at the CEFE Academy and included training, excursions and coaching sessions. CI will continue working for the MP during this year.

September 2020 - July 2021

Germany / Moldova / Uzbekistan / Kyrgyzstan

Within the Manager Training Programme, funded by BMWi, CI has welcomed a business delegation from Uzbekistan, Moldova and Kyrgyzstan. We have conducted a ten weeks online coaching programme and two weeks business trip to Germany, consisting of B2B appointments, excursions in training. Unfortunately, the trip needed to be shortened due to the outbreak of Covid-19.

December 2019 - March 2020

Albania

Successfully running since 2017, CI in a consortium with PEM Consult, contracted by GIZ, is executing the biggest business plan challenge in Albania. Besides this, we established a network of mentors and trainers.

November 2017 - March 2021

Sudan

Contracted by the GIZ, CI is establishing a BDS provider network in Darfur. As first step, we conducted an online entrepreneurship week with participants from host communities, Internal Displaced persons (IDPs) and refugees.

April 2020 - July 2021

Europe / Africa

Together with Conoscope, CI worked for GET.invest in different Matchmaking (online) Events of up to 3 days. The main feature of the project is the management of the technical and organizational part of these events and the logistical coordination of the B2B meetings between participants. Everything encompassed in conference set-up. Recently CI has conducted a three-day webconference with up to 1000 participants. More online Matchmaking events are about to come during 2021.

November 2020 - September 2021

Europe

For the Erasmus+ Programme, CI is designing an innovative vocational curriculum on Regenerative Agriculture, inspired and led by permaculture, agroecology and the Regenerative Organic Certification scheme, which will make learners aware of possible solutions to implement sustainable cultivation methods, therewith giving impetus to transform agricultural practices and landscapes.

December 2020 - December 2022

Europe

Contracted by Erasmus+, CEFE International is in charge of developing an Entrepreneurship Toolkit for VET. This toolkit has resources for integrating entrepreneurship in VET, and for supporting VET educators develop entrepreneurship competencies; as well as developing an e-learning space and VET entrepreneurship gamified environment.

December 2020 - December 2022

Germany

For AIZ, CI is conducting on-site and online training in negotiation and presentation skills for future project staff of GIZ, Welthungerhilfe and others.

April 2018 - March 2021

Germany

Within a study tour to Biofach Trade Fair, organized by Import Promotion Desk, CI supported the IPD to coordinate the delegates in their B2B appointment and general visit at the trade fair.

February 2019

Germany / Georgia

Contracted by GIZ, CI offered business coaching for Georgian MSMEs, who wanted to cooperate with German business partners. The coaching was purely conducted online and was set within the framework of the BMWi Manager Training Programme.

November 2018 - February 2019

Brazil

CI developed a guide for Business Development Services (BDS) providers on promoting green businesses in Amazonas Region in Brazil. The contract was awarded by ECO-Consult.

June 2019 - December 2019

Global

GIZ International Delegations handled all logistics for GIZ groups, visiting Europe. Within this context, CI in consortium with Madiba Consult, has organized logistic arrangement, such as visa, accommodation, transport, etc, for several delegations around the world.

September 2019 - August 2020
CEFE goes DIGITAL MOVEMENT BY MARLINDE

Marlinde Boerenz
CEFista from Germany

My dear CEFistas,

Wow – 2020 is over! What a year! The global world faced a global pandemic. Suddenly, we all talked about the same thing – Covid-19. But we not only talked about Covid. We – as CEFistas – were obliged to enforce a process of transforming our beloved CEFE into a CEFE digital. Was this easy? Not at all! I remember discussing with many of you, if it will ever be possible to do this step of digitalization. From a retrospective, we can proudly say ‘Yes, we did it’! The #cefegoesdigital movement succeeded and CEFE all over the world is implemented day by day in a digital format. Each of you has put his/her efforts to make this movement a huge success. But let us face the truth – there were pioneer CEFistas before Covid came across and we want to thank them to establish the ground we are working on today. Bringing CEFE into the e-learning sphere is a key goal since many years. With all the bad and terrible situations Covid has brought to us, it led us to achieve something meaningful. It forced us to bring all our potential innovation power on the table and to transform our CEFE trainings into an online experiential learning experience.

If you would asked me, what distinguishes CEFE digital from other e-learning providers, I can clearly say – it is the same uniqueness, which we offer at our physical trainings – the experiential learning! The way we enhance people to learn and the emotions we are able to create, are exceptional and make us special. But CEFE digital is more than e-training. Through the year, we have been able to combine e-training (focusing on simultaneous learning) with asynchronous components and innovative instruments (so called DiTos). This mix of instruments enables CEFE to flourish. We made a big step and developed CEFE Academy – an e-learning platform where CEFistas can create their online learning. In addition, various e-modules and e-exercises have been developed and tested. Nowadays, CEFE digital became a digital routine for all of us.

But we face challenges! Where would I like to put the spotlight on? First, we need to further spread CEFE digital. Not only to conduct as many e-modules as possible, but to reach the target groups with less e-ability and with low access to internet. Second, we need to identify standards to assure quality. Third, we need to have a common language when it comes to CEFE digital. Last but not least, we need to dream and be crazy! We will not stop with e-learning; we need to think about the future of CEFE digital. We all know that online learning is only one facet. I vision a future where present CEFE and CEFE digital work hand-in-hand. CEFE blended learning will arise out of this terrible global pandemic. As CEFE International, define it as our duty to connect the dots between all of you, organizing events where you can meet and discuss, providing a quality system and further developing CEFE jointly with you. Where do I see the need to act in 2020? Based on discussions with you and experience I gained, my dream is to establish a brand for CEFE, which directs it into the future of blended learning. By advancing work on an app, we want it to be accessible for those entrepreneurs who hardly have access to internet. Firstly, we want to finalize with the integration of the e-facilitator license into the international certification system. Secondly, we also define a common language through a standard manual for CEFE e-facilitators. And finally we enhance the skills of CEFistas to use digital platforms and instruments through an e-advanced.

I know this all sounds ambitious. But I strongly believe as CEFista and as an entrepreneur that without dreaming of a future, the daily reality will not change. CEFE International will not succeed without its strong network of master minds, juniors with crazy ideas and a great team in the back. #cefegoesdigital movement is not something that needs to be established, it exists and we reached the next level. CEFE Smart is born! So what is next? We simply need to support this baby to grow and become an adult. How are we going to do this? Good question! With love, passion and deep understanding of our CEFE. Let us continue dreaming about the future of CEFE and act accordingly.

I, personally, want to thank all of you for the energy and efforts you have given into this movement. This has pushed me to push you!
CEFE is more than just a start-up training approach. We have been proving since 1983 that we can empower people all over the world to become self-determined. But how do we do this? Besides our experiential training approach, CEFistas all over the world have complemented and further developed the CEFE start-up training with different topics and instruments. What we call ‘CEFE plus’ is, for example, a lean start-up training based on the CEFE method set-up in start-up weekends combined with tools like open talks, fuck-up nights, early bird talks and snack-ups. As addition, we combine our trainings with coaching and mentoring. So, CEFE International developed a Training of Coaches and Mentors and integrated into the international certification system a CEFE coach license.

Now, this has been done before 2020. We as global CEFE community agree that CEFE used single training instrument is not a miracle weapon. So, we mixed it up.

The same matters for CEFE in a virtual world. Therefore, right from the beginning, CEFE International has not only focused on digitalizing the CEFE training approach, but also on combining it with other digital instruments the so called, CEFE DiTos’ (CEFE Digital Together).

The benefits are tremendous for future entrepreneurs and MSMEs:

• We are able to cover the complexity of e-learning
• We make knowledge accessible 24 hours seven days a week
• We are competent to provide tools for synchronous and asynchronous learning experience.

Let us get practical!
How does such a CEFE DiTo look like?

CEFE Academy
This is our own e-learning platform, where CEFistas worldwide can hold there e-courses on.

CEFE Busy App
E-course can be accessible through an app. Key business tools with practical examples showing all steps of business planning and management, soundly visualized, videos.

CEFE Moby- Train
CEFE International is currently working on bringing the CEFE e-facilitator manual into a user-friendly app version. Easily accessible e-exercises, e-energizers, curricula and concepts for CEFE e-facilitators.

Resilience and growth path
COVID-19 has demonstrated the importance of having a resilience strategy. CEFE International developed a module encompassing e-training and e-coaching for entrepreneurs.

CEFIn
Eliminate the obstacle of complex calculations, increasing start-ups and growth. The features are: covers market and sales forecast, investment needed, financing plan, working capital, depreciation, cost calculation, profit & loss, cash flow, mix of webinar and homework.

CEFE Train Yourself
Learning at distance where internet is not an option. Mobile phone App targeting start-ups and micro businesses with no hardware or internet to learn how to go businesses. Key areas of starting and running a business; simple language, practical examples, highly visualized, video clips, search function.
The CEFE trainer Ari Khalifa together with CEFE trainer Mohammed Salih Khaeel held from May 2019 until October 2019 several workshops for international organizations that aim to support small businesses in Iraqi Kurdistan. These workshops were mainly focused on young people, living in IDP camps, and low-income communities. The project was jointly supported by the GIZ and Caritas. Altogether, 209 young people took part in the CEFE Workshops. Later in December the same year, Ari Khalifa and Mohammed Salih Khaeel had a first-hand experience in developing the skills of government employees. These trainings were focused on administrative skills and time management. 15 employees of the Treasury Directorate in Zakho took part of the workshop that went for a period of three days. In coordination with the Social Welfare Directorate and social affairs CEFE participation certificates were distributed.
START-UP WEEK CARACAS
BREAKING SCHEMES FROM THE CEFE COMMUNITY IN VENEZUELA.

