

REVIEW OF THE YEAR

CEFE PANORAMA '21

EXPERIENCES
OF THE GLOBAL
CEFE NETWORK

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THE NEW THINK BOOK



WELCOME

Wow! Another year has passed by and we are heading to the third year of living with Covid-19. The world changed so drastically through this global pandemic. The way of learning changed and so the way of doing CEFE changed. The cefegoedigital Movement concluded successfully with developing the CEFE Digital manual and a compendium of 16 e-exercises. Moreover, we were able to run the first commercial E-facilitator advanced.

We received many requests by CEFistas that CEFE should not transform fully into digital ways of working and that we should not forget about the great success that CEFE has gone through in the last 35 years. We fully agree on that and we are now looking forward to jointly transform CEFE into a hybrid version,

“*The world changed so drastically through this global pandemic. The way of learning changed and so the way of doing CEFE changed.*”

where the focus will be our participative and action-orientated learning jointly with the beneficiaries in the training room. However, the future will lead us to a CEFE hybrid, consisting of on-site training, online learning components and additional advisory services such as coaching and mentoring and joining hands with different approaches and instruments such as design thinking, lean start-up, agile leadership, start-up week and many more. We started walking along this path in the recent years, but now it is time to take our learnings on a global level.

Besides changing CEFE into hybrid learning, we will face a very special year. One of our ‘CEFE Master Minds’ is facing his last year in actively being involved in the day-to-day project business and being part of the head of the global CEFE community. Since his ToT in 1988, Eberhard Peter Baerenz, mainly known as Peter, has transformed CEFE into global Best Practice of which thousands of CEFistas build

their competences and capacities on. Many well-known CEFE exercises were developed by him. Through his career he has inspired young professionals to find passion in work by promoting businesses all over the world. One of those professionals was me – his daughter Marlinde Elisabeth Baerenz. I will continue his work and we will make sure that the transformation will be coordinated smoothly. Since 2012, we both manage the consulting CEFE International and coordinate the CEFE global network.

We welcome you to the 10th edition of the CEFE Panorama. Unbelievable, but true it is our 10th publication, where we are not only collecting news from the CEFE community worldwide, but where we are also publishing future projects and promoting our work in the consulting field. Have a look into it and even more enjoy it.


**Eberhard
Baerenz**


**Marlinde
Baerenz**



CEFE *goes* DIGITAL

CEFE goes DIGITAL

Part II

Marlinde
Baerenz
CEFista from
Germany



You remember? Already in last year's CEFE Panorama we presented our cefegoesdigital movement. I wrote about the challenges in the implementation of CEFE digital and it is amazing how far we have come since then. *With what did we succeed?*



The CEFE Digital manual was finished and approved by the CEFE Master Minds around the world.



Digital quality through the integration of a digital coding system.



A compendium of CEFE e-exercise was developed with new exercises and adjusted ones from the very well-known ones.



Implementation of the first two CEFE digital advanced trainings, where CEFistas' skills were upgraded.



All documents already exist in English and Spanish.



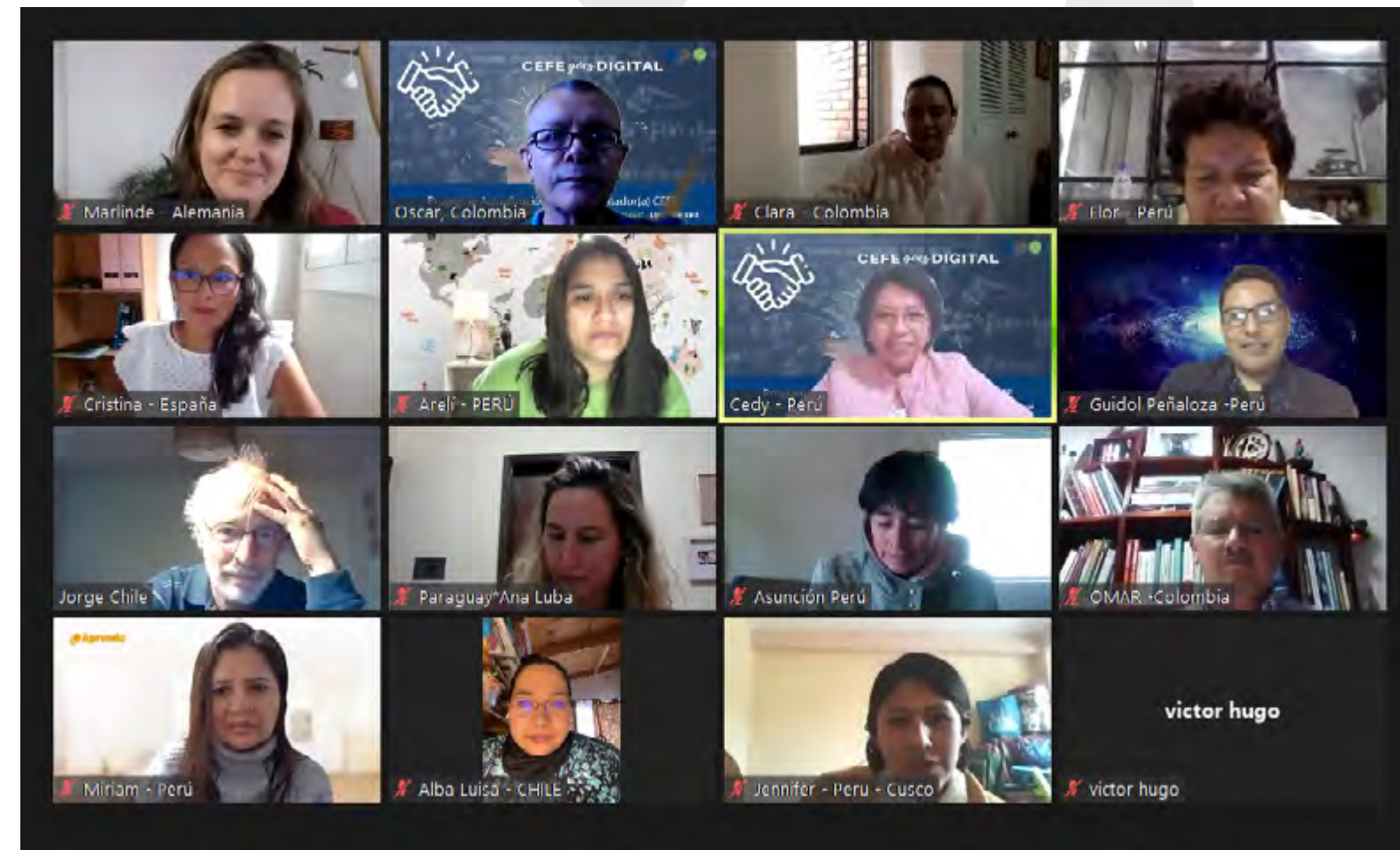
More and more courses conducted at the CEFE Academy, namely in India, Libya, Tunisia, Iraq, Ghana, Morocco, Sudan and Germany.



