

# P A N O R A M A 2 0 1 9 - 2 0 2 0



**EXPERIENCES OF THE GLOBAL CEFE NETWORK** 

EDITORIAL 4

DITOS 16

ADA PERMETI JOVAN STALEVSKI ALBANIA BLAGOJ TRAJKOV MACEDONIA TAMARA BJELIC ZORAN KULUNDZIJA AUNG AUNG **BOSNIA-HERZEGOVINA** MYANMAR JORGE TAGLE BADIA REFASS CHILE MOROCCO CAROLINE ALENOGHENA MARLINDE BAERENZ NIGERIA EBERHARD BAERENZ KARLA ANGELES TORRES KARIM VARGAS CRISTINA RAMIREZ PERU LOURDES FLORES JENNIFER STANDER SANDRA SAVANOVIC FENJA ZINGSHEIM SERBIA LINA SINZINGER ZURA BAZAROVA SUGENG PRIYANTO SUSANNE BAUER INDONESIA GERMANY GAMINI HERATH ARI KHALIFA SRI LANKA IRAQ

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VENEZUELA

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# E DI TOBLE WELCOME



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 irst 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.

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.

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.

Eberhard Baerenz Marlinde Baerenz

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### **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 acompanied 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 offered a ToT within a project of the Import Promotion Desk to BDS providers of the Export School of the Ghana Export Promotion Authority (GEPA) full training package for the new trainers to imple- d'Ivore. ment with the direct target group.

May 2020 - November 2020

### **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'IVORE**

Contracted by the Import Promotion Desk in Germany, CI was in charge of the development of an on effective Trade Fair Participation. The ToT was advisory service on GlobalGAP certification in coconducted fully online. In addition, CI prepared a operation with the chamber of commerce in Cote

December 2020

### **GERMANY**

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

### **GERMANY/GHANA**

CI had the pleasure to design and implement blended seminars which enables 20 representatives of 14 selected Ghanaian companies to offer and market their products on the German/European market according to the existing standards, regulations and quality requirements of the customers. Besides a one week training Accra, CI executed an online course on its platform CEFE Academy, consisting of coaching, forum discussion, and webinars.

December 2019 - January 2020

### **ETHIOPIA**

Together with the Import Promotion Desk in Germany, CI developed and conducted virtual trainings on "How to do market research for your company" with a deeper focus on "How to find information on international food trends" as well as on "How to develop an export marketing plan".

October 2020 - December 2020

### **SUDAN**

CI offered ToTs for AIZ trainers to strengthen their 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 digilitized 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. Suporting them in developing their change plan, which will ulimately 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 / ALBANIA **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 / KYRGYSTAN**

Within the Manager Training Programme, funded by BMWi, CI has welcomed a business delegation from Uzbekistan, Moldova and Kyrgystan. 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 shorten due to the outbreak of Covid-19.

December 2019 - March 2020

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 durng 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 competences; 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 June 2019 - December 2019 in negotiation and presentation skills for furture 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 Pro-

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 awared by ECO-Consult.

### **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, accomodation, transport, etc, for several delegations around the world.

September 2019 - August 2020



CEFE • GOES DIGITAL GOES DIGITAL • CEFE

# CEFE goes DIGITAL MOVEMENT BY MARLINDE



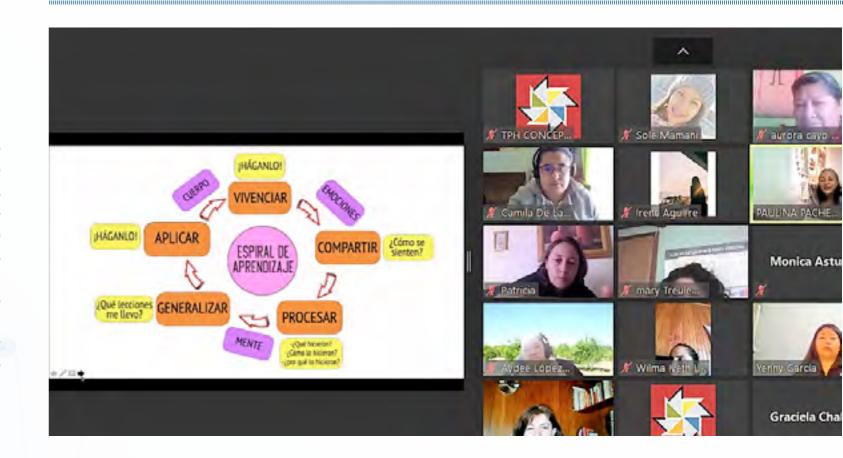
Marlinde Baerenz CEFista from Germany

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-inhand. CEFE blended learning will arise out of this terrible global pandemic. We, 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 dai-

ly 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 • GOES DIGITAL • CEFE

# DITOS CEFE DIGITAL TOGETHER



Marlinde Baerenz CEFista from Germany

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 addon, 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.