The Startup Week is a global initiative that brings together the leaders of the entrepreneurial ecosystems of a city. The goal is to co-create an agenda of open and free activities for a week, to support entrepreneurs. More than 75 cities around the world participate each year in this successful Tech Stars program that is managed to foster the creative and innovative spirit of entrepreneurs, empowering them and facilitating their integration with the various actors working for it.

Venezuela has hosted 4th editions since 2016. CEFE Venezuela is welcomed to contribute as co-organizer in the last 3 of these editions and being part of the 60 organizations that came together with a common goal: to achieve more than 7000 registered start-up peers and to assist 165 activities for promotion of the start-up ecosystem in Caracas. This year the start-up week was from 15 to 21 July 2019.

CEFE Venezuela Team Achievements

We designed, developed and executed 10 activities with CEFE methodology, with the participation of 39 CEFistas, plus an audiovisual team of 3 people.

300 entrepreneurs were interested and registered in CEFE Venezuela’s activities, on demand 60% were effectively assisted.

10 activities were developed to address different topics related to reinforce Venezuelan entrepreneurs, such as Financial Management, Personal Branding, Risk Management, Marketing Research, Pisco-corporal tools as entrepreneurs, Coherence between mind – body – linguae as entrepreneurs and Purpose as Entrepreneurs.

180 Venezuelan entrepreneurs were trained under CEFE methodology for 1 week.

There was a significant growth in participation in activities under CEFE methodology:

In 2018 we had 24 participants. While in 2019 we hosted over 180 participants. Then, we grew in 650% the number of participants.

General satisfaction of the participants in the 10 activities through CEFE methodology.

The information shown below results from applying a satisfaction survey to 166 participants of the 180 who received training through the CEFE methodology during the Start-up week. The measurement instrument has been designed and approved by the Start-up Week Venezuela’s committee. 95% of participants evaluated CEFE facilitators with an excellent competency.

Creativity and Excellence, two of the keys to adapt and develop trainings based on CEFE no matter the subject to address. Creating the “CEFE magic” to introduce the participants in a context most likely to reality and phase by phase, facilitate the training so the participants are the center of it.

As Directors of CEFE Venezuela, for us, The Start-up week is a Global Encounter were not only the entrepreneurs get the chance to achieve new tools to apply on their businesses, but it also promotes networking, team work and empowerment of the local entrepreneurial ecosystem that is helping to rebuild specially on the social and economic aspects (in our case) of a new Venezuela.

CEFE gets to be the only proven methodology applied in these trainings, with real and effective results on the participants, based on the experiential training it helps to incorporate faster the new learned tools.

Laura Gayoso & Juan Moya
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VENEZUELA 2020

Expansion, diversity and strengthening are three words that can summarize 2019 for CEFE Venezuela. A year where for the first time, we cross borders and take the first steps to contribute to Venezuelan compatriots in nearby borders.

THE MASTER the expected closure of the first Advanced Training of Sustainable CEFistas (FACES)

We started 2019 with the closing of the first FACES (Formación Avanzada de CEFistas Sustentables) Diploma, after seven months and 168 hours of joint work, the expected moment finally arrived, the moment in which the Advanced CEFistas presented the final training product, designed and developed based on CEFE methodology, on the stage of EL MASTER. In this final module of the FACES diploma, the Advanced CEFistas take on the challenge of testing their CEF Concept Products, presenting their proposals before a demanding panel of CEFE Allies (jurors and investors) who, from their expertise, will generate contributions for the strengthening of the products as a memorable learning experience under CEFE Methodology, generating possible investments by them in the projects presented.

From this experience in FACES, one of our Advanced CEFistas initially graduated from our first group in 2016 and now as a graduate member of the first Diploma for the Advanced Training of Sustainable CEFistas, Germán Álvarez, shares words that fill our hearts: “My experience as a CEFE facilitator has definitely been empowering. It is also a permanent challenge for me to deliver with extreme quality, commitment and permanent amazement, the learning objective agreed with the client... The CEFE Methodology has given me a proven way of intervention, a common language and way of doing things to join any CEFE work team. Today I am part of an ethical community, with colleagues of extraordinary level, with a portfolio of proven products and a world of possibilities to create and contribute to the growth of Venezuela and Latin America...”.

APPROACHING THE BORDER “SIN FRONTERA PROGRAM” (GIZ COLOMBIA)

In June 2019, we started working with GIZ Colombia, together with a large group of actors of the Colombian entrepreneurial ecosystem, in the “Seminar on Methodologies for the promotion of start-ups and strengthening to entrepreneurship processes as a response to the migration crisis in the territory of Norte de Santander - Colombia”, where we conducted a demonstration of the CEFE Methodology and outlined the first steps for a two-year training and coaching project, in order to strengthen 80 entrepreneurs as part of an inclusive socio-economic process and productive strengthening of Venezuelan migrants and Colombian returnees, contributing to their transformation “from ventures of necessity to ventures of opportunity” as a means of livelihood.

At the end of the year, during a 16-hour training session, a large group of 30 participants took part in a first step towards the strengthening of a network that supports migratory processes, young entrepreneurs and people in vulnerable conditions.

From the results of these two days, a first Time Line was developed to address the main needs as support institutions and strengthen their empowerment in terms of achieving the goals.

CREATE FROM THE CONNECTION WITH THE OPPORTUNITY

FOR.MA (Mapped Strengths or Strengths Assessment Map) is an approach based on the analysis of the SWOT matrix, focused on the empowerment of work teams from the identification of the most or least powerful strengths of the team. A new tool developed under CEFE methodology by the CEFE Venezuela team, in which a working team is able to graphically capture on a map, its Leverage Zone, made up of the resources that are available with great strength to meet the challenges posed and its Aspirational Zone, made up of scarce resources, identifying and prioritizing them for their empowerment in terms of achieving the goals.

This tool was tested and validated with a team of consultants in the area of technology and systems, who are currently facing the challenge of opening new markets and just as they are rethinking their business, we rethink the way to analyze the elements available to the team to strengthen, grow and move towards the achievement of new challenges through our FOR.MA model.

JEC - SPECIAL DAYS OF GROWTH A BOOST TO THE CEFE NETWORK IN VENEZUELA

In order to advance as CEFistas and be able to obtain the following levels of certification once the ToT has been successfully completed, we have developed the JEC - Special Growth Days, a space where through a mentoring process the CEFistas manage to close gaps in their understanding of the methodology and strengthen the execution with real audiences. A previous step as a preparation on their way to obtain the License granted by CI.

CEFE ASIA - A LONG-DISTANCE PARTICIPATION WITH A HIGH-LY ACTIVE NETWORK

With great emotion we received an invitation from our colleagues from CEFE ASIA to participate in the congress held in Myanmar. This time we were not able to be there and enjoy networking and strengthening as a global network, but we were able to give our contribution from a distance.

An online connection allowed us to share from our experience what has been the development of CEFE Venezuela and the diversity of products that allow us to address different segments with training processes under CEFE Methodology.

With the commitment to be present at the next CEFE Asia conference, we met great colleagues from Sri-Lanka, Thailand, and of course our teachers from CEFE International.
CEFE Macedonia’s Cooperation in Eastern Europe and Caucasus.

CEFE Macedonia’s cooperation in Eastern Europe and Caucasus.

Additionally, the European Union’s interest to cooperate with these countries is huge. The EU intends to create competitive markets and young entrepreneurs. Moreover, they also intend to invest significant resources in building capacities within young people (future leaders) and organizations (to be synchronized with EU regulations and procedures).

One of the programs that promotes this kind of cooperation is the Erasmus+ program for mobility and education. It has a special, so called Eastern Partnership, which allows organizations and institutions from East Europe and Caucasus to cooperate with European countries. Its goal is to promote transnational, non-formal learning mobility between countries, especially targeting young people with fewer opportunities, with an aim to improve participants’ level of competences and foster their active participation in society.

Within the frame of this program, CEFE Macedonia is involved in two projects for building capacities of organizations in Azerbaijan, Ukraine, Georgia, Belarus, Lithuania, Turkey, Netherlands, Sweden, Bulgaria, Greece, Moldova and Croatia.

1. “Youth Resource Center for Entrepreneurship, Employment and Youth Led Development”

The first project “Youth Resource Center for Entrepreneurship, Employment and Youth Led Development” aims to create physical hubs where young people with ideas for creating new value can be consulted, supported and trained to realize their goals. One of the project’s activities was the training for entrepreneurship competences which was held from 10 - 18 June 2019 in Baku, Azerbaijan. CEFE trainer Jovan Stalevski led the training and focused on the following points:

- First, the training focused on motivating and activating youth to lead entrepreneurial activities and lead community development processes for creating a sustainable living for themselves in Gazakh region, Azerbaijan.

- Secondly, through the CEFE Methodology, the participants learned to enhance their entrepreneurial competences to establish sustainable initiatives.

- Lastly, participants developed general individual competences to be able to connect with the needs of the economic activities.

The project will continue by creating a resource pack and materials for establishing acceleration and incubation programs for the youth’s business ideas, trainings for soft skills and entrepreneurial competences. In 2020 the first resource center will be opened in city of Ganja, Azerbaijan which will help young people from the region to undertake entrepreneurial activities.

2. “Start it up – Keep it up”

The second project “Start it up – Keep it up” gathered organizations across Europe (Turkey, Greece, Bulgaria, Croatia, Macedonia and Azerbaijan) to develop assistance and training of future potential social entrepreneurs by establishing social entrepreneurship hubs and training mentors in social entrepreneurship.

The project defines social entrepreneurship as a tool for solving social needs and innovations.

In the frame of this project 20 mentors are being trained in 3 different “training for mentors” programs and practical mentorship sessions which will be impacting 100 young people with social business ideas in the partner countries.