Integration of the CEFE digital license into the international certification system.



Last but not least, a two-week digital global CEFE conference was conducted this springtime.



The road does not end here! We need to continue and do the next transformation step into CEFE blended learning. In addition, we need to train more CEFistas and spread the CEFE digital license within the network.

A meeting with the CEFE Master Minds mid of November have brought up a strategy on how to continue with it. For more information have a look at our article 'News from the CEFE network'.

CEFE E-Facilitator

CEFE LATAM Digital a Reality that Advances

Oscar Lopera
CEFista from Colombia



CEFE Goes Digital. Time has passed quickly. And the world has changed. For CEFE

International the pandemic has been a time of reflection, change and hard work. For a year and a half, through volunteer groups and social media exchanges, we have been preparing to take CEFE into a digital world. **Now it is done,** we have completed the first **CEFE E-Facilitator Programme**

in Latin America, facilitated by two CEFE Master Trainers, Cedy Aronés Ochoa, Peru and Oscar Lopera Quintero, Colombia, delivering the first

13 licenses, as **CEFE Digital Facilitators**, to CEFistas from Colombia, Chile, Paraguay and Peru.

SUSTAINABLE DEVELOPMENT GOALS

4 QUALITY EDUCATION

8 DECENT WORK AND ECONOMIC GROWTH

Module 1

In Module 1, Approaching CEFE in a Digital Environment, the concepts, criteria and tools of CEFE Digital have been worked out. Three digital exercises were completed (Sofia's Antenna, Eccentric Hats, Scampering and innovating) by the facilitators. Further, a first Digital Laboratory was carried out, where teams did digital CEFE exercises, specifically developed for the program.

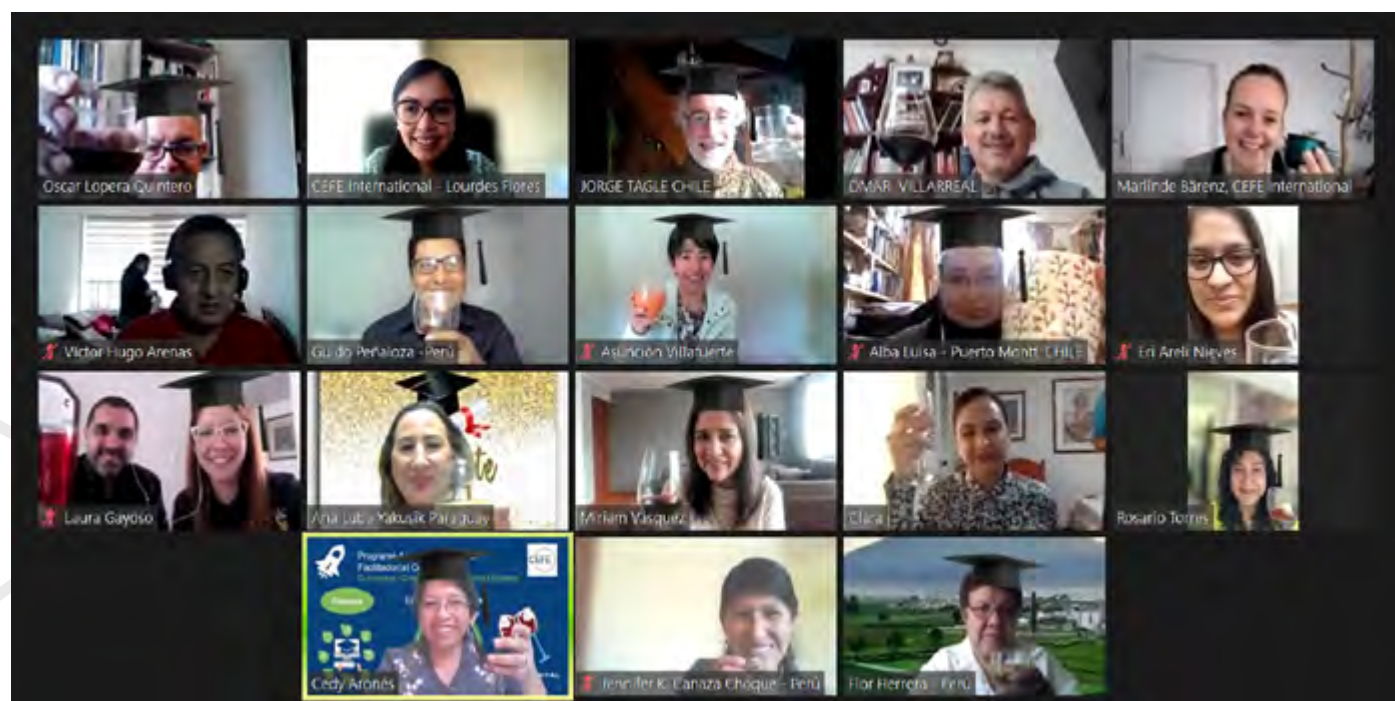
The conceptual part included:

CEFE Digital Concept and Foundation, Learning Cycle in Digital Environments, CEFE Digital Facilitator, CEFE Digital Facilitator Performance Guidelines, CEFE Digital Facilitator Tools, CEFE Digital Participant Tools; Participation, Synergy and Digital Motivation. In this module the most used Apps and digital resources in Digital Facilitation were presented and used.

In Module 2, Doing CEFE in a Digital Environment, a process of Design, Development and Testing of CEFE Digital Workshops using the Design Sprint Method was carried out, culminating in the realization of a second

digital laboratory. Several Exercises were presented: Digital Mini-Market, Product Market Adjustment, MESE Model for the identification and selection of business opportunities and the Digital Art Gallery.

Module 2



CEFE LATAM E-Facilitator Program

The program, conducted between August 30 and November 10, 2021, with a duration of 102 hours, was divided into three modules.



Module 3

To finish in Module 3, Applying CEFE with Target Groups, participants had to carry out a digital workshop with a target group, with a minimum duration of 12 hours, which must include: Synchronous and asynchronous sessions, a digital tools testing session, development of three digital exercises, dynamics or digital vitalizers, and three asynchronous activities with a digital reinforcement resource in Genial or Wordwall. The process included Coaching and

Supervision activities. The workshops were supervised by the facilitators, evaluating and giving feedback of their performance as digital facilitators, using the criteria and formats defined by CEFE International.