# **CEFE WORKSHOPS IN KURDISTAN IRAQ**

SUSTAINABLE DEVELOPMENT GOALS 1 🖄 NO POVERTY DECENT WORK AND ECONOMIC GROWTH



Ari Khalifa **CEFista from Iraq** 

The CEFE trainer Ari Khalifa together with CEFE trainer Mohammed Salih Khaleel 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 were focused on administrative skills and in IDP camps, and low-income communities. The project was jointly supported by the GIZ and Caritas. Altogether, 209 young people took part on the CEFE Workshops. Later in December the same year, Ari Khalifa and Mohammed Salih Khaleel had a first-



hand experience in developing the skills of government employees. These trainings 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.



**CEFista from Venezuela** 



**CEFista from Venezuela** 

The Startup Week is a global initiative that brings together Venezuela has hosted 4th the leaders of the entrepre- editions since 2016. CEFE neurial ecosystems of a city. Venezuela is welcomed to conagenda of open and free ac- last 3 of these editions and tively assisted. tivities for a week, to support being part of the 60 organizaentrepreneurs. More than 75 tions that came together with cities around the world partic- a common goal: to achieve ipate each year in this success- more than 7000 registered ful Tech Stars program that is start-up peers and to assist managed to foster the creative 165 activities for promotion and innovative spirit of entre- of the start-up ecosystem in preneurs, empowering them Caracas. This year the startand facilitating their integra- up week was from 15 to 21 tion with the various actors July 2019. working for it.

The goal is to co-create an tribute as co-organizer in the

### 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.

SUSTAINABLE DEVELOPMENT GOALS

17 & DECENT WORK AND ECONOMIC GROWTH

SUSTAINABLE CITIES AND COMMUNITIES

300 entrepreneurs were interested and registered in CEFE Venezuela's activities. on demand 60% were effec-



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.

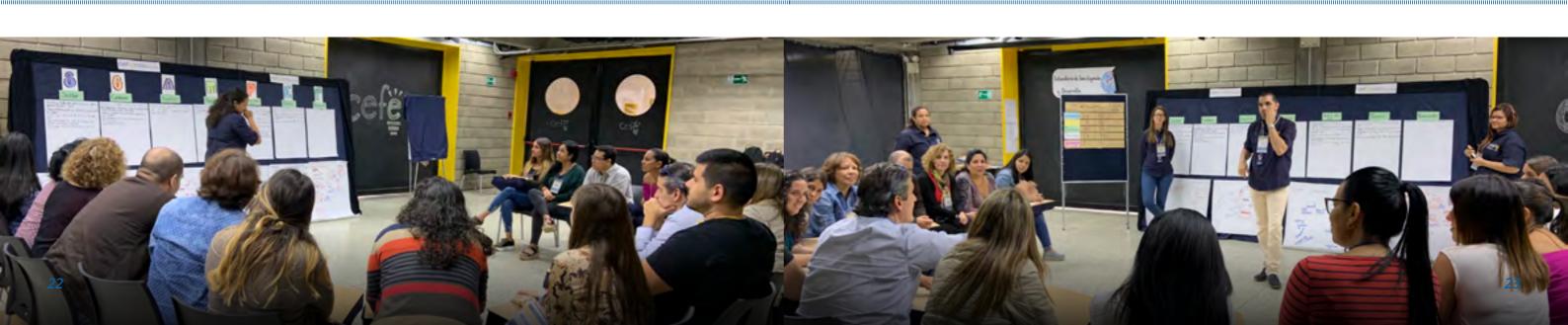


### Laura Gayoso & Juan Moya

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.

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.



# **VENEZUELA 2020**



**CEFista from Venezuela** 

Expansion, diversity and strengthening are three words that can summarize and take the first steps to contribute to Venezuelan ders.

### 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



**CEFista from Venezuela** 

168 hours of joint work, the expected moment finally arrived, the moment in which 2019 for CEFE Venezuela. the Advanced CEFistas pre-A year where for the first sented the final training prodtime, we cross borders uct, designed and developed based on CEFE methodology, on the stage of EL MASTER. In compatriots in nearby bor- this final module of the FACES diploma, the Advanced CEFistas take on the challenge of testing their CEFE 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

### **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 methodology and strengthen to graphically capture on a the execution with real aumap, its Leverage Zone, made diences. A previous step as a up of the resources that are preparation on their way to available with great strength obtain the License granted by to meet the challenges posed CI. and its Aspirational Zone, made up of scarce resources, identi- CEFE ASIA - A LONG-DISTANCE fying and prioritizing them for PARTICIPATION WITH A HIGHtheir empowerment in terms LY ACTIVE NETWORK of achieving the goals.