The training and program are developed according the CEFE methodology, and the first training of mentors was led in Croatia by CEFE trainer Zoran Vitanov and Ismail Sehic. The second training in September 2019, was led by CEFE trainer Jovan Stalevski and Marija Armenski. First of all, the trainings explained the term and meaning of social entrepreneurship. Additionally, it gave skills for being a mentor and mentee in the process, created business and evaluation tools and finally networked the mentors with institutions and individuals that support the social entrepreneurship ecosystems throughout Europe.

The range of the social business ideas that our mentors are assisting are wide: a café managed by deaf mute people in Macedonia, catering services produced by women with disabilities in Azerbaijan and an online game for kids with autism in Croatia to name a few. There are many more that solve some social problems.

What brings us together in the social sector is our common belief that social change is essential to create a society in which everyone will have a chance for prosperity. And, as we advance in the projects mentioned, I am hopeful for the day when social change is no longer discussed separately from other forms of business, because every business impacts and determines outcomes for people in our communities.
Refugee Start-Ups in Germany
Empowering Potential Startups with Refugee Backgrounds

Susanne Bauer
CEFista from Germany

Regional CEFE experience from Berlin, Germany

The LOK.STARTupCAMP international has a special focus on Refugee Entrepreneurs and their Start-up Ideas and aspirations in Berlin, Germany. The integration barometer speaks for itself as a positive instrument to integration.

The LOK.STARTupCAMP is funded by Berlin’s Chamber of Commerce and Industry (IHK), and more than 300 clients have been in contact with LOK since mid-2016, thereof some 170 start-ups in active follow-up until now thru June 2020.

Participating in a series of short trainings sessions between two to twenty hours each, the LOK.STARTupCAMP clients are by majority male (890%) while female (210%) participants are mostly the successful ones. The first IBB* loan – in average EUR 25,000,- micro-loans for 3 – 6 years – has been entrusted to a young women entrepreneur who runs a B2B-marketplace in Berlin. Her target is the Arab community at an international level as many visitors seek short-term periods potential market opportunities only, yet would like to actively promote their businesses virtually (at a distance).

STARTupCAMP in Quality:

The LOK.STARTupCAMP conceptualizes, designs and implements creative idea generation workshops between two – thirty hours for potential start-ups that are require startup support to effectively implement their business ideas. Working on prototypes is used as a model and a vital step for bringing one’s product idea to life. This is where CEFE comes in: experimenting by hand, drawing and walking, re-inventing and starting from scratch again are all possible ingredients and steps to making it work. The ‘IT’ may be the product or service intended by the startup client, its quality comes with the process in time and intensity, while the collegial interaction makes prototyping towards a minimum viable product a fun exercise for all, just like CEFE.

B2B: Action for Finance

Being able to work and earn a living is a question of dignity for me.

Doing business by refugees may come as a surprise in the ongoing political debate in Germany that refugees are an economic burden. In cooperation with Indian scholar Swati Mehta, the Chancellor’s Office and her hosting body GIZ GmbH, the approach to Germany’s Newcomers is about understanding the specific financial needs of refugees who want to start their own businesses or be self-employed in Germany. Swati’s following key aspects were consolidated with the LOK. STARTupCAMP and the landscape of https://www.startupyourfuture.de/en/

• Starting a business in Germany is complicated and sometimes cumbersome, in the eyes of newcomers to Berlin, despite the support available to prepare business plans and understand the rules and regulations.

• Access to finance and start-up capital remains a big challenge, if not a gap. The numbers of micro-credit products to refugees is far too low, and so are subsidies granted by Governmental agancies like the jobcenters.

• Refugees are human beings as much as everybody else, regardless their origin of descent. As a diverse group with high startup energy and drive, there is a need for alternative mechanisms to identify and support refugees with high entrepreneurial potential.

• Alternative credit assessment (e.g. performance in integration classes, references from business incubators), alternative credit guarantees (e.g. joint liability), and loan products linked to business phases (e.g. startup or expansion).
Connecting dots: A true story from Albania
From co-trainers in Albania to co-partners in AR Consulting Ltd

Ada Përmeti
CEFista from Albania

In autumn 2018, after almost 20 years of working experience in SME banking and business analyses, I decided to do something on my own, to work as freelance business consultant. Meanwhile, I got in contact with IDEA Albania and the CEFE training methodology. I applied and joined the ToT in Tirana, Albania in November 2018. It was a great experience and amazing methodology to facilitate start-ups in consolidating their business idea and to become better entrepreneurs. Ones I received my CEFE trainer license, I conducted several trainings together with my colleagues in different cities of Albania. Together with other trainers, we conducted 100 hours of training - Trained 400 participants and supported them in achieving their business dreams.

Ropi had several years of working experience with businesses as a consultant and trainer. Moreover, he had conducted more than 30 trainings with start-ups and vulnerable people all over Albania.

We had many things in common. Last but not least, we discovered that we both lived in the same city, namely Korça. Discussing about business development in Korça Region, the challenges that businesses face and the demand on consulting service in different fields such as HR, management skills, financial analyses and investment plan implementation, we decided to start a business as co-partners in order to professionally give consultancy services and trainings ion January 2019. Our company’s name is AR Consulting Ltd, it’s a legal entity, established in Korça Region.

So far, we have developed our services in four main fields. We aim to be unique into our region and to introduce services based on SMEs’ development phases on one hand and to young entrepreneurs on the other.

The objective of the company is to bring quality and diverse service to the regional and national market by delivering personalized business profile consulting and training dedicated to new and existing business. To date, we count six SME clients and we have conducted two personalized training courses based on CEFE Methodology on commercial basis.

During my way on converting into a CEFE licensed trainer, I met another person also looking forward to turning into a CEFista.

The company is characterized by high integrity and business ethics providing transparency and quality service. We believe, these values will have an impact on the development of quality of SME business by enhancing business performance, environmental impact and business continuity.

We believe that within five years our company will increase the staff to 5 professionals and generate a turnover of 200,000 Euro, bringing a different approach to consultancy and training services to the Albanian market.

Thanks to IDEA Albania and CEFE community, I was able to find a great partner for my business ideas and to start a prosperous future.
Promoting Gender Employment Through Energy Cooperatives

Badia Refass
CEFista from Morocco

Within the framework of the project “Promoting female employment through energy cooperatives (PEFE)”, implemented under the project “Promotion of youth employment in rural and mountain areas through green trades - Green Jobs” funded by BMZ and carried out by the GIZ in partnership with the High Council for Water and Forests and the Prevention and Control of Desertification (HCE-FLCD) and the Mohammed V Foundation for Solidarity (FMV), SIAQ, Int organized and conducted a series of CEFE Courses in the district of Tangier, Morocco.

The project supported the creation, under the gender approach, of the women’s energy cooperative “Diyaa Lilhououl Chamssia” which operates in the manufacture and marketing of solar solutions. This structure is made up of about twenty young women who have won awards from the qualifying training centers and institutions in the city of Tangier: the Faculty of Science and Technology (FST) and the Office for Professional Training and Labor Promotion (OFPPT).

The CEFE Training was conducted during a 12-day program in September 2019 and included 14 participants. The training consisted of training members from the cooperative DIYAA for energy solutions in the fields of soft-skills, corporate management, marketing and sales of solar solutions. The cooperative members showed high degrees of enthusiasm and motivation. The program was successfully realized by Badia Refass, Ghizlane Driouich and Mohamed Yassir Battiwa from Morocco.

The aim of the CEFE training was to provide the young female members skills, know-how and tools in the following areas:

- **Soft-skills:** strengthening the team spirit and the values of mutual respect between the members and strengthening the solidarity of the cooperative’s members;
- **Corporate Management:** knowing, mastering and adopting the principles, approaches and tools of good governance within the cooperative;
- **Marketing and sales:** acquiring knowledge and skills in market research and analysis, business plan development, sales and marketing techniques, negotiation and development of business partnerships.

Developing intra-entrepreneurs, and strengthening their entrepreneurial skills in the cooperative, have been a job that was carried out. The results are self-confident female youth, prepared for what the future brings with gained competences for being prosperous and efficient intra-entrepreneurs.
In the frame of the project “Promotion of youth employment in rural and mountain areas through green trades - Green Jobs” funded by BMZ and carried out by the GIZ in partnership with the High Council for Water and Forests and the Prevention and Control of Desertification (HCE-FLCD) and the Mohammed V Foundation for Solidarity (FMV), SIAQ.Int organized and conducted a series of CEFE Courses in the district of Fez-Meknes and Béni-Mellal-Khenifra, Morocco.

The project supports young people in rural areas who are unemployed or only in temporary employment and have little if any, training. It strives to achieve a fundamental improvement in their employment and income situation.

To this end, it is developing training courses for ecologically sustainable careers, referred to as ‘green jobs’. In addition to this, the project provides technical advisory services and funding. The offer is particularly targeting micro and small enterprises and young entrepreneurs in areas related to the environment such as fishing or processing wood and natural products. This is giving rise to an increased number of qualified jobs for young people and women.

The project also strives to create a decentrally organized advice and training network for green employment. This will allow people in rural areas and in mountainous regions to obtain professional advice on implementing their ideas even after the project has ended. This can facilitate long-term development in the region.

Within the framework of this mission, the projects and project leaders identified will benefit from capacity building to ensure the proper management of their business projects and the sustainability of their activities with a coherent individual support program based on the support plans developed as part of the diagnostic mission.

The objective of the CEFE training and personalized support is to provide the cooperative’s members with a sustainable solution through training and therefore the development of new skills necessary for the implementation of a change within the organization and, in a second step, to provide personalized and specific support to the problems identified in each economic structure. The cooperative members showed high degrees of enthusiasm and motivation. The program was successfully realized by a pool of certified trainers from Morocco under the management of Badia Refass.