We work with five target groups:

a) **Entrepreneurship Tools Workshop.**

Target group: Entrepreneurship advisors and

CEFE E-Facilitator

CEFE LATAM Digital a Reality that Advances

Oscar Lopera
CEFista from Colombia



Module 3

- consultants from SENA in Nariño, Colombia;
- b) **Workshop on Costs.**
Target group: Venezuelan migrants who start businesses in Lima, Trujillo and Piura, Peru;
- c) **Marketing Strategies Workshop.**
Target Group: Cooperative of producers of cheese and derivatives of the region of Ayacucho, Peru;
- d) **Entrepreneurial Mentality Workshop.**
Target Group: A group of young rural students from schools in Cusco, Peru;
- e) **Canvas Workshop.**
Target Group: Consultants and business facilitators from Peru, Chile and Paraguay.

SUSTAINABLE DEVELOPMENT GOALS

4 QUALITY EDUCATION

8 DECENT WORK AND ECONOMIC GROWTH

Lessons learned:

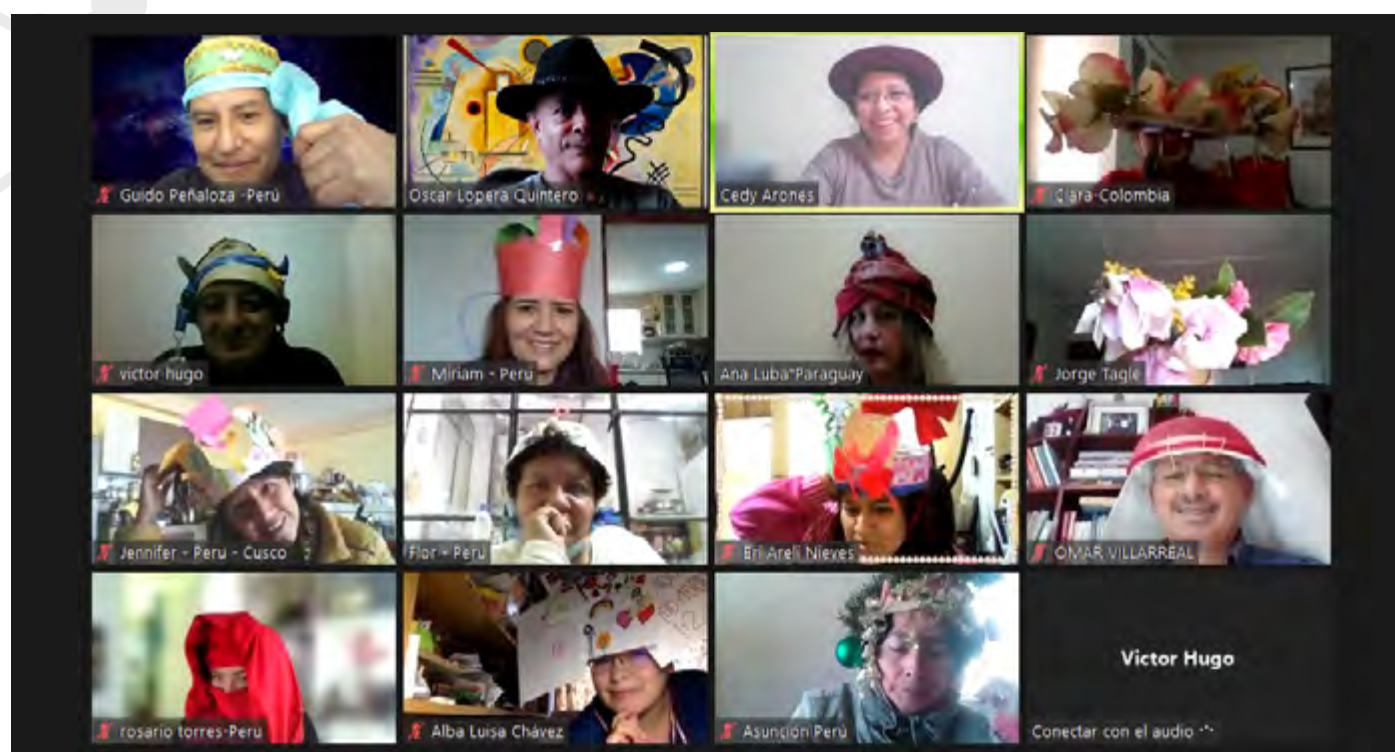
As a starting point for CEFE goes digital, we asked ourselves one question: Can we do CEFE Digital with the same energy, motivation and impact, as CEFE does in the face-to-face environment? The answer is a resounding yes. Let's look at the arguments.

If we do digital CEFE with proper professionalism, we can:

- Generate active, fun and participatory digital experiences, incorporating the mechanics and techniques of educational gamification.
- Carry out a good participatory implementation of the CAV, leaving room for different learning preferences.
- Reinforce and deepen concepts and applications of the exercises and scripts with asynchronous assignments and digital resources.
- Apply CEFE Digital for different target groups of high and low schooling and digital access.
- Build an atmosphere of trust, synergy and joy.
- Give an added value by the participation of people from different regions and/or countries.
- Use different digital resources, especially those applications that are free and more user-friendly. We have used: Zoom (focusing on basic functions), Meet, Whatsapp, Jamboard, Miro, Mentimeter, Genial, Wordwall, Canva, Educaplay, Ppt, Excel, Video, Music, Drive, Roulettes; and as a platform CEFE Academy.

Although **it is necessary to continue perfecting CEFE Digital**, we are very satisfied with this first step in LATAM, where we achieved great progress:

- A group of 13 digital Cefistas, starting to implement CEFE Digital in their countries.
- A CEFE digital manual in Spanish that we have called "**Brújula Facilitador(a) Digital CEFE**", which contains the concepts, criteria and tools of CEFE Digital.
- A portfolio of digital exercises that grows with various inputs and adaptations (28 digital exercises are developed in the program).
- Each person participates in five digital labs.
- Lots of digital teaching material for synchronous and asynchronous sessions.
- **And the most important thing:** A lot of motivation, commitment and enthusiasm. We are convinced that CEFE Digital can be the opportunity for a new resurgence (or revolution) of CEFE in the World.





CEFE
International's

PROJECT
PORTFOLIO
2021

CEFE INTERNATIONAL'S PROJECT PORTFOLIO 2021

In 2021, CEFE International was commissioned to conduct an interesting range of diverse projects.