This tool was tested and vali- With great emotion we received dated with a team of consult- an invitation from our colleagues ants in the area of technology from CEFE ASIA to participate and systems, who are cur- in the congress held in Myanrently facing the challenge of mar. This time we were not opening new markets and just able to be there and enjoy netas they are rethinking their working and strengthening as business, we rethink the way a global network, but we were to analyze the elements avai- able to give our contribution lable to the team to strengthen, from a distance. grow and move towards the achievement of new challen- An online connection allowed us ges through our FOR.MA model. to share from our experience

### A BOOST TO THE CEFE NET- the diversity of products that **WORK IN VENEZUELA**

In order to advance as CEFis- cesses under CEFE Methodotas and be able to obtain the logy. following levels of certification once the ToT has been suc- With the commitment to be cessfully completed, we have present at the next CEFE Asia developed the JEC - Special conference, we met great Growth Days, a space where colleagues from Sri-Lanka, through a mentoring process Thailand, and of course our the CEFistas manage to close teachers from CEFE Internagaps in their understanding of the tional.

what has been the develop-IEC - SPECIAL DAYS OF GROWTH ment of CEFE Venezuela and allow us to address different segments with training pro-

# **CEFE MACEDONIA'S COOPERATION IN** EASTERN EUROPE AND CAUCASUS.



Jovan Stalevski **CEFista from Macedonia** 

Five to ten years from now, the markets in Eastern Europe, Caucasus and Central Asia will be the most attractive ones for educational services and for doing business. Why?

- 1. They invest in their young population.
- 2. They are rich with natural resources.
- 3. The mindset of their come global and they are starting to think entrepreneurial.

Additionally, the European Union's interest to cooperate with these countries is huge. The EU intends to create competent 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 Window, which allows organi-





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 6 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 opportunitiesonly, 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 stgrtup 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 mimum viable product a fun exercice 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 onging 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 landscape of https://www. specific financial needs of startupyourfuture.de/en/ refugees who want to start partners/, briefly summarized their own businesses or be self-employed in Germany. there is a significant propor-Swati's following key aspects tion of refugees who want were consolidated with the LOK. STARTupCAMP and the

herewith:

to start their own business, in particular those from the Near & Middle East, mainly from Syria (i.e. the MENA region).

- · 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 startup capital remains a big challenge, if not a gap. The numbers of micro-credit products to refugees is far too low, and so are subsi-



Picture 2: lok-berlin with Syrian women group and startup CEFE trainer Susanne

dies 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).



Picture 3: lok-berlin CEFE-based idea-generation combined with preparing prototyping approach in an informal women's group setting (Arwa Idris, the 3rd on the left, has become a successful entrepreneur jointly with her husband Samer Balbeecy. Their restaurant – pub close-by Castle Charlottenburg has become an attractive meeting point).



Picture 1: lok-berlin trainers with startup clients and IBB bankers in Berlin.

# **CONNECTING DOTS:** A TRUE STORY FROM ALBANIA

FROM CO-TRAINERS IN ALBANIA TO CO-PARTNERS IN AR CONSULTING LTD



Ada Përmeti **CEFista from Albania** 

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 - Trained 400 participants and and the CEFE training metho-

dology. 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 In autumn 2018, after almost 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 in contact with IDEA Albania supported them in achieving their business dreams.



SUSTAINABLE DEVELOPMENT GOALS

8 DECENT WORK AND ECONOMIC GROWTH



During my way on converting Ropi had several years of into a CEFE licensed trainer, working experience with I met another person also businesses as a consultant looking forward to turning and trainer. Moreover, he into a CEFista.

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 Korca. 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. We had many things in

common. Last but not least, we discovered that we both lived in the same city, namely Korca. 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'sy'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 The company is characterized 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.

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 mar-

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

SUSTAINABLE DEVELOPMENT GOALS

1 👰 NO POVERTY

GENDER EQUALITY

DECENT WORK AND ECONOMIC GROWTH





**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 in partnership with the High Council for Water and Forests (FMV), SIAQ. Int organized and conducted a series of



CEFE Courses in the district of Tangier, Morocco.

trol of Desertification (HCE- Lilhouloul Chamssia" which tion (OFPPT). FLCD) and the Mohammed operates in the manufacture V Foundation for Solidarity and marketing of solar solutions. This structure is made ducted during a 12-day proup of about twenty young gram in September 2019 and

women who have won awards from the qualifying training centers and institutions in the and carried out by the GIZ The project supported the city of Tangier: the Faculty of creation, under the gender Science and Technology (FST) approach, of the women's and the Office for Professionand the Prevention and Con- energy cooperative "Diyaa al Training and Labor Promo-