The aim of the CEFE training is to provide to the young and female members skills, expertise and tools in the following areas:

- Entrepreneurship education
- Idea generation, Product development - innovation
- Marketing and Customer Relationship Management
- Team management / Meeting management
- Time management
- Financial and administrative management:
  - Treasury management, Stock management
  - Administrative management
- Clarifying the strategic vision
- Preparation for participation in Regional Seminars/Fairs
- Use of ITC for marketing, for communication
- Follow-up of formalization action
- Guidance for financing
This project aims to contribute to poverty reduction in two of the most economically disadvantaged provinces in Sri Lanka, which is expected to be achieved by increasing income for target groups and creation of new employment opportunities for all. The focus lies on the most vulnerable people: women, people with disabilities and plantation communities (those working and living in tea plantations, managing private companies). This will be specifically achieved by sustainably improving the livelihoods of the most vulnerable rural and plantation communities in four districts with in the two provinces. To do so, the project promotes a climate-resilient and inclusive socio-economic development by supporting the integrated growth of MSMEs in a limited number of value chains (VC), improving Business Development Services (BDS) provided to target MSMEs. Local actors are engaged through participative and multi-stakeholder economic planning, taking into consideration natural hazards and climate change.

The continuing project targets 320 MSMEs among dairy, vegetables, floriculture, fruits and spices value chains. Among those, there are approximately 160 producing MSMEs. At least half of all target MSMEs will be women-led ones. The project also works with 60 BDS providers relevant to the VC and MSMEs. Additionally, 80 Community Services Organizations (CSO) have been involved in the project, covering one CSO per village in which the community needs assessment and Village Development Plan will be prepared and implemented.

Finally, these project targets District Disaster Management Units in the four districts to improve their understanding on the risk for MSMEs due to climate change and disasters.

**Project Partners**

The project partners are ACTED- French Based INGO, HI- Humanity Inclusion, CEFE NET SRI LANKA, Future in Our Hands (FIOH) – District based NGO in Sri Lanka, Human Development Organization (HDO) – A district based NGO.

CEFE NET SRI LANKA is the main organization involved with the entrepreneurship development of the target group members, training of business counselors supporting the target group, capacity building of the district based Business Development Service (BDS) providers and the government and banking community involved in providing regulatory services and financial support.

**Expected Outcomes of the Ongoing Project**

A. Sustainably improve the livelihoods of the most vulnerable rural and estate communities in the four districts through the promotion of an integrated, climate-resilient and inclusive socio-economic development.

B. MSMEs in target value-chains, such as local farming, value-addition or retail ones, and including women-led ones, are developed.

**Implementation mechanism**

CEFE NET Sri Lanka is instrumental in formulating and implementing mechanisms using the CEFE methodology.

- Conducting assessment of local markets and selecting MSMEs within the value-chains, including women entrepreneurs and farmers.
- Supporting the development of individual risk-sensitive Business Plan for target MSMEs. Also promoting business registration, licensing and certification for MSMEs.
- Supporting the development of individual risk-sensitive Business Plan for target MSMEs and organizing buyers and sellers forums and trade fairs, facilitating linkages between financial institutions and MSMEs.
- Supporting targeted BDS providers to provide tailored Business Counselling on Business Plan implementation to target MSMEs and organizing buyers and sellers forums and trade fairs, facilitating linkages between financial institutions and MSMEs.
- Elaborating individual action plans for improvement of BDS providers.
- Assessing and building organizational and institutional capacities of selected CSOs, local authorities and government officers in target areas and providing tailored trainings on inclusive needs assessments and governance processes to CSOs, relevant local authorities and government officers.
- Supporting the CSOs to lead inclusive risk-sensitive Village Development Plans.
- Identifying stakeholders, selecting participants and setting-up multi-stakeholder Enterprise Development Forums convened by Divisional government office.
- Providing trainings to target district Disaster Management Centers on warning and forecasting systems adapted to the private sector and elaborating Standard Operating Procedures.

**Inclusions**

Multi-stakeholder approach encourages the collaboration of various actors. A strong coordination has already been founded with the establishment of local Enterprise Development Forums. It has ensured preventing duplications, overlap and parallel systems and promote the action’s sustainability.

Gender sensitiveness and equality is strongly mainstreamed, and it is reflected by specific targets and activities as well as by disaggregating data collections. Inclusion will also be strongly mainstreamed in terms of the targeting of vulnerable and marginalized groups, including men and women with disabilities and plantation communities.

The specific targeting of plantation communities had been important as they are particularly marginalized communities with specific economic needs. Indeed, attention was paid to do no harm and not deepen the differences between estate and village communities. Climate Change Adaptation (CCA) and Disaster Risk Reduction (DRR) are also strongly mainstreamed in the projects design and was ensured by promoting climate-resilience. Finally, environmental sustainability is being promoted through awareness sessions to MSMEs on clean production and ecological farming practices.
One of the leading commercial banks in Southeast Europe started the “Step by Step” mentorship program for their start-up clients. The program has been implemented for the last few years by external mentors from consulting companies. Most of the start-up client, attracted by additional free-of-charge service offered by the bank, applied for the mentorship. It was a win-win approach – the bank got new loyal clients and clients got one year of free mentorship. After a deep analysis of achieved results, impact and costs of the Program, the bank management proposed a new approach: instead of hiring external (and expensive) consultants, development of internal mentors selected among the bank’s staff was proposed as a more effective and efficient approach. Internal mentors have extensive knowledge of bank procedures and clients’ performances, there are well known to the clients as their bankers, and of course they are a much more effective solution, when looking from cost perspective. The bank decided to publish an internal call for mentors - 70 people applied and 27 were selected to attend training for internal mentors. Internal mentors have one big disadvantage – they lack any entrepreneurship experience or (most often) even understanding of entrepreneurs’ mindset. They act as bankers during the contacts with entrepreneurs and usually trigger a lack of comfort and trust of their clients. They have never been in the shoes of an entrepreneur and experienced a start-up ecosystem. Instead of highly structured procedures, job descriptions, properly defined sectors and other elements of standard business model that can be found in corporations, entrepreneurs in start-ups usually conduct a broad set of different activities, delegation is limited or non-existent because there are just a few people, there is (still) no well-recognized brand, even everyday business language is simpler, less structured in comparison to corporate jargon.

The head of the bank’s Social Banking department is one of the rare people with international and entrepreneurship experience and he realized the decisive importance of adequate training. He has chosen the CEFE methodology as the most adequate to enable mentors to understand the perspectives of entrepreneurs. Trainers of SEE CEFE (namely, CEFE Serbia and CEFE Bosnia) tailored five-day training, fully customized to internal mentors’ development. Trainees/prospective future internal mentors experienced different business situations of a start-up through well-known CEFE exercises like Pearl Exercise, Dart Exercise, Mini-Market, Market Room Simulation, Matchbox Champions, Crown Production, Tower Building, Value Engineering, Mr. Tudor, just to name a few. Crucial areas of mentorship and mentor’s role were facilitated, and trainees got a set of mentorship tools. In addition, peculiarities of particular industries, from which most startup clients come from, were covered as well as reporting forms, mentor’s visit structure, KPIs of mentorship, milestones, and mentorship program evaluation methods. The training also included persuasive communication skills, experiential learning, and learning of adults as well as feedback giving and receiving.

The training also resulted in a strong demand of further trainings for new mentors within the bank. 80 new applicants were already received for the mentor training program 2020. There is a big chance that a program will be replicated in some European and Asian countries. … to be continued in 2020… Will keep you informed.
After a prolonged time, I happened to meet Marlinde Baerenz, Director of CEFE International, at the GIZ, Berlin office at the ‘Beyond the Known’ conference. Her presentation, ‘CEFE International and Young Entrepreneurs’ inspired me to the world of the CEFE brand again as a curious and enthusiastic person about start-ups business for various sectors focusing on youths and women. Deliberately, but spontaneously, I picked the invitation for ‘CEFE Asia Conference 2019 in Myanmar’ which later vindicated my participation bequeathing pleasant and creative energy within me, personally.

My fondness about CEFE approaches never faded within me, although I went on various directions in the past decades. CEFE manoeuvre trances within oneself that never give up on the challenges of introducing changes, are always my beliefs. While my career moved on creating various training and coaching modules and building strategic institutional capacities, ‘CEFE-Ways’ always exist within me. Andragogy, the CEFE methodology (experiential learning) and adult learning principles set my core approaches in designing various learning processes and simulations. From nowhere, I felt a strong need to meet my CEFE family, where my career as a behaviour changing agent, was sowed.

The CEFE conference un-folded wide-ranging participation, all-embracing ‘CEFE Energy’ and sharing new-fangled CEFE experiences. Hence, after 16 elapsed years, I chanced to meet and appreciate my old ‘CEFE’ friends and one of my ‘CEFE Gurus’ Mr. G. B. Herath from Sri Lanka. Further the Senior CEFE Trainer Eberhard Peter Baerenz, Roberto Palo and many others. The Conference days rolled out quickly with discussions, experience sharing and touring around. We were able to discuss about various CEFE community related, future-oriented themes and burning issues such as the CEFE app development, distance learning, data sharing (monitoring and evaluation), branding, creating entrepreneurial cultures, entrepreneurship for children and Start-up incubators in Myanmar, the ‘Fuck-up Night’ tool for young entrepreneurs, etc. Yes, it is the right time for CEFE getting new channels.

I was awed the CEFE family members for their thriving energy and CEFE careers in various directions. CEFE still has that power bringing positive believes and energy within the trainers and entrepreneurs. CEFE endures crafting self-confident CEFE trainers world-wide. I am acutely touched and energised. All through my flight back home I was pampered with CEFE memories.
NEW STEP IN MAYNAMAR MEDICAL FIELD

After we got licensed in 2013, we have applied the CEFE knowledge to our organization and other trainings. In this way, one of our CEFistas Mu introduced the CEFE Methodology to the University of Medicine and they requested to conduct a Leadership workshop. We made a training needs assessment and observed that the teaching method practicing at the university is an exam and lecture oriented method. As CEFE Trainers we find it hard to teach Medical students on subjects, but we guarantee that it is possible to teach and share CEFE’ Methodology to lecturers so that they could apply it on their teaching. During ToT workshop, we conducted CEFE exercises like round robin, picture association to practice the experiential learning cycle. Afterwards we discussed about the technique how to pass it on to the students. Then the participants finalized and set up their training design.