TAJIKISTAN

NOVEMBER 2019 –
MAY 2022 (extension
planned)

As part of the TRIGGER programme, CEFE International has the task of qualifying staff from several national incubators and accelerators as start-up trainers and coaches in two locations (Dushanbe and Khujand). When the assignments were planned for the beginning of 2020, COVID 19 changed the framework conditions. Concepts were developed for distance training using computers and later even mobile phones, but these proved unfeasible due to internet limitations. Finally, we conducted the training via distance learning from Germany, with the Tajik trainers attending the different modules on site. This worked very well, and the training and coaching for the future entrepreneurs is ongoing on a large scale. The project is now to be extended until mid-2024 and cover two more rural regions.



GLOBAL

JANUARY 2021 –
DECEMBER 2021

Working with Import Promotion Desk always makes fun. We were contracted several times in 2021. We have developed a fully asynchronous Export Marketing Plan training for their platform. Conducted a three months business coaching for one business in Ghana.



GLOBAL

JANUARY 2021 –
DECEMBER 2021

This year, we have continued to conduct seven online trainings and one on-site training in negotiation and facilitation skills. The trainings undertake two to three days of duration. Negotiation skills is specifically focusing on the Harvard Method and achieving the Win-Win Approach. Presentation skills training has a deep look into the participants' individual competencies and capacities in this topic. Through practical experience they learn in which areas they need to improve.



GERMANY

DECEMBER 2020 –
JANUARY 2021

Already started end of 2020, we continued with developing an e-facilitator guide for AIZ trainers to support them in the transformation from on-site to online training. Once the manual was drafted we conducted a e-facilitator advanced training.



GLOBAL

SEPTEMBER 2020 –
FEBRUARY 2022

In the second half of 2020 and in 2021, we continued with the implementation of the BMWi Manager Training Programme. The Corona pandemic presented the programme with a whole new set of challenges: instead of continuously receiving participants in Germany, we conducted the manager programme, like many other projects, virtually. Two manager delegations with representatives from Iran, Azerbaijan, Moldova and Belarus were supported in deepening their management skills and getting insights in German corporate governance to transfer into their own companies.



SUDAN

APRIL 2020 -
SEPTEMBER 2022

In Darfur, CEFE International (CI) implements on behalf of Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ) the project "Employment Promotion Darfur for Refugees, IDPs and Host Communities". The overall goal of the project is to improve employment opportunities for young refugees, IDPs and host community members in Nyala. However, because of the COVID-19 Pandemic, this project changed to the digital format. In this regard, CI carried out 3 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. We implemented them in Nyala, El Fashir and El Geneina. Due to the unstable political situation in Sudan, the planned activities on site could not be carried out so far and are on hold. It is planned to realise them in 2022.



GHANA

APRIL 2021 - MARCH 2022

In 2021, CEFE International has been engaged by GIZ Ghana within the framework of the project "Recycling and Disposal of Waste of Electronic Equipment in an environmental sound way" to conduct a training of trainers and coaching. Targetting technical advisors of the project, e-waste trainers, NGO employees with focus on plastic waste and e-waste, and members of the Ministry of Environment and the Environmental Protection Agency, the CEFE-ToT aimed at compiling environmentally friendly e-waste management practices and develop entrepreneurial qualities from them to strengthen the economic sustainability of micro and small enterprises in the e-waste sector in Ghana.



GLOBAL

NOVEMBER 2019 -
SEPTEMBER 2022

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. In mid-June last year, we launched the first large virtual event. In 2021, the consortium CEFE International with CONOSCOPE was also commissioned by GET.invest with the implementation of virtual event solutions. Thus, we have been able to realise 12 events since the start of the virtual events in a very complex technical setup between January 2020 and December 2021



INDIA

APRIL - JUNE 2021 AND
AUGUST - DECEMBER 2021

In 2021, CEFE International joined hands with GINSEP, the German Indian Start-up Exchange Program, to conduct Webinar series and one-week Study tours supporting Indian Start-ups (and Incubators) scaling to the German market. In May and July study tours and webinars were conducted in the frame of the GIZ financed Programme for Modernisation and Innovation Promotion in Micro, Small and Medium-sized Enterprises in India (MSME INNO). The same services were queried once more in November and December by GIZ partnering with Start Up India, a flagship initiative of the government of India that intends to build a strong ecosystem which is conducive for the growth of start-up businesses, to drive sustainable economic growth and generate large scale employment opportunities. In total, eight webinars and four Tours were conducted in 2021.



ALBANIA

OCTOBER 2020 -
JUNE 2022

In Albania, we implemented the advisory facility CoSolve for MSMEs in agriculture, tourism and other sectors. In the first phase this year, 198 MSMEs that were severely hit by the consequences of the Covid crises in Albania received training and individual coaching to plan change management processes and put them into practice. This aims to maintain their employment and even increase it. We are looking forward to the next round of participants 2022, where 282 enterprises will participate in the project.



ETHIOPIA

NOVEMBER 2021 -
MARCH 2025

The Sustainable Industrial Clusters (S.I.C.) Programme aims at promoting decent jobs and sustainable growth of the manufacturing sector, focussing on the textile and garment sector. A key aspect is the development of industrial parks. CEFE International as lead, in cooperation with sofies / Switzerland, and co-operating with TAYA Consulting / Ethiopia, was commissioned to provide national and international short-term expertise with a huge pool of experts. This will also involve several CEFE advisors. We are looking forward to a challenging project and wish Ethiopia to find peace very soon to successfully pursue its ambitious development goals.

CEFE ToTs

Training of trainers in Ghana

SUSTAINABLE DEVELOPMENT GOALS

- 8 DECENT WORK AND ECONOMIC GROWTH
- 9 INDUSTRY, INNOVATION, AND INFRASTRUCTURE
- 11 SUSTAINABLE CITIES AND COMMUNITIES
- 13 CLIMATE ACTION

Pauline Sautter
CEFE International



The collaboration between CEFE International and GIZ Ghana dates back to 2008 when a CEFE training was first introduced to micro/small scale entrepreneurs to improve their business skills and the long-term economic sustainability of their businesses. Between 2008 and 2009, CEFE trainings were implemented within eight supported industrial zones and carried out with the assistance of CEFE Master Trainers

from Nigeria. By collaborating with the master trainers, four local trainers in Ghana have attained either international or national CEFE certificates. To further scale up CEFE trainings in Ghana and spread the approach to other stakeholders, three more ToTs have been conducted in 2010, 2012 and 2013 jointly by GIZ and CEFE International.