The CEFE Training was con-



included 14 participants. The areas: 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 to the young female members skills, knowhow and tools in the following

- Soft-skills: strengthening the team spirit and the values of mutual respect between the members and strengthening the solidarity of the cooperative's members;
- knowing, mastering and adopting the principles, approaches and tools of good governance within the cooperative;
- quire 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 Corporate Management: 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 Marketing and sales: ac- for being prosperous and efficient intra-entrepreneurs



# PROMOTION OF GREEN JOBS FOR **YOUNG PEOPLE IN RURAL AREAS**



**Badia Refass CEFista from Morocco** 

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-V Foundation for Solidarity (FMV), SIAQ.Int organized 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 FLCD) and the Mohammed related to the environment such as fishing or processing wood and natural products. and conducted a series of 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.

SUSTAINABLE DEVELOPMENT GOALS

GENDER EQUALITY DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

1 NO POVERTY

Within the framework of this mission, the projects and project leaders identified will benefit from capacity building in order 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



# INTEGRATED RURAL ECONOMIC DEVELOPMENT PROGRAM



Gamini B Herath CEFista from Sri Lanka

# Project Concept and Target Groups

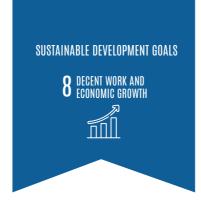
This project aims to contribute to poverty reduction in two of the most economically disadvantaged provinces in Sri Lanka, which is expected to be achieved by increasing income for target groups and creation of new employment opportunities for all. The focus lies on the most vulnerable people: women, 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

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 in 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.
- Providing tailored training in business management, technical training and marketing techniques in line with international standards to target MSMEs and providing required inputs, infrastructures and working capital.
- Conducting awareness sessions on sustainable production and consumption and on equal employment opportunities for all targeted MSMEs and on innovative ecological farming practices and post-harvest techniques

for target producing 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 sec-

tor 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 disaggregated 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 project's 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.

# SEE CEFE — INTERNAL MENTOR TRAINING PROGRAM

DEVELOPMENT OF INTERNAL MENTORS FOR ONE BIG BANK BASED ON CEFE



Sandra Savanovic **CEFista from Serbia** 

cial 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 freeof-charge service offered by the bank, applied for the mentorship. It was a win-win

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 One of the leading commer- 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 menapproach - the bank got new tors - 70 people applied and



SUSTAINABLE DEVELOPMENT GOALS

17 PARTNERSHIP FOR THE

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 corporative 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 Exer-

cise, Dart Exercise, Mini-Market, Market Room Simulation, Matchbox Champions, Crown dustries, from which most 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 instartup 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









# **CEFE REGIONAL CONFERENCE ASIA**

IMPRESSIONS FROM A CEFISTA



Verni Vijayarajah **CEFista from UK** 

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 presen-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

in Myanmar' which later vindicated my participation bequeathing pleasant and creative energy within me, personally.

My fondness about CEFE approaches never faded 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. tation, 'CEFE International and 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 'CEFE Asia Conference 2019 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.

SUSTAINABLE DEVELOPMENT GOALS

17 Repartnership for the

DECENT WORK AND ECONOMIC GROWTH

The CEFE conference un-folded wide-ranging participation, within me, although I went 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 enegised. 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 reguested 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 passit on to the students. Then the participants finalized and set up their training design.

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 We introduced CEFE to the 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.

The unforgettable memory arises from the workshop

held in Bagan, July 2019: We on the experiential learning run the exercise called "Box Factory" for management and leadership skills. After the action, we asked them what did happen?Atthattime,oneofthe professors, who was in the losingteam, 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

cvcle."

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** 



# **NEW CEFISTAS FOR NIGERIA**





Dr. Caroline Alenoghena **CEFista from Nigeria** 



Picture 1: Prof. O. K. Abubakre Internationally certified Cefe trainer. conducting a session at the ToT November 2019

Theintervention 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 student union body annually and specialized trainings for staff and the entire university community.

ving 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 leadership training for the mission to boost entrepreneurship activities in the university. They acknowledged that the high rating of the employability of university graduates is largely attributed After many years of not hat to the entrepreneurship



Picture 2: Celebrating a win – the CEFE way



Picture 3: Some new cefeits pose outside the training hall



Picture 4: It's time to get feedback - Cefe way

of the university. The university management in collaboration with development partners GIZ and CEFE Nige-Trainers (ToT) for academic staff across various de-

The CEFE ToT was anchored by CEFE trainer: Prof. O. K. Abubakre. He was assisted

approach by the CEFE unit by four other trainers; Prof. participants expressed their O.Ojutiku, Mr. M. Gbate, and Dr. (Mrs) C. O. Alenoghena. The trainers were from FUT Bida representing CEFE Nigepartment in the university. ria. The training can best be described as the hall mark of the CEFE Unit in 2019 as it saw a harvest of 28 new CEFistas. In a formal closing session, the

(Mrs) Z. D. Osunde, Prof. R. appreciation for the training.