We introduced CEFE to the professors. The training evaluation have shown that the professors loved the way CEFE is teaching people. Later on, we received the feedback that the content of the CEFE Workshop really help them in their working environment. After knowing the benefits of the CEFE Training, they wished to let their colleagues know the advantages of CEFE’ Training and requested us to conduct workshop to other professors from respective universities. So, we have conducted leadership workshop to professors and assistance professors from five Universities of Medicine around the country. As a result of conducting series of workshop from 2016 to 2019, in University of Medicine, the topic of leadership, team building and communication were included into universities’ curricula. All of the medical students had to attend the CEFE courses, starting from first year till final year. All of the professors provided feedback that for those who taught by CEFE approach, they all are better in thinking than before, more interested in learning, more effective in team work and communication.

Universities of Medicine held in Bagan, July 2019: We run the exercise called “Box Factory” for management and leadership skills. After the action, we asked them what did happen? At that time, one of the professors, who was in the losing team, said: “I really like this methodology because in exercises it is not important to win or lose but it is important to reflect on the why of winning or losing.” Another professor said: “After attending these trainings, my way of thinking and learning changed. Having a better communication style, led to an improved relation to my team and patients. Moreover, in my daily life, before and after doing something I always reflect based on the experiential learning cycle.”

Each and every professor, who have attended our trainings have included the CEFE method not only in their daily life but also at workplace effectively. Start from January 2020, University of Medicine (Yangon) one of the prominent University of Myanmar applied this training methodology from 1st year student on.

Mu and Aung will continue using and disseminating this methodology at all the trainings.

By Aung Aung
CEFista from Myanmar
CEFE NETWORK ACTIVITIES 2020
NEW CEFISTAS FOR NIGERIA

Dr. Caroline Alenoghena
CEFista from Nigeria

The intervention of GIZ to develop entrepreneurship trainers using the CEFE methodology in Federal University of Technology Minna and subsequent collaboration in 2005 gave birth to the establishment of a CEFE unit in the university. The first sets of lecturers to be licensed as CEFE trainers were in 2009. Since then, more lecturers have been certified to join the team with trainers spread across fifteen academic departments. Over the years, the CEFE unit of the university has passionately deployed CEFE methodology in the teaching of entrepreneurship courses for their students. The unit also conducts leadership training for the student union body annually and specialized trainings for staff and the entire university community.

After many years of not having new trainers, and a desire to include more hands, the CEFE unit took a step forward with the coming of the present Vice Chancellor Prof. Abdullahi Bala. The new management came with a mission to boost entrepreneurship activities in the university. They acknowledged that the high rating of the employability of university graduates is largely attributed to the entrepreneurship approach by the CEFE unit of the university. The university management in collaboration with development partners GIZ and CEFE Nigeria, conducted a Training of Trainers (ToT) for academic staff across various departments in the university.

The CEFE ToT was anchored by CEFE trainer: Prof. O. K. Abubakre. He was assisted by four other trainers; Prof. (Mrs) Z. D. Osunde, Prof. R. O. Ojutiku, Mr. M. Gbate, and Dr. (Mrs) C. O. Alenoghena. The trainers were from FUT Minna while Mr. M. Gbate is from the Federal Polytechnic Bida representing CEFE Nigeria. The training can best be described as the hallmark of the CEFE Unit in 2019 as it saw a harvest of 28 new CEFistas. In a formal closing session, the participants expressed their appreciation for the training.

The enlarged and strengthened CEFE team of the university have committed themselves to working together towards achieving the goal of “acadopreneurship” – turning academic ideas into business and the use of the e-learning platform for teaching their students entrepreneurship.

Picture 1: Prof. O. K. Abubakre internationally certified CeFe trainer, conducting a session at the ToT November 2019

Picture 2: Celebrating a win – the CeFe way

Picture 3: Some new ceffeis pose outside the training hall

Picture 4: It’s time to get feedback – CeFe way

Picture 5: CeFe all the way
During 2019 and 2020, CEFE Bosnia and Herzegovina (CEF BiH) implemented several projects with various partners and donors.

“The Flood Recovery Programme” was implemented by United Nations Development Programme (UNDP), with European Union, as the principle donor. The overall objective was to support sustainable recovery of flood and landslide affected communities. The Project provided limited financial support to the innovative and feasible business ideas. In this Project CEFE BiH provided Business Start-up training program and Follow-up Mentoring & Business Advisory Assistance to Start-ups. Through both projects, more than 100 participants completed CEFE entrepreneurial training. In EGG1 project, 42 Start-ups were created, while 30 Start-ups are expected to be launched in EGG2 project. For all of them, CEFE BiH is providing Follow-up Mentoring & Business Advisory Assistance for a period of minimum one year.

“Economic Governance for Growth (EGG1 & EGG2)” projects are initiatives implemented by UNDP and funded by the Government of Norway. Specific objectives of the projects are to support creation, operation and growth of small-scale business in the Sarajevo Canton, both projects will last until the end of 2021. Partners in this project are also The Ministry of Finance of Sarajevo Canton and Federal Employment Agency, which provided financial support for Start-ups. CEFE BiH provided Business Start-up training program and Follow-up Mentoring & Business Advisory Assistance to Start-ups. Through both projects, more than 100 participants completed CEFE entrepreneurial training. In EGG1 project, 42 Start-ups were created, while 30 Start-ups are expected to be launched in EGG2 project. For all of them, CEFE BiH is providing Follow-up Mentoring & Business Advisory Assistance for a period of minimum one year.

In the period from the end of 2019 to the beginning of 2021, CEFE BiH is implementing the “Entrepreneurship Vertex” project, which is financed by the Embassy of the United States of America in Bosnia and Herzegovina. This project's goal is to improve entrepreneurial opportunities for young people by strengthening the visibility, quality, and networking of support programs for business development targeting youth. Also, partners in this project are local communities: Doboj, Gracanica, Srebrenik, Tuzla, Visoko, Novo Sarajevo and Center Sarajevo, which provided financial resources for the establishment of Start-ups. Through this project, CEFE Business Start-up Training was completed by 282 participants and 36 Start-ups were established.

As part of that Project, CEFE BiH established the Entrepreneurship Support Network (ESN), whose members are local communities, development agencies, NGOs and companies/businesses. In addition, the Entrepreneurship Support Network web platform was created, with the goal of improving access to information on entrepreneurship for youth, current and future entrepreneurs and all other stakeholders.

Within the EU/ILO supported Project “Sarajevo – the Entrepreneurship Center”, CEFE
BiH established effective partnership with key institutions in the Sarajevo Canton, including municipalities, ministries, companies, universities, and other NGOs. As a result, CEFE BiH established the Center for Excellence in Entrepreneurship Sarajevo – a focal point for entrepreneurs of BiH capital. In its first year of operations, the Center provided the support in Business Startup for over 100 candidates and financial support for registration of over 30 businesses, primarily in high-profit sectors of ICT and creative industries. Upon the registration, CEFE BiH continues to provide mentoring services for supported entrepreneurs. In the first year of operations of the Center for Excellence in Entrepreneurship, CEFE BiH provided over 70 days of training and 50 days of mentoring. Training and mentoring methodology was adapted to the requirements of social distancing, due to the covid-19 pandemic.

The cooperation with key donors and partner institutions is planned for the upcoming year, with even more significant results. “Sarajevo – the Entrepreneurship Center” is supported through EU4Business project, implemented by ILO, GIZ and UNDP and supported by the EU.

In the second half of 2020, CEFE BiH began implementing the “Youth Leader Strategy and Action” project, with goal of improvement youth activism, youth engagement and youth leadership in local communities. About 30 youth leaders from different parts of Bosnia and Herzegovina are involved in this project. In October 2020, the first session of strategic planning for young people was organized, during which they could discuss the problems of young people and propose initiatives that have solved some of those problems. In the coming period, young people will work on the implementation of local initiatives in their local communities. The project is implemented with the support of the Bosnia and Herzegovina Resilience Initiative (BHRI) program, implemented by the International Organization for Migration (IOM), with the financial support of the United States Agency for International Development (USAID).

As the covid-19 pandemic made it impossible to conduct presencial training, the CEFE BiH team decided not to wait for better times, but in record breaking time of a couple of months developed, tested and applied their own CEFE BiH Online Training Methodology, based on the principles and settings of the CEEF Methodology. Modern technologies used with creativity, imagination and training expertise led to the fact that our Online Training Methodology is almost as interactive and participatory as standard live training. We are very proud to the fact that several hundred satisfied participants talk about the quality and success of the online methodology. Perhaps the best indicator on quality of our online training methodology is the fact that in the couple of groups, participants who have started training live (first module) and then continued online, in final training evaluation valued their preference of live and online methodology to 50%-50%.

As the covid-19 crisis had on economies and businesses around the world. We have faced many of the challenges that most other businesses, especially those based on physical human / social interaction, have faced. Many businesses are struggling to survive and have either ceased or drastically reduced their operations in this year. We in CEFE BiH have decided to fight back and do whatever it takes to adapt and survive, and we can proudly say that CEFE BiH finishes this year stronger than ever, with new vital tools and resources at hand, increased infrastructure, training and consulting capacities and perhaps most importantly, reputation, among our clients and beneficiaries, of a company and team that will always deliver, even in most difficult circumstances.