In 2021, CEFE International has been commissioned again by GIZ Ghana within the framework of the project “Recycling and Disposal of Waste of Electronic Equipment in an environmental sound way” to conduct a training of trainers on the scrap yard of old Fadama for technical advisors of the project, e-waste trainers from the scrap yard, NGO employees with focus on plastic waste and e-waste, and members of the Ministry of Environment and the Environmental Protection Agency.



The e-waste handling and disposal has become a critical challenge in Ghana and key stakeholders such as scrap dealers have not responded desirably to several former training interventions. Thus, by creating a pool of CEFE trainers within the e-waste sector, the CEFE ToT aimed at adopting best practices in e-waste handling and devel-

oping entrepreneurial qualities to further promote and improve business development services and to build the capacities and economic sustainability of micro and small businesses operating in the e-waste sector in Ghana.

Thus, the two experienced local CEFE Master trainers Philip Ankomah and Benjamin Kofi, prepared and – under strict COVID-19 regulations- carried out a Training of Trainers in Ghana. The planning and organization of the training, including the selection of promising participants, was carried out in close collaboration between CEFE International, the trainers and GIZ e-waste programme. The training was conducted as a two-module series of 21 days in total and based on the CEFE ladder, starting from entrepreneurial characteristics, marketing, organization/production processes and finance. It also included an introduction of lean start-up exercises, a lean



start-up business plan, and a pitching competition which all proved to be very useful.

The Selection of the participants for the ToT by the GIZ e-waste programme and the trainers was very commendable. Most of the participants

were above average in class performance and delivering the different exercises with quality and understanding of the methodology. The training left all participants highly satisfied having achieved most of their personal goals. They gained competence in the use of CEFE methodology and in delivering a wide range of business development and entrepreneurship trainings. Most future beneficiaries to be targeted by the ToT participants will be SMEs, PSOs, Business Associations and public sector representatives. The ToT participants are quite confident that they will be able to successfully use CEFE in their courses.

To deepen the participants’ skills and complete their CEFE education, three coaching sessions will be conducted by end 2021 and early 2022.



CEFE International involved in new

IPD E-Learning course in the tourism sector

**Zura
Bazarova**
CEFE
International



As the tourism industry has been hit particularly hard by the effects of the Covid-19 crisis, IPD has developed an E-learning platform to support tourism companies and provide recommendations and strategies for dealing with the current situation. In order to help the companies to access the European market to meet the admission, on June 2021 CEFE International was assigned to create the TMAS (Tourism Market Access Strategy) E-learning course.

We were pleased to be involved in this project, as we are enhancing the digitalization of learning approaches, facing the challenges of pandemic time. Besides, we have been working intensively with IPD since 2017. In the tourism sector, the IPD - **Import Promotion Desk** brings together the interests of European tour operators with those of

tourism partner companies in emerging growth markets.

Apart from the tourism sector, CEFE International supported exporters from four more IPD sectors (natural ingredients, fresh produce, cut flowers, sustainable timber products) in the cause of the "Digital Business Coaching Weeks" (2020) through individual online coaching to increase the import from selected developing and emerging countries to Germany and Europe.

Further on, we were preparing and giving virtual sessions on "Export marketing plans" within several projects aiming to facilitate and to sustainably increase the import from selected developing and emerging countries to Germany and Europe.

In 2019, CEFE International has

developed and implemented the two-days cross-sectoral Training of Trainer and developed the full training material to trade fair participation in Germany. The objective of this assignment is to train external coaches and GEPA staff on the content of the course as well as on how to hold the course themselves.

The Tourism Market Access Strategy (TMAS) E-learning course is for all IPD partner companies from the tourism sector, striving to successfully enter the European Market and understand the benefits of a well-structured market access strategy. This course is supposed to be asynchronous, meaning that companies can complete it online according to their own schedule.

While participating in the course, companies will un-

SUSTAINABLE DEVELOPMENT GOALS

4 QUALITY EDUCATION

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION, AND INFRASTRUCTURE

derstand opportunities and threats when entering the European tourism market. They will know their strengths and weaknesses and will be able to design a concrete action plan with specific steps based on the market access strategy.

The course is uploaded on the lpd-learning.de platform, which is recommended by CEFE international. It is divided into three modules accompanied by a case study. The case study showcases Juanita from Ecuador, a small tour

operator looking for opportunities to enter the German speaking tourism market. The case study is embedded in the whole e-course in the process of developing TMAS to enter the European tourism market.



CoSolve

Making Albanian businesses more resilient in times of Covid-19

Tom Buehler
CEFE
International



CEFE International has established a very close relationship with Albania. Since 2017, we implemented two large projects in the country, IDEA and CoSolve-19. Both of them have a great reputation and are well-known in the start-up and entrepreneur community across Albania.

In the IDEA project, which is part of GIZ's ProSEED program, we worked together with 1.995 MSMEs and start-ups nationwide to promote innovative entrepreneurship.

After finishing the project, it was taken over by our valued partner 'Balance Center'.

Over the years and through both projects, IDEA and CoSolve, we developed a close network of CEFE coaches, trainers and mentors, and on top of that we created the biggest start-up network in Albania. Collaborations were formed, and innovative ideas were brought to life. And last but not least: We made many new friends, we were inspired by the highly motivated entrepreneurial community, and we have memories that will last for a long time.

The implementation of CoSolve started in 2021. The Covid crisis had hit the coun-

try hard. Many people contracted the virus, and many died. The world stood still, borders were closed, lockdowns imposed, and the economy went downhill.

Today, we are still in a crisis – a crisis no one ever imagined might happen to us. And still, Albanian entrepreneurs are fighting to survive and keep their business going.

To support them, an advisory facility was established by the GIZ programmes ProSEED and SRD to help MSMEs (micro, small and medium enterprises) to successfully overcome the crisis, to secure jobs or even to create new employment opportunities.

SUSTAINABLE DEVELOPMENT GOALS

1  NO POVERTY

8  DECENT WORK AND ECONOMIC GROWTH

Applying our participatory, action-oriented approach in training and coaching, based on the CEFE methodology, we help MSMEs from tourism, agriculture and other sectors to lay the foundation for sustainable change.

Our approach is based on the Resilience and Growth Strategy Path. The first MSMEs had almost completed the path when this article was written. Based on the concept of blended learning, participants attended camps where they expanded their knowledge in useful business skills. In parallel, through individual coaching, they outlined intervention areas, analysed problems and possible solutions, and created a change canvas which will help them make their visions come true and implement a tailor-made change management process.