The enlarged and strengthen CEFE team of the univerria, conducted a Training of Minna while Mr. M. Gbate is sity have committed themfrom the Federal Polytechnic selves to working together towards achieving the goal of "acadoprenuership" – turning academic ideas into business and the use of the e-learning platform for teaching their students entrepreneurship.



Picture 5: CEFE all the way

# PROJECTS UPDATES FROM CEFE BIH





Tamara Bjelic & Zoran Kulundzija CEFista from Bosnia and Herzegovina

During 2019 and 2020, **CEFE Bosnia and Herzegovina (CEFE BiH)** implemented several projects with various partners and donors.

"The Flood Recovery Proogramme" 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 with Follow-up Mentoring & Business Advisory Assistance. As a result of the project, six Start-ups have been created, out of which at least five are still operating successfully.

"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 hithech goal is to invoke interest and improve 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





# **PROJECTS UPDATES** FROM CEFE BIH







Tamara Bjelic & Zoran Kulundzija **CEFista from Bosnia and Herzegovina** 

<<

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 BH capitol. 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



CEFE BiH began implemen ting the "Youth Leader Strate gy and Action" project, with goal of improvement youth activism, youth engagement and youth leadership in lo cal 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 (US-AID).

In the second half of 2020,

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 couple of months developed, tested and applied their own **CEFE BiH Online Training** Methodology, based on the principles and settings of the CEFE Methodology. Modern technologies used with creativity, imagination and training expertise led to



the fact that our Online Train- leader in Start-up follow up ing Methodology is almost as interactive and participatory as standard live training. We are very proud to the fact Year 2020 will stay infamous 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 methcouple of groups, participants who have started training li-ve (first module) and then continued online, in final training evaluation valued their preference of live and online methodology to 50%-50%.

In past several years, CEFE BiH also developed a comprehensive Start-up Follow-up Mentoring & Business Advisory Assistance methodology and assets, that enables us to simultaneously provide hundreds of Start-ups with continuous support and emergency interventions when needed. This methodology and experience gathered during the last several years, makes CEFE BiH arguably the

and mentoring support in BiH at the moment.

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 odology is the fact that in the 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. 51

# **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 reguests 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 Iguique 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.

SUSTAINABLE DEVELOPMENT GOALS

5 GENDER EQUALITY

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.

Between November and December 2020, we facilitated an online ToT for 18 indigenous leaders. This online version followed the same route as a face-to-face ToT but was shorter, with only one practice per participant. Once again, and with all the challenges involved in working online from isolated locations in the Andes, we were able to get the participants to make adaptations to the exercises in their practices, now in the virtual training room. Beautiful initiation rites, thanks to Mother Earth and to the ancestors motivated the partici-



pation and generated a great day in our project live, reinclimate of trust.

through starting with the Personal Entrepreneurial Characteristics, ending on business In order to include the ancestral Andean worldview of business, we have included In 2021, we will continue to tools of what is known as rehas been very appropriate for participants.

of TPH Concepción and the terprises. Originarias' program. Every

forces us in our mission to collaborate in their empower We have worked our way ment of our country Chile and to advance towards what the indigenous peoples call the "buen vivir", the "Suma management and evaluation. Gamaña" Aymara and the Mapuche "Küme Mongen".

train CEFE facilitators to work generative economy, which with the indigenous world. The challenge is to contribute the future enterprises of the to the formation of a network of facilitators in different regions of Chile who are work-Throughout the project we ing for the empowerment of observed with great satisfac- indigenous women and the tion this virtuous relation- strengthening of their ecoship between the CEFE team nomic, social, and cultural en-



# **CEFE IN PERUVIAN COOPERATIVES**



**Karim Vargas CEFista from Peru** 

When talking about Peruvian one of its main mandates is business and social organiwho, due to the precarious conditions in which they find themselves, require an organ-

nized cooperatives as highly is the perfect example: we have had many years of internal conflict and the cooperatives survived those disrup- tions. tive times.

in international markets.

can continue responding to the changing international

cooperatives, we talk about the development of the capacities of all members and zations that have been rec- collaborators. Its organizaognized as an alternative for tional structure needs to have small Peruvian producers, a permanent education committee to enhance human capacity building.

ization that represents them CEFE's methodology, based on the principles of Andragogy, fits perfectly with the de-Many studies have recog- velopment of capacities to be carried out by the education resilient organizations. Peru committees of the cooperatives and with the new Covid-19 protocols, it has been possible to develop training ac-

Such is the case of the Ba-The cooperative is aware of nana Growers' Cooperative the need to have qualitative - APPBOSA, located in the Pihuman resources so that it ura region of Peru, which, in an alliance of national and international organizations, has demands. For this reason, implemented a day of mo-

tivational workshops called "Generating Gasoline for our Brain".