Year 2020 will stay infamous in history of the civilization, among else in regarding to catastrophic effects that the covid-19 crisis had on economies and businesses around the world. We have faced many of the challenges that most other businesses, especially those based on physical human / social interaction, have faced. Many businesses are struggling to survive and have either ceased or drastically reduced their operations in this year. We in CEFE BiH have decided to fight back and do whatever it takes to adapt and survive, and we can proudly say that CEFE BiH finishes this year stronger than ever, with new vital tools and resources at hand, increased infrastructure, training and consulting capacities and perhaps most importantly, reputation, among our clients and beneficiaries, of a company and team that will always deliver, even in most difficult circumstances.
EMPOWERING INDIGENOUS WOMEN
EXPERIENCE FROM CHILE

Jorge Tagle
CEFista from Chile

A powerful tool has been constituted by CEFE for the trainings developed by the "Originarias' Program: Empowerment of Indigenous Women in Northern Chile" carried out by UN Women. The main objective of this program is to promote leadership, participation and economic and social empowerment of indigenous women in Chile.

With this in mind, at the end of 2018, the UN Women requested from the CEFE Partner "Fundación Trabajo para un Hermano de Concepción" (TPH Concepción) a ToT to upskill facilitators for the training activities of the Originarias' Program. At the same time, the UN Women asked us to prepare a manual to train indigenous women in entrepreneurship and business management.

In this collaboration with the program, the proposal of TPH Concepción contained using the CEFE methodology and adapting it to the context of native people. Integrating cultural differences and the diversity of territorial and identity dynamics that are expressed among indigenous women and making visible their particular problems and make them protagonists of their own empowerment. The first ToT in 2019 was in Iquique in the north of Chile. This ToT was facilitated by three CEFE Masters: Cedy Arones - from CEFE Peru, Paulina Pacheco and Jorge Tagle - from TPH. 12 facilitators were trained and went on to collaborate in various entrepreneurship and leadership schools organized by the Originarias' Program and supported by TPH.

In all schools CEFE exercises are applied, adapted to the cultural reality of the participating indigenous women. In each experience, we use elements from the local context and in all peer discussion, the cultural and gender issues are always present. Through the peer learning, experienced participants can share with participants who have similar issues but are less familiar with solutions.

All this experience, which is developed by the TPH facilitation team but is significantly nourished and complemented by the cultural contribution of each participant, has allowed us to demonstrate that the experiential learning exercises of CEFE and all its methodology is a powerful tool to contribute to the empowerment of indigenous women, enhancing their leading role in society and local economy.

Our CEFE team strives to maintain rigorous facilitation at each stage of the CEFE experiential learning cycle, but with adaptations that make each exercise more familiar and relevant to the participants. The inclusion of cultural elements manages to enrich the knowledge that is built together, contributing to the development of social and entrepreneurial skills that enhance the empowerment of indigenous women and their contribution to the community.

In the Andean cultures, from where the participants are from, it is common to learn from the traditional stories. This true wisdom is one of the many examples from their culture that we were including in the CEFE exercises.

In 2021, we will continue to train CEFE facilitators to work with the indigenous world. The challenge is to contribute to the formation of a network of facilitators in different regions of Chile who are working for the empowerment of indigenous women and the strengthening of their economic, social, and cultural enterprises.

We have worked our way through starting with the Personal Entrepreneurial Characteristics, ending on business management and evaluation. In order to include the ancestral Andean worldview of business, we have included tools of what is known as regenerative economy, which has been very appropriate for the future enterprises of the participants.

Throughout the project we observed with great satisfaction this virtuous relationship between the CEFE team of TPH Concepción and the Originarias’ program. Every day in our project live, reinforces us in our mission to collaborate in their empowerment of our country Chile and to advance towards what the indigenous peoples call the “buen vivir”, the “Suma Gamaña” Aymara and the Mapuche “Küme Mongen”.

In 2021, we will continue to train CEFE facilitators to work with the indigenous world. The challenge is to contribute to the formation of a network of facilitators in different regions of Chile who are working for the empowerment of indigenous women and the strengthening of their economic, social, and cultural enterprises.
When talking about Peruvian cooperatives, we talk about business and social organizations that have been recognized as an alternative for small Peruvian producers, who, due to the precarious conditions in which they find themselves, require an organization that represents them in international markets.

Many studies have recognized cooperatives as highly resilient organizations. Peru is the perfect example: we have had many years of internal conflict and the cooperatives survived those disruptive times.

The cooperative is aware of the need to have qualitative human resources so that it can continue responding to the changing international demands. For this reason, one of its main mandates is the development of the capacities of all members and collaborators. Its organizational structure needs to have a permanent education committee to enhance human capacity building.

CEFE’s methodology, based on the principles of Andragogy, fits perfectly with the development of capacities to be carried out by the education committees of the cooperatives and with the new Covid-19 protocols, it has been possible to develop training actions.

Such is the case of the Banana Growers’ Cooperative - APPBOSA, located in the Piura region of Peru, which, in an alliance of national and international organizations, has implemented a day of motivational workshops called “Generating Gasoline for our Brain”.

The first day was given by Graduate Carla Noemi Palacios Abanto, expert in innovation and CEFE methodology; these experiential trainings have been carried out for all the collaborating staff, starting with process personnel (harvesting and packing). The trainings were given by teams in different schedules (morning and afternoon). Everyone had the chance to participate, interact in an orderly manner and respecting safety protocols.

The adaptation of the CEFE exercises to the new Covid-19 safety protocols was not complex; the existing methodological tools in CEFE, the knowledge of the characteristics/profile of the participants and the innovation of the CEFE facilitators were the pillars of this task.

We still have a few more months of social isolation, there are areas where the internet is not adequate to generate processes remotely, and many participants do not have the possibility to move to areas where there are better connectivity conditions; therefore, we have to continue adapting to the new reality, because today more than ever, the presence of CEFE facilitators is required to accompany innovation processes in small farmer organizations.
CEFE TRAINING IN COVID TIMES
A LOOK INTO INDONESIA

Online training has become a crucial alternative! The COVID-19 pandemic has affected many countries and their economies hard. Countless numbers of companies are struggling, and many customers are turning to the modern and pandemic influenced world. Thus, entrepreneurs must adapt. Adaptation here means learning new things. As customers’ needs and requirements have already changed, SMEs should necessarily adapt their products and the way they serve their customers to the modern and pandemic influenced world.

And so did Signikan Bina Insan (SBI). As a company providing training services, made some experiments based on the change in customer needs. Our product should be different from the traditional online seminars. Due to the participatory CEFE method, that we practice, we reduced the number of participants 24 per training group.

Our community signed up via Google form. Together we found new ways of implement trainings.

Moreover Since April 2020, the team members have been running some experiments with free online seminars for the public, supported by IG live, Google Meet, Microsoft Teams and ZOOM with some Apps like Google Jamboard, Miro, Trello and other tools. We have also tried to deliver some CEFE exercises “Mini Market” and “Crown” online. This is of course, a challenge!

The digital exercises are a bit longer than offline training, also the smooth transaction between buyer and seller via WhatsApp and/or ZOOM chat privately is also not that easy. In addition, we have also conducted an online training on business coaching for NGO staff.

And what about an offline training during the pandemic?

The biggest challenge with online training is that not all trainings can be conducted online with CEFE. There are some requirements that should be met by the participants; such as ownership, literacy skills and to use technology, and stable internet connection. That is the real challenge for our participants! Therefore, offline trainings are still an important tool, we need to work with too, when possible.

Starting from September 2020, SBI is delivering providing some packages of offline (face to face) trainings. Health protocol are strictly followed: (1) trainers, participants, and others involved must take a rapid test before the training day; (2) masks are a must; (3) they must wash their hands and use hand sanitizer; and (4) they have to keep physical distance. To maintain physical distance, the number of participants in a group should not exceed 16 and should be conducted in a large or open room. A working group should consist of only 2 participants.

Some exercises should be chosen to reduce contact with each other: For example, to brainstorm ideas, we use picture association by providing many pictures instead of Round Robin. The identification of training needs pre- and post-test, the daily evaluation and final evaluation are done with Google-Forms.

In addition, from 10 to 12 December, 2020, SBI conducted a CEFE training for two groups with 29 participants composed of CARE Indonesia staff, institutional partners from other NGOs, and local government representatives. This training was organized and funded by CARE Indonesia (Yayasan CARE Peduli) in Palu (Central Sulawesi province). This 3-day CEFE training was an introduction to CEFE Entrepreneurship training. Therefore, it is possible to continue with next steps such as further content and/or CEFE ToT and Coaching.

We are curious to see how this development will continue and wish all entrepreneurs much success and luck as they embark on new paths.

By Sugeng Priyanto
CEFista from Indonesia
CEFE NETWORK IS SPREADING RAPIDLY IN MACEDONIA

Although for most of the people around the world, 2020 was a rather peculiar year, we can say that for CEFE Macedonia it was challenging, and at the same time a very productive year. Especially, when we talk about spreading the CEFE methodology impact and expanding the CEFE network.

The project’s main goals was to keep young talents in the country, targeting people aged 18-40 years from the South-East Region of Macedonia, and support the economy to grow in this region by opening new successful businesses and creating competent entrepreneurs. Through this project, CEFE Macedonia mapped the potential human resources of support for entrepreneurs in Macedonia from different organizations and expanded the network of collaborators. With creating new experts and entities in the field of entrepreneurship, we are creating new possibilities to support and develop entrepreneurship in Macedonia, planning new projects and joint actions.