Let's take one example from an MSME, coached by our tourism expert Ardiola Alikaj to show how this works in real life. The owner of a relatively new hotel, a young man who wanted to promote tourism in his country, ran into problems when Covid started. His hotel targeted Scandinavian customers, and so he found it very difficult to find enough tourists from the Balkans who were willing to pay the relatively high prices. The owner was eager to implement new ideas. When he started getting coached, he had already made some money from guided tours in his



region. This was an additional offer he had started when bookings declined because of the impacts of Covid-19, to make ends meet.

With the guidance of our coach, he learned to diversify and find new income opportunities. He is now targeting a new customer archetype and he discovered opportunities for new synergies: Now he is collaborating with a restaurant: He sells his tours including food at the restaurant. This creates a win-win situation for all – the hotel owner has new customers who heard from the tours in the restaurant, the restaurant has more customers, and the customers enjoy an exciting, guided tour including an exquisite lunch.

This is just one of many suc-

cess stories we have witnessed. By creating synergies, all parties involved gain profit. And often, this leads to lasting friendships and lasting memories.

We are very much looking forward to next year, when we will start with the 2nd and 3rd round of CoSolve-participants. This will lead to an overwhelming number of almost 1.000 micro, small and medium enterprises participating in the project. Imagine this number in a country with 2,8 million inhabitants, where coaching is a new approach. We are proud of our CEFE coaches who make this possible, giving guidance to MSMEs and showing them how they can strengthen the Albanian economy.



Exchange camp in Tirana

Virtual Matchmaking Events

GET.Invest

Lina
Sinzinger
CEFE
International



The pandemic has had an impact on the implementation of planned activities in many international cooperation projects. This was also the case, albeit with a very positive and successful outcome, in the GET.invest project and the implementation of the conferences with a match-making component.

Since the beginning of 2021, CEFE International has been



Figure 1: Abstract of the evaluation of EAIF “What did you like most”

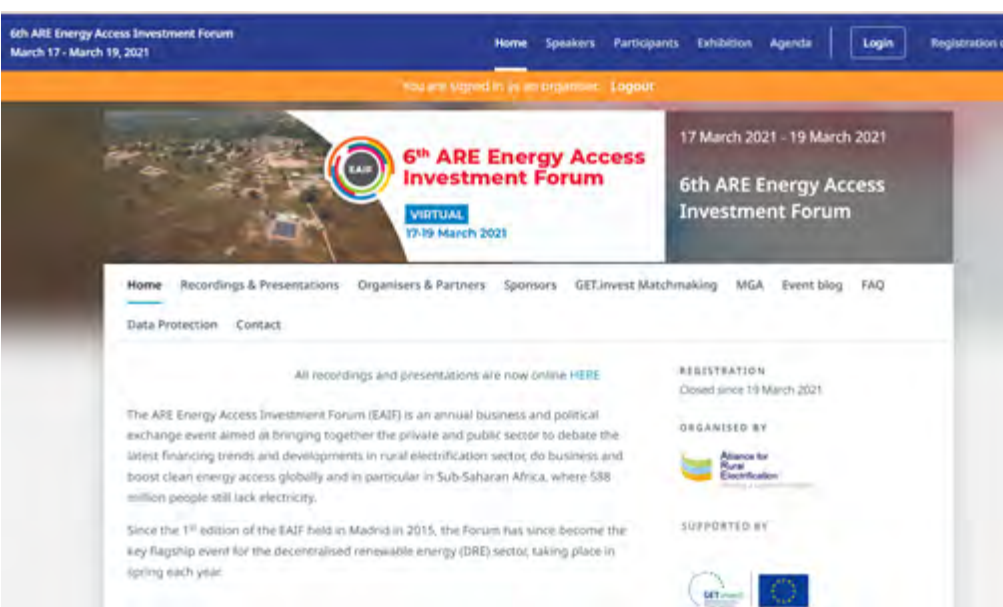


Figure II: Screenshot from our biggest event this year

working in consortium with CONOSCOPE on a virtual solution to implement the events. In mid-June last year, we launched the first large virtual event. In 2021, the consortium was also commissioned by GET.invest with the implementation of virtual event solutions.

Thus, we have been able to realise 12 events since the start of the virtual events. The largest event took place in 17 - 19 March 2021 with 1364 registered participants and 83 speakers. The event

SUSTAINABLE DEVELOPMENT GOALS

8



DECENT WORK AND ECONOMIC GROWTH

1



PARTNERSHIP FOR THE GOALS



Figure 3: Impression on the technical setup for a highly complex virtual event.



was not only large in overall scope, but also complex in its technical setup. It offered the possibility to participate in four running sessions online in parallel via a live stage tab. In other events we were also able to offer the possibility to

switch between up to three languages.

For the coming year and the project phase until September 2022, both on-site events and virtual events are planned.

We as the consortium CONOSCOPE - CEFE International Projects and I personally are looking very much forward to an exciting and innovative year 2022 with virtual and on-site events as well hybrid events.

The Manager Training Programme

in times of pandemic

Pauline Sautter
CEFE International



Already since 2016, CEFE International, together with its consortia partner Conoscope and contracted by GIZ, is conducting the Manager Programme of the German Federal Ministry for Economic Affairs and Energy (BMWi). The Programme is primarily addressing manager delegations representing small and medium-sized enterprises abroad that are interested in economic cooperation with German companies. Under the motto "Fit for Partnership with Germany", it prepares them specifically for business initiation and economic cooperation with German companies. Until the beginning of 2020, seven manager delegations from Russia, Belarus, Georgia, India and Moldova have been welcomed by CEFE International in Cologne.

While the content development and supervision of the programme did generally not present a major challenge

for the experienced team of CI experts, cancelled trains, lost participants, or forgotten passports repeatedly caused surprising logistical problems during the stays of the groups in Germany. In 2020, the corona pandemic presented the programme with a whole new set of challenges: Instead of continuously receiving participants in the host country, the manager programme, like many other projects, had to be switched to a virtual implementation. Since then, CEFE International conducted the Manager Programme for two more delegations, one of managers from Iran, Azerbaijan, Moldova, and Belarus in 2020 and another with exclusively Iranian managers in 2021.