SUSTAINABLE DEVELOPMENT GOALS

8 DECENT WORK AND ECONOMIC GROWTH

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 change 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 characteris-

tics/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 has affected many countries and their economies hard. Countless numbers of companies are struggling, are shutting down or going bankrupt.

adapt. Adaptation means learning new things. This is a challenge but it could offer new opportunities. As customers' needs and requirements have already changed, SMEs should nec- Moreover Since April 2020, essarily adapt their products and the way they serve their customers to the modern and pandemic influenced world.

And so did Signifikan Bina Insan (SBI). As a company pro-

viding 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 Thus, entrepreneurs must 24 per training group.

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

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!

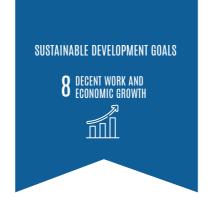
The digital exercises are a bit longer than offline training, also the smooth transaction between buyer and seller via WhatsApp and/or ZOOM chat privately is also not that easy. In addition, we have also conducted an online training on business coaching for NGO staff.

### And what about an offline training during the pandemic?

The biggest challenge with online training is that not



Photos credit: Arfandy Majid, CARE Indonesia





all trainings can be conduc be conducted in a large or ted 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 takemust undergo a rapid test before the training day; (2) masks are a must; (3) they must wash their hands and use hand sanitizer; and (4) the have to keep physical distance. To maintain physical distance, the number of participants in a group should not exceed 16 and should

open room. A working group should consist of only 2 participants.

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 preand post-test, the daily evaluation and final evaluation are done with Google-Forms.

In September and October 2020, SBI conducted trainings organized by RIKOLTO Indonesia for representatives of agricultural cooperatives in Solo (Central Java province), Poliwali Mandar (West Sulawesi province), Masamba and Tana Toraja (Central Sulawesi Province). Then, in November 2020, we conducted CEFE training for sanitation entrepreneurs in Malang (East Java province), financed by USAID.

In addition, from 10 to 12 December, 2020, SBI teams conducted a CEFE training for two groups with 29 participants composed of CARE Indonesia Some exercises should be 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



Blagoj Trajkov **CEFista from 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

panding the CEFE network

As part of the project "Creation of regional entrepreneurial centers in Eastern Macedonia", funded by the US Embassy in Skopje, CEFE Macedonia managed to expand its network by establishing two regional entrepreneurial centers:

**CEFE ISTOK - Stip and CEFE Strumica - Strumica.** 

talk about spreading the CEFE methodology impact and exThe project's main goals was to keep young talents in the country, targeting people aged 18-40 yeas 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.

SUSTAINABLE DEVELOPMENT GOALS

8 DECENT WORK AND ECONOMIC GROWTH

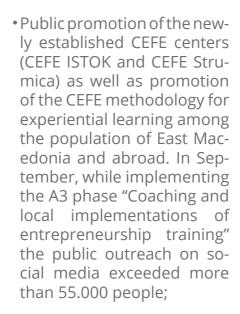
Through this project, CEFE Macedonia mapped the potential human resources of support for entrepreneurs in Macedonia from different organizations and expanded the network of collaborators. With creating new experts and entities in the field of entrepreneurship, we are creating new possibilities to support 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 <sup>™</sup> 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;



· 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:

business skills training for young people implemented in September-October 2020

new CEFE trainers

young participants on the CEFE business skills training

training satisfaction of the participants



The official ceremony of promotion of the newly es tablished CEFE centers and the certification ceremony of from Macedonia, as well as the new CEFE trainers took from the CEFE centers in Philplace during the online event ippines and Venezuela had "Competency based econo- the opportunity to express mies, through formation of their opinion and experientrepreneurs", an event ence of using the experiential which was part of GEW 2020 -Global Entrepreneurship Week 2020, organized and supported by Startup Macedonia.

pact of the experiential training in the creation of competent entrepreneurs, and through them the empower-

ment of regional economies. This was an international event where guest speakers method of learning in their trainings.