The project provided the organization with the following benefits:

- Safeguarding the intellectual property of CEFE Macedonia™ materials and tools in the official state registry. Registering as Trade Mark™ and establishing quality procedures for new CEFE trainers and consultants.
- Opening and developing two new branches in the East part of the country that will focus on economic development in the East region and border region with Bulgaria, Greece and Serbia;
- Youth network of +150 people willing to participate in future project activities and entrepreneurship courses;
- Public promotion of the newly established CEFE centers (CEFE ISTOK and CEFE Strumica) as well as promotion of the CEFE methodology for experiential learning among the population of East Macedonia and abroad. In September, while implementing the A3 phase “Coaching and local implementations of entrepreneurship training”, the public outreach on social media exceeded more than 55,000 people;
- Getting international recognition for the impact of the project from the headquarters.
- As part of the project, the new CEFE trainers implemented business skills trainings in the eastern part of Macedonia. Here are the results from the project:
  - 6 business skills training for young people implemented in September-October 2020
  - 14 new CEFE trainers
  - 100 young participants on the CEFE business skills training
  - 96% training satisfaction of the participants

The official ceremony of promotion of the newly established CEFE centers and the certification ceremony of the new CEFE trainers took place during the online event “Competency based economies, through formation of entrepreneurs”, an event which was part of GEW 2020 - Global Entrepreneurship Week 2020, organized and supported by Startup Macedonia.

The main goal of the event was the promotion of the impact of the experiential training in the creation of competent entrepreneurs, and through them the empowerment of regional economies. This was an international event where guest speakers from Macedonia, as well as from the CEFE centers in Philippines and Venezuela had the opportunity to express their opinion and experience of using the experiential method of learning in their trainings.

The final part of the event was the promotion and certification of the new national CEFE trainers and CEFE centers, where participants of the event had the chance to learn more about the project and the project outcomes.
2020 has been a year of reinvention, growth, and transformations in many aspects for CEFE Venezuela. We did not pause our activities, on the contrary, it was a year with a lot of action for us, let us narrate our great year:

In January we launched the first CEFE Assessment Center, the first program in which we merged the objective of the Assessment Center for personnel recruitment with the dynamics of the CEFE Methodology. Hereby innovating in Human Resources for the recruitment and selection of a large number of candidates for the same position within the company through an effective and fast process of evaluation and selection of candidates.

Meanwhile a large team of CEFistas also executed an intervention focused on the development of ideas to improve the educational and administrative processes at the Universidad Católica Andrés Bello.

We reached February, where a team of 15 CEFistas started the training path to become advanced trainers. This training path became then the second group of FACES, an accelerator program that pushes them to become sustainable CEFistas with a very high level of tool management given the demands of the program.

By March we continued our training and programs according to plan, including a program for the Human Talent team at McDonalds Venezuela until mid-March when what we had only seen in movies happened: we were taken by surprise by a pandemic that led to the confinement and suspension of face-to-face operations, which brought this project to a complete stop. At this point we asked ourselves, what do we do with CEFE if it is a methodology of experiential learning and face-to-face?

However, the CEFE Network in Venezuela acted fast, leading to the formation of a committee of CEFistas to generate ideas locally and review how we can transform CEFE without losing the essence and emotion that characterizes it as a learning methodology.

In April we received the news from the digital magazine issued by the Venezuelan Association of Coaching, in this case in the edition dedicated to entrepreneurship where CEFE Venezuela was represented by Juan José Moya as a CEFE Master Trainer and executive director of CEFE Venezuela. During the month we began to enter the CEFE online world, with the proposal generated by the same advanced trainers and we activated the inputs called GIFTS. Each CEFista developed an input as a “gift” to their peers from their area of expertise, summarizing in a maximum of 15 minutes, with interactive presentations, videos and voice notes, these capsules encouraging us to overcome the fear of digital. This impulse inspired us to take part in the 1st digital STARTUP WEEK CARACAS in support of the Venezuelan Entrepreneurial Ecosystem. In this same line we joined the volunteer committee to give life to CEFE in the digital world and to be part of #cefeходитdigital.

For the second half of the year that surprised us all, a new CEFE awoke from the hand of a team of CEFistas who accompanied us in the birth of a new product: InteGrow (Productive Integrated Teams) an online corporate program dedicated to strengthening working teams from the communication, planning and leadership skills with a focus on integration in order to align efforts towards the same mission as an organization. We gave life to the first foundation aimed at raising awareness about the importance of donating blood, HUred, a foundation created by three advanced CEFistas who developed a training program under CEFE methodology to increase the number of voluntary blood donors in the country.

Simultaneously, we started the online training of one of the modules included in the FACES diploma: METAPLAN, with the help of CEFistas certified in the METAPLAN tool, who accompanied us in the development of a module of 4 training meetings for the knowledge and management...
of the technique, adapted to online learning. In July, we were part of the jury of the “Fundación Empresas Polaris’ Innovando en mi Propuesta de Valor” program, where we had the opportunity to meet more than 15 ventures and share with their creators our vision and contributions to further enhance their development.

This month also gave us our greatest achievement so far, our essence of face-to-face activities gained more strength by giving life to CASA CEFE, the first physical headquarters of CEFE in Venezuela that also opens its doors to host entreprenuers that take life in their offices, promoting face-to-face training events that strengthen entrepreneurial skills and the welfare of those who visit it. CASA CEFE is a space for sharing, well-being and the generation of Networking with very solid values respecting coexistence, the spirit of sustainability and care for the environment.

In August and September, we took a great step forward by starting to work on two projects funded by international agencies. The first one, together with GIZ Colombia, focused on providing technical tools as entrepreneurs to the vulnerable population in the Colombian-Venezuelan border. Our objective is to execute the first ToT in Colombia, training 24 new CEFistas who will later execute the TRO-FEO program (Workshop of Realities Oriented to the Formation of Opportunity Entrepreneurship) with 86 beneficiaries. Given the pandemic measures, the program started virtually by interviewing the 86 beneficiaries via telephone, developing the files of each beneficiary, and making the evaluation process of the applicants to the ToT that we will carry out in Colombia with participants from 6 public and private organizations allied to the GIZ.

The second big project goes beyond borders and takes us to Eastern Europe where, together with our dear colleagues from CEFE Macedonia, we will be part of the team of 6 countries that will be giving continuity to the GET YES2 program, a program oriented to the training and development of young entrepreneurs in Bulgaria, Macedonia, Philippines, Uganda, Turkey, and Venezuela financed by the European Union. We were invited by Mustafa Erdogan CEO of DeM Experiential Training Center to participate in the first Experiential Learning Congress held in Turkey both in person and virtually, sharing the panel with CEFistas from other countries and special guests.

Throughout these months, virtuality was strengthened with the development of programs such as “hand in hand with Trello” a training aimed to optimize execution times and planning in work teams, “Virtual Trainers Large Groups” a program that allows to provide facilitation techniques that inspire and connect with the audience even when dealing with large groups, and the “EVA Technique” a short program of 4 days duration that allows leaders, facilitators, and coaches to obtain an effective tool resulting in more productive meetings while the team enjoys meeting virtually.

Our closing of 2020 could not have been better, receiving more good news, our CEO Juan José Moya was selected among the 30 Inspirational Business Leaders in Venezuela out of 400 shortlisted by EY (Ernst & Young firm) in the framework of the annual LEI award. The winner from Venezuela will be announced on 18 March and will go to Monaco for the global gala of the Entrepreneur of the Year program.

With an unexpected but highly challenging 2020, we are gearing up for a full-throttle 2021.
EMPLOYMENT PROMOTION IN DARFUR FOR REFUGEES, IDPS AND HOST COMMUNITIES

Lina Sinzinger
CEFE International

In terms of size, Sudan is the third largest country in Africa with an extremely young population. It is estimated that 40% of the approximately 40 million inhabitants are under the age of 14. Sudan's economic performance is weak. Though the growth in Sudan's oil sector led to rapid economic growth in the 2000s, the independence of South Sudan in 2011 and the subsequent disputes over the oil sector harmed its economy. Sudan ranked 189 out of 189 countries in the 2020 HDI and 171 out of 190 in the World Bank's Doing Business ranking for 2020. Overall poverty remains high and living standards for most of the population have declined since the 2011 economic downturn. Sudan's labour market is highly informal and unregulated. Education is limited and expensive, most of the population can’t afford it.

CI implements this project on behalf of Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ). The overall goal of the project is to improve employment opportunities for young refugees, IDPs and host community members in Nyala. Specifically, the younger generations as 50% of Darfur inhabitants are under 16 years old.

With a comprehensive human capacity building approach based on the CEFE Methodology, CI aims to (1) increase employability through the empowerment of the TVET sector (supply of labour) and to (2) generate productive and sustainable employment through private sector development measures (demand labour).

For this purpose, a Training of Trainers and Coaching Sessions within the framework of the CEFE formation and quality standards were given. However, because of the COVID-19 Pandemic, this project changed to the digital format. In this regard, CI carried out a digital entrepreneurship week based on activities of the CEFE methodology and a selection workshop to take a first overview not only on the digital skills but also on their entrepreneur skills.

Next step is the realisation of two more entrepreneurship weeks as a replication of the first one with focus on Nyala and Khartoum. Even though we still cannot foresee what will happen in the next month, we are not giving up hope that we can implement our on-site activities as planned to support the Refugees, IDPs and Host Communities in Sudan.

VIrTUAL MATCHMAKing EVENTS

Lina Sinzinger
CEFE International

Usually, the GET.invest project is about bringing EU and African Countries together to exchange knowledge and start joint projects. Against this background, the core rationale of GET.invest is to mobilise private sector investments and support project proponents (private as well as any other actors, e.g., community-based developers, NGO/CSO) to get their proposals ready for financing as fast as possible. GET.invest draws upon the experiences of its predecessor, the Africa-EU Renewable Energy Cooperation Programme (RECP) while further streamlining its advisory portfolio and extending its services globally. GET.invest is hosted on the European multi-donor platform GET.pro and implemented by GIZ. It is funded by the European Commission and the governments of Germany, the Netherlands, and Sweden. The services of GET.invest are structured into the two following broader areas: A. Private Sector Mobilisation (thereby generating additional project ideas), and B. Pipeline Development (thereby increasing the number of bankable projects).