As required by the signs of the times, the CEFE International team as well as external experts quickly adapted to the virtual working conditions and most of the manag-

ers also easily took the challenge of participating in the programme via the screen instead of being physically present in Germany. Trainings, group reflections, individual tutoring sessions and business appointments were held virtually. Thanks to the wide offer of digital tools, a very high quality of online trainings and meetings can be guaranteed and there were only few disadvantages to be taken compared to physical events. However, the conduction of business in practice events, where traditionally German companies are visited by the managers, and offering a cultural framework programme, posed major challenges. The team of CEFE International therefore had to get creative and, of necessity, expanded its video shooting and editing skills to offer the participants the most realistic possible insights into the German corporate world and cultural conditions via the screen (One of

SUSTAINABLE DEVELOPMENT GOALS

4  QUALITY EDUCATION

8  DECENT WORK AND ECONOMIC GROWTH

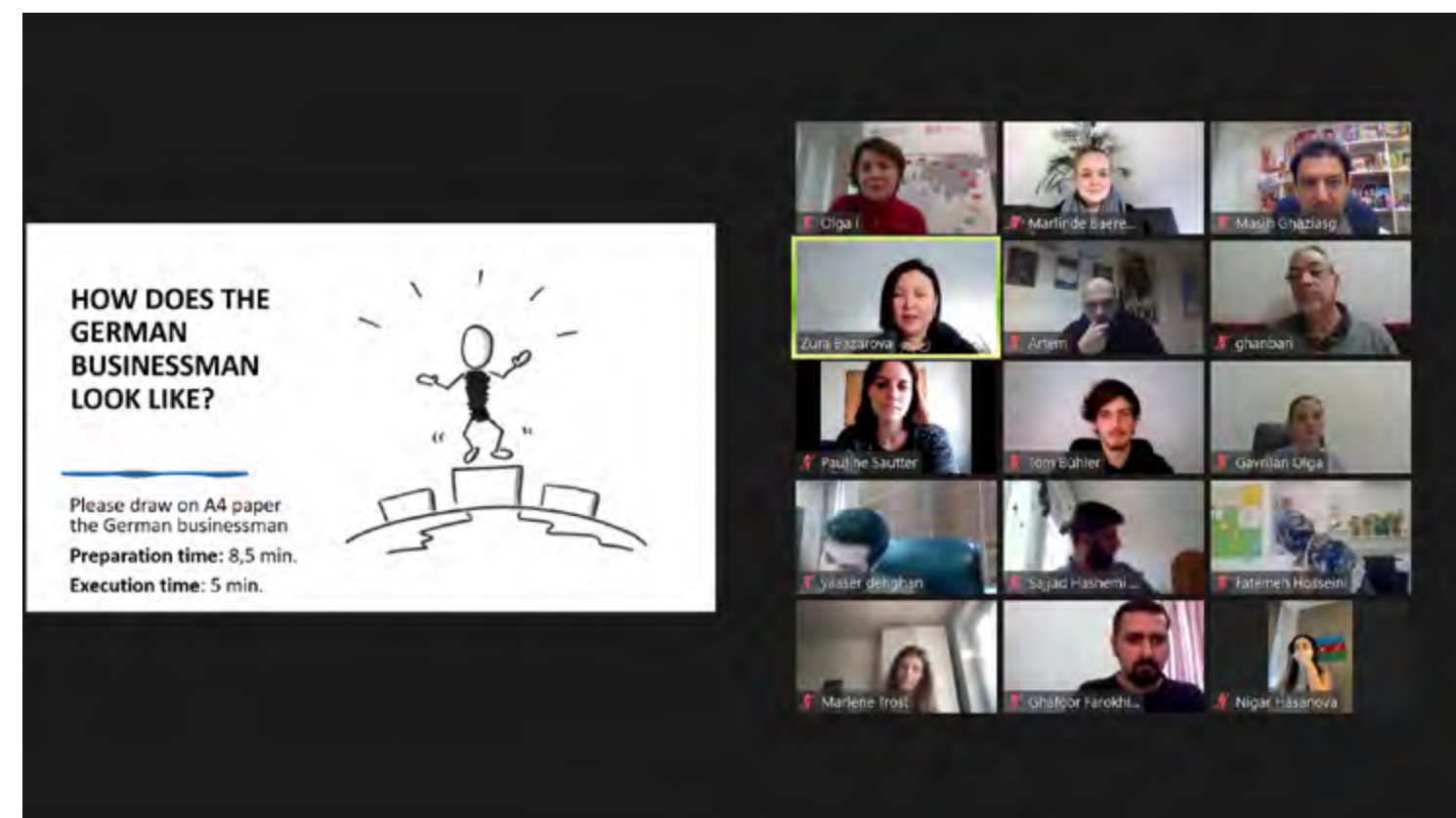
the delegations was hosted during Cologne Carnival).

Though the virtual programme conduction was lacking the exchange and the deepening insights on an interpersonal, cultural and partly also business level, the evaluation showed that it was still successful when it comes to knowledge transfer: Same

as in physical programmes, the participants learned about the current German economy and peculiarities of the market, successfully deepened their management skills and got insights in German corporate governance which they could transfer into their own companies.

Finally, Germany may still be

visited by managers who participated in the programme virtually: Physical completion stays are planned for 2022. To complement the weaknesses of the virtual execution, these will focus on classic company visits to exemplary German companies and personal B2B meetings with the participants' most promising potential business partners.



RegAgri4Europe

Erasmus +

Laura Dorn
CEFE
International



SUSTAINABLE DEVELOPMENT GOALS

- 2 ZERO HUNGER
- 3 GOOD HEALTH AND WELL BEING
- 4 QUALITY EDUCATION
- 6 CLEAN WATER AND SANITATION
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

In 2021, we started the RegAgri4Europe project, which is financed by the Erasmus+ Programme of the European Union and has a duration of two years. CEFE International is the coordinating organization, leading six other partners from Belgium, Greece and Germany in the implementation of this project.

Agriculture is at the centre of a number of major chal-

lenges, from human health and climate change to water scarcity and biodiversity loss. The industrial farming systems succeeds in producing large volumes of food for the global market. In the European Union, more than 90% of the fields are cultivated conventionally. However, this type of cultivation creates serious problems for human health, the climate, biodiversity, soils' fertility, freshwater

bodies and the ecosystem as a whole. It promotes an enormous freshwater and nitrogen footprint, along with agriculture's large share of up to 25% of all anthropogenic GHG emissions (UNEP Foresight Brief, 013, May 2019).

However, climate change (accompanied by increased occurrences of weather extremes such as droughts and storms), potential shortage of mineral fertilizers, soil erosion, decline of pollinators and other factors are not only exacerbated by conventional farming, but at the same time represent serious challenges for the current agricultural system itself.

"Regenerative Agriculture" is a holistic land management practice that leverages the power of photosynthesis in plants to close the carbon cycle and build soil health, crop resilience and nutrient density.

Our overarching objective is to promote, facilitate and ac-

celerate the global transition to regenerative food, farming and land management in order to restore climate stability, increase biodiversity, rebuild soil fertility and produce healthy food. The main purpose of our project is hence to design an innovative vocational curriculum on Regenerative Agriculture, which will provide learners with skills and knowledge to implement sustainable cultivation methods, therewith giving impetus to transform agricultural practices and landscapes.