The final part of the event was the promotion and cer-The main goal of the event tification of the new nationwas the promotion of the im- al CEFE trainers and CEFE centers, where participants of the event had the chance to learn more about the project and the project outcomes.





# **VENEZUELA 2020**



Laura Gayaso **CEFista from Venezuela** 

2020 has been a year of reinvention, growth, and transformations in many aspects for CEFE Venezuela. We did not pause our activities, on



Juan Moya **CEFista from Venezuela** 

In January we launched the first CEFE Assessment Center. the first program in which we merged the objective of the Assessment Center for perthe contrary, it was a year sonnel recruitment with the with a lot of action for us, let dynamics of the CEFE Methus narrate our great year: odology. 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 faceto-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.

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 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 CARA-CAS in support of the Venezuelan Entrepreneurial Ecosystem. In this same line we



joined the volunteer commit- raising awareness about tee to give life to CEFE in the digital world and to be part of #cefegoesdigital.

For the second half of the training program under CEFE year that surprised us all, a methodology to increase the new CEFE awoke from the hand of a team of CEFistas who accompanied us in the birth of a new product: Inte-Grow (Productive Integrated Teams) an online corpostrengthening 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

the importance of donating blood, HUred, a foundation created by three advanced CEFistas who developed a number of voluntary blood donors in the country.

Simultaneously, we started the online training of one of the modules included in the rate program dedicated to 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



# **VENEZUELA 2020**



**CEFista from Venezuela** 



**CEFista from Venezuela** 



of the technique, adapted to online learning.

In July, we were part of the In August and September, we jury of the "Fundación Empresas Polar's 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 vulnerable population in the their development.

This month also gave us our cute the first ToT in Colombia, greatest achievement so far, our essence of face-toface 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 entrepreneurships 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.

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 Colombian-Venezuelan border. Our objective is to exetraining 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 pu-

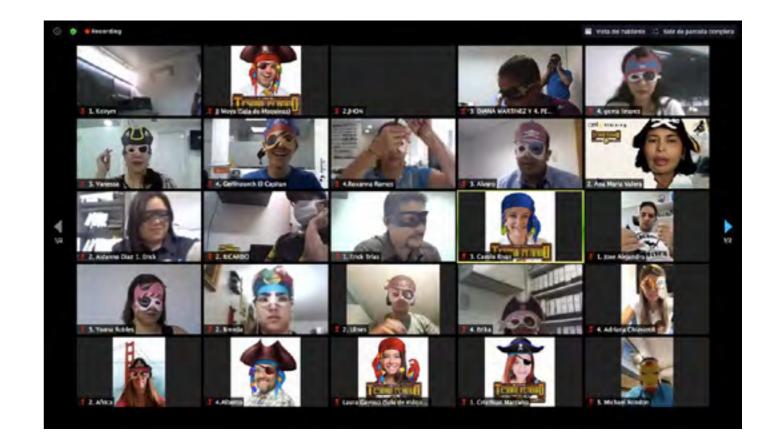
SUSTAINABLE DEVELOPMENT GOALS

17 A PARTNERSHIP FOR THE GOALS

SUSTAINABLE CITIES AND COMMUNITIES



Picture: Cefe Home- Venezuela



blic 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 vir-

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

# **EMPLOYMENT PROMOTION** IN DARFUR FOR REFUGEES, IDPS **AND HOST COMMUNITIES**



**CEFE International** 

Lina Sinzinger

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 CO-VID-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 entrepreneurship 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.

SUSTAINABLE DEVELOPMENT GOALS 7 🔯 AFFORDABLE AND CLEAN ENERGY 8 DECENT WORK AND ECONOMIC GROWTH 17 🗟 PARTNERSHIP FOR THE

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 Mobilization (thereby generating additional project ideas), and B. Pipeline Development (thereby increasing the number of

In a consortium with our partner agency Conoscope, CEFE International took over the

bankable projects).

**VIRTUAL MATCHMAKING** 

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 realisation of an event with 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 Matchmakings 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 webconferences with a match-



Lina Sinzinger **CEFE** International

making component. 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 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.



CEFE • SPECIAL NOTES

### SPECIAL NOTES . CEFE

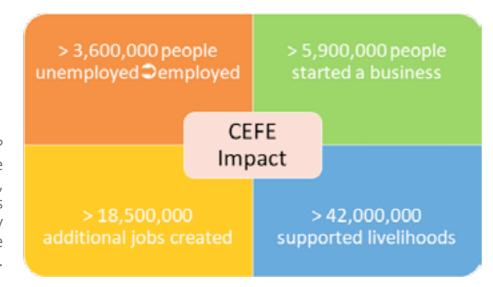
# LET US IMPACT!





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.