In a consortium with our partner agency Conoscope, CEFE International took over the organisation, implementation, and documentation of (virtual) matchmaking events. These matchmaking events are 1–3-day events. (Physical events, in the past, took place in Europe and in partner countries.) The basis is an online platform on which participants can present their profile to others and browse the profiles of other users to find potential partners and schedule meetings with them.

Since the postponement of two of our matchmaking events due to Covid-19 from the first to the third quarter of the year 2020 we started with the development, testing and adaptation of a virtual solution for matchmaking events.

The virtual events offered the opportunity to gather a much broader audience of stakeholders from all over the world working in the sector of renewable energy and the interest in EU-Africa cooperation.

We started our first steps and new adventure to realize virtual Matchmaking and we transformed the expertise of our consortium more and more from a B2B Matchmaking Organisation Team to an Event Organisation Team with a focus on virtual web-conferences with a match-making component. We organised not only the matchmaking sessions but also the onboarding of speakers (technical guidance through tools used) and participants and their organisation of B2B Matchmaking meetings.

In June we realised our first live event with live stream and virtual matchmakings. Our continuous professionalisation brought us to the realisation of an event with 1560 registered participants in July 2020. The next step would be the conceptualisation of hybrid events which means a mixture of online and offline events as a strategy for now and Covid-19 and for future events.

We as the consortium Conoscope - CEFE International Projects and I personally are looking very much forward to an exciting and innovative 2021.
The impact goes beyond that. Respondents answered that, on average, they pay main parts of the livelihood of 3.2 family members or friends. This results in a total of 42 Mio people with improved livelihood, apart from the respondents and employees.

**CEFE convinces**

When asked if they would like to participate in further CEFE training, 91.4% of the respondents said yes. The main part of them (30%) was interested in further CEFE training in general financial management. Other areas of interest were, for example, general business management, marketing & market assessment or business plan preparation.

**CEFE contributes to better livelihood**

The impact goes beyond that. Respondents answered that, on average, they pay main parts of the livelihood of 3.2 family members or friends. This results in a total of 42 Mio people with improved livelihood, apart from the respondents and employees.

**You want more?**

The Study reveals many more facts and findings. Different impact figures have been correlated with aspects like: gender, age, living area, education level, countries, duration of training and coaching, role of grants and finance. And conclusions can be drawn for improvement of better business development services.

We will send further data, conclusions and our CEFE International report to the interviewees. If you are interested to get access to these papers, we will include you in the mailing list, when you contribute to an ongoing and growing impact monitoring by carrying out interviews among your CEFE participants and/or completing global CEFE compass questionnaires. If you are interested, please contact baerenz@cefe.net.

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**LET US IMPACT!**

Eberhard Baerenz  
CEFista from Germany

What is the beauty of CEFE? Concept, manuals, experience based learning? Participants, trainers, network? All this is striking. Yet, the real beauty shines in the faces of people whose life we can help change.

In 2019, 459 CEFE beneficiaries from 15 countries in the Balkans, Latin America, Africa and Asia answered within a CEFE Global Impact Study (CIS), how CEFE training and coaching influenced their life and work situation – about 2 years after they attended CEFE. The Study targeted young people in rural areas. Based on the data of the Global CEFE Compass (GCC), a permanent study being carried out since 2011 that provides information on training courses, trainers and target groups in CEFE practicing countries, the data of the CIS could be extrapolated to the global level. The figures cover the time from the beginning of CEFE international rollout in 1986 until 2019. Let us look a bit closer into it.

**CEF Impact**

- > 3,600,000 people unemployed
- > 18,500,000 additional jobs created
- > 42,000,000 supported livelihoods
- > 5,900,000 people started a business

**CEFE combats unemployment**

40.5% of the respondents have been unemployed before the CEFE training – a percentage that unfortunately reflects reality in so many countries. It went down to 8.7% afterwards, which can be considered as a reasonable value even in advanced economies. CEFE is not only a tool for business creation, it also life skills and turns people into successful job seekers.

**CEFE creates businesses**

45% of the respondents stated that they started their own business after CEFE training. A share of 97.7% indicated that CEFE training contributed much (59.1%) or very much (38.6%) to this. In absolute figures it means that CEFE nowadays contributes to almost 300,000 start-ups per year, or 5.9 Mio since the beginning. The business survival rate is high; interviews were made 2 years after CEFE on average.

**CEFE creates employment**

CEFE also led to the creation permanent jobs. Many of the existing or new businesses hired additional staff after CEFE, generating estimated almost 6 million permanent jobs worldwide. It is striking that this impact was clearly higher among respondents who already run an enterprise before they attended CEFE. 65% of these participants reported a business growth of 50% or even more within the 2 years after the training and coaching. They related this change significantly to CEFE training.

**CEFE contributes to better livelihood**

The impact goes beyond that. Respondents answered that, on average, they pay main parts of the livelihood of 3.2 family members or friends. This results in a total of 42 Mio people with improved livelihood, apart from the respondents and employees.

...CEFE had over 13 Mio participants. At least in recent years, 54% are female.

...the impact of CEFE is largely independent of local, cultural, social or political contexts.

**Thanks**

We would like to thank the global CEFE Network members for the kind support, the 27 interviewers for their work and the respondents for their openness. We are very grateful to the GIZ sector program ‘Employment in Rural Areas with Focus on Youth’ that enabled the study and provided many good comments in the entire work process.
By March and May 2019, the CEFista community in Venezuela was growing with 44 new CEFistas, new #HeroesTricolor committed to a common purpose: to contribute to the productive, economic and social development of Venezuela and the Latin American region by strengthening the entrepreneurial skills of our citizens. Some colleagues have told us why it has been a before and after CEFE:

For Ana María Valera and Alberto Castillo graduates of the 4th group in March 2019, there is a before and after CEFE in their performance as Facilitators, now their learning experiences have been enhanced and enriched just as they had dreamed:

“Structuring each activity with order and professionalism as CEFE demands, plus the fusion with laughter, a tool we have been leveraging for a long time, has led us to create fun, unique learning experiences that invite the participant to experiential transformation from joy, also achieving our goal of distinguishing ourselves among other trainers. CEFE is giving us the possibility to continue developing our life purpose which is to positively impact the lives of many people around the world, creating and delivering extraordinary high impact products and programs... we are convinced that the best is yet to come.”

Rafael Solbas, entrepreneur and partner of Ana and Alberto graduated in March 2019. He discovered what it means to be a CEFista:

“Getting to be experientially as a participant in the 4th Venezuelan group of CEFista marked a gigantic experiential change in my life. Enjoying the performance of our colleagues, living with them the mutual growth and suffering in the moments of difficulty, touched in me a human fiber that I had turned off. I laughed, I got annoyed, I got upset, I cried... CEFE activated my essence, the why I was there was no longer important, the what for transformed the experience... and for what purpose: I am CEFista to understand that through education everything is possible... What has come afterwards are anecdotes that we can enjoy day by day, activating my work team, looking for different ways to reach new audiences, integrating my wife to the CEFE community, contributing to the different companies in which I have the gratitude to represent and in which I will fight because it is through this methodology that we can teach having fun and that all those involved achieve the great dream of learning about sales, brand representation and exports in a playful and out of the box way.”

Bronson Davila, from the 5th ToT, surprised us with a new way of seeing the methodology, a new way of being CEFE:

“Long before doing the ToT, I already used to see life as a spiral, but I had not known how to give it in daily practice, until now that I understood that the Learning Cycle, is the same CYCLE OF LIFE. And this is explained in the following way: You have an experience, from that experience a feeling is generated, from that feeling an analysis is generated, a processing after the experience, after that processing, you generalize according to that process, and from this generalizing, beliefs arise, these beliefs in turn generate values and according to these values you apply, that is to say you act in different situations of your life. Now I understand that having something, is not the same as being something, that the cycle of life, is a process that revolves around different stages, that when I live something, the way in which I process it, the way in which I process it, the way in which I process it, the way in which I process it, the way in which I process it, the way in which I process it, the way in which I process it, the way in which I can apply it, will generate beliefs and values that will transform my life and the lives of others, and not through a theoretical learning that only remains cognitive, I understand that all this will lead me to be, to be in another way, to be different, and this being will generate changes, because I no longer have faith, now I am faith, and I can tell others, be faith, be faith you too, stop having in order to be”.

8 DECENT WORK AND ECONOMIC GROWTH SUSTAINABLE DEVELOPMENT GOALS
It is not new, that in today’s globalized world we often find ourselves in situations where our colleagues and partners are working in different geographic locations.

Since we all live in a re-newed reality being affected by COVID-19, an online-based interaction with the colleagues and participants is one of the most frequently used types of online dialogue.

Now facing all these different issues of adapting the transition from the on-site training to the online training requires much of flexibility and readiness to act proactive and innovative in concepting and execution of online trainings.

**Digitalization vs. classical trainings**

As e-facilitator you have to be confident with digital tools and always be ready to learn even some more extra tools as the rapid digital adaptation driven by COVID-19 will continue into the next phase.

Due to the online form of interacting with participants it may take some time until the technical understanding of participants will be on the same level.

**PPT** (Planning, preparation, time)

Planning, preparation and time are rather crucial issues one has to begin with as an e-facilitator. It is obvious, that more detailed planning is required due to technical set-up and online exercises.

Time management becomes a big issue: while giving online trainings the trainer has to be really strict with time management and plan some buffer time in the agenda. Technical issues, internet connection will require more time as the on-site training.

**Text-only environment vs. in-person communication**

While giving an on-site training, in-person communication and non-verbal cues are a key part of trust building between the trainer and participants.

In online spaces people are interacting for various reasons, e.g., to share information, to build knowledge or to carry out a project. Without non-verbal cues, it is easier to misinterpret a person’s actions online. For this reason, an e-facilitator should define its norms of communication and will encounter a range of different behaviors of the participants, who are not get used to a text-only or chat-only principles. The interaction with the participants is becoming therefore a big challenging issue.