### Where do these numbers come from?

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.

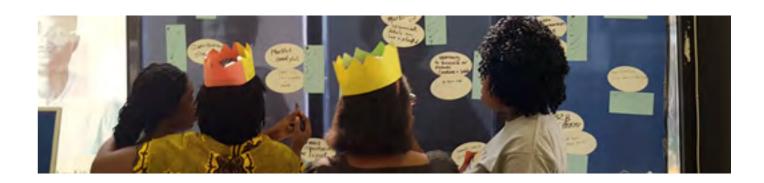
### **CEFE** combats unemployment

**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 **CEFE creates employment** 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 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 **CEFE convinces** a 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 *In total...* family members or friends. This results in a total of 42 Mio people with improved livelihood, apart from the respondents and employees.

When asked if they would like to participate in further CEFE training, 91.4% of the re- **Thanks** spondents 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 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 con-

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.

### 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 interviewers. 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.

# **BEFORE AND AFTER THE TOT**

OUOTES FROM VENEZUELA

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:





SUSTAINABLE DEVELOPMENT GOALS

8 DECENT WORK AND ECONOMIC GROWTH

Laura Gayaso **CEFista from Venezuela** 

Juan Moya

CEFista from Venezuela

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:

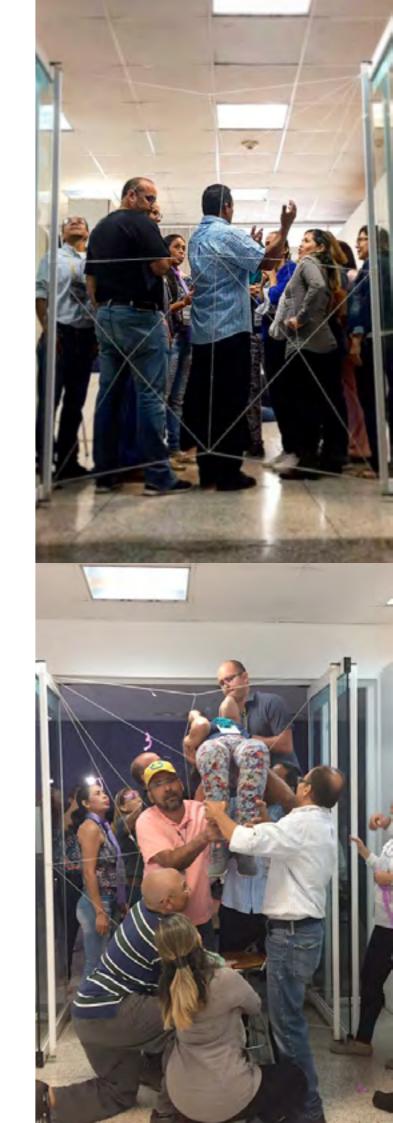
"Structuring each activity with order and professionalism as CEFE demands, plus the fusion with laughter, a tool we have been leveraging for a long time, has led us to create fun, unique learning experiences that invite the participant to experiential transformation from joy, also achieving our goal 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, is the same as the way in which I live it, the way in which I process it, the way I process it, the way I can generalize it for myself and the way 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".



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# A NOTE FROM A E-FACILITATOR



Zura Bazarova CEFE International

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

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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)

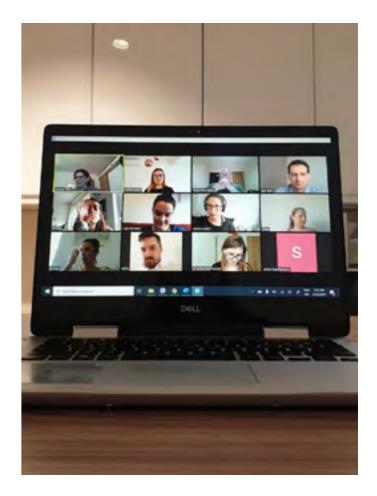
Planning, preparation and time are rather crucial issues one has to begin with as an e-facilitator. It is obvious, that more detailed planning is required due to technical set-up and online exercises.

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

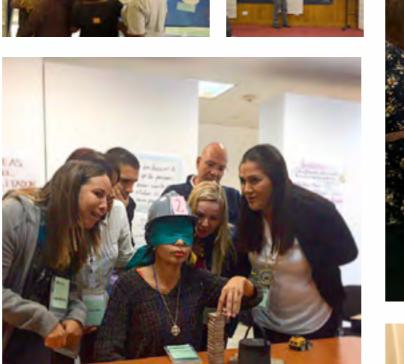


different behaviors of the participants, who are not get used to a text-only or chat-only principles. The interaction with the participants is becoming therefore a big challenging issue.











# CEFE MEMORIES















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