Therefore, the project aims to:

- ...close the skills gap in agriculture education by providing a web-based training on Regenerative Agriculture. The course will enable learners to apply alternative cultivation methods, therewith equipping them with the competences to respond to the challenges the agricultural sector is experiencing.
- ...inform VET authorities and policy makers about regenerative agriculture, prompting them to include teaching contents on the subject into national educational framework curricula.
- ...integrate RegAgri4Europe course into curricula of agricultural VET providers, training centres and HEIs.
- ...conduct an awareness raising campaign on national and EU level, giving



policy makers, VET providers, farmers and the general public a coherent picture of the state of the art of Regenerative Agriculture and helping to foster the perception about alternative farming, its benefits and the possibilities to upscale measures.

The RegAgri4Europe Course will empower a new generation of farmers. The course is ultimately targeted to apprentices and other interested persons with an agricultural background.

At the moment, we are almost half through the project and have finalized the RegAgri4Europe Status Analysis on Regenerative Agriculture in today's agriculture, education sector, public awareness and industrial demand. The purpose of the status analysis was to gain a comprehensive understanding of the present situation of Regenerative Agriculture these areas.

Currently, we are developing

the training on Regenerative Agriculture with a lot of background information, video tutorials and quizzes. All this material will later be uploaded on a Virtual Learning Platform accessible to every interested person.

We are excited to start the pilot phase of our course in the beginning of next year.

If you want to find out more, check out our website or follow our Facebook:



Tajikistan

virtual, physical and blended



Eberhard Baerenz
CEFista from Germany

Tajikistan is a landlocked country in Central Asia with still rather limited business activities. It was seriously hit by COVID, mainly also because tens of thousands of migrant workers had to leave their jobs in Russia or could not remit money to their families any longer.

The Start-up and Entrepreneurship Promotion project, a component of the EU-GIZ

TRIGGER II program and focusing on Dushanbe and Khujand Regions of Tajikistan was designed before the pandemic began to transform business ideas into market-oriented business models and to strengthen the start-up ecosystem. It is implemented by a consortium of PEM Consult, ICON Institute and CEFE International, where we have the part of Human Capacity Development for staff of local partners, mostly universities, incubators and accelerators. Helene Zieschang, a very experienced CEFE Master who had been working a lot in Russian speaking countries and I were in charge of it.



SUSTAINABLE DEVELOPMENT GOALS

- 4 QUALITY EDUCATION
- 8 DECENT WORK AND ECONOMIC GROWTH
- 9 INDUSTRY, INNOVATION, AND INFRASTRUCTURE

Just when appreciation workshops and ToTs were scheduled to start, COVID came. The adaptation then turned out to be a roller coaster. Mid 2020, we were developing our CEFE online Academy which provided us with all technical aspects of running digital training. And still the question how to transform this into participative and action-oriented learning was not yet solved. The CEFE network participated actively in conferences and several work groups to develop tools and 'gamified' virtual learning paths. In the meantime, we made an e-ability survey among potential future trainers and business participants in Tajikistan with the finding that conditions were not sufficient to reach out to the target group and some of the trainers.

In autumn we decided to prepare a training program that could be attended by mobile phones – what a creativity challenge. When we were almost ready with this, we got the message from Tajikistan that neither band width nor data volume of the participants would be appropriate. But we had better conditions for offline trainings, yet we as trainers were not allowed to travel. So, we started with

start-up events still last year and developed a kind of mixed or blended approach for the first TOT which addressed the training during short bootcamps: the future trainers and coaches would gather physically, one group in Dushanbe and the other in Khujand, the two regions of the project, and we as Master Trainers would sit at our computers in Berlin and Cologne. Imagine running for instance the mini-market exercise with the trainers at distance and two groups going through the complete learning cycle in two different rooms. It was amazing. Despite some technical problems and the limits in communication and observation, the participants really got the CEFE spirit.

Next step then was the ToT for more comprehensive Incubator trainings. We transformed the CEFE basic training into modules with 'learning snacks' as digital people would call it nowadays.

Four days before the ToT, Helene became seriously ill. And the network miraculous-

DATES AND SEQUENCE OF THE START - UP PROGRAM



ly worked. Nailya Mamaeva, a great CEFista from Uzbekistan was ready to step in immediately and was even able to travel to Khujand to co-facilitate the ToT in presence, with me at distance. Exiting days, full of innovation and experiments.

A short advanced and a refresher training as well as training of coaches complemented the capacity building later on.

The project is running successfully.

And the indicator for the ongoing incubator trainings has already been exceeded.

- 7 000 potential start-ups were to be reached during the awareness campaign;
- 30 000 Project achieved.
- 1 000 participants were planned for the start-up,
- 3 700 took part.
- 300 start-ups were supposed to attend the bootcamps,
- 322 came.



Apart from these figures, the following is remarkable: the project gained even more importance through its adaptation to the COVID situation. A trainer network has been created in Tajikistan. 10 partner organisations continue to carry out incubation, coaching and mentoring, and the project is to be extended until mid-2024 and implemented in two more rural regions (Zerfashan and Rasht Valleys).

VETentre

Erasmus +

Laura Dorn
CEFE
International



In December 2020, CEFE International together with a strong and experienced team of six partner organizations from Cyprus, Ireland, Spain, Greece and Germany started an Erasmus+ Project called VETentre.

The project **VETentre**, targets two key challenges:

1. The need to improve the attractiveness and quality of Vocational Education and Training (VET) in Europe and the competences of VET educators to engage their students in meaningful learning.
2. To promote entrepreneurship education across European education systems: The project develops an innovative set of tools and resources to empower VET trainers and educators to nurture the entrepreneurial mindset

of their learners. One of the fundamental premises of the project is that, for educators to teach entrepreneurship, the educators themselves first need to develop an entrepreneurial mindset. The entrepreneurial mindset is one of the competences included in the European framework for key competences. The European VET systems face problems and challenges, such as poor skills acquisition, limited use of digital tools, skills mismatches, and the quality and relevance of education. High quality VET can be an attractive option for young people, if it offers a clear route to the labour market.

The EU recognizes entrepreneurship as one of the main drivers of job creation and acceleration of economic activity. The “Entrepreneurship

2020 Action Plan” identified entrepreneurial education as one of three areas for immediate intervention. Some European education systems have entrepreneurship education in their curricula (e.g. Estonia, Spain, Slovenia). The Entrepreneurship Competence Framework, also known as EntreComp, offers a tool to improve the entrepreneurial capacity of European citizens and organisations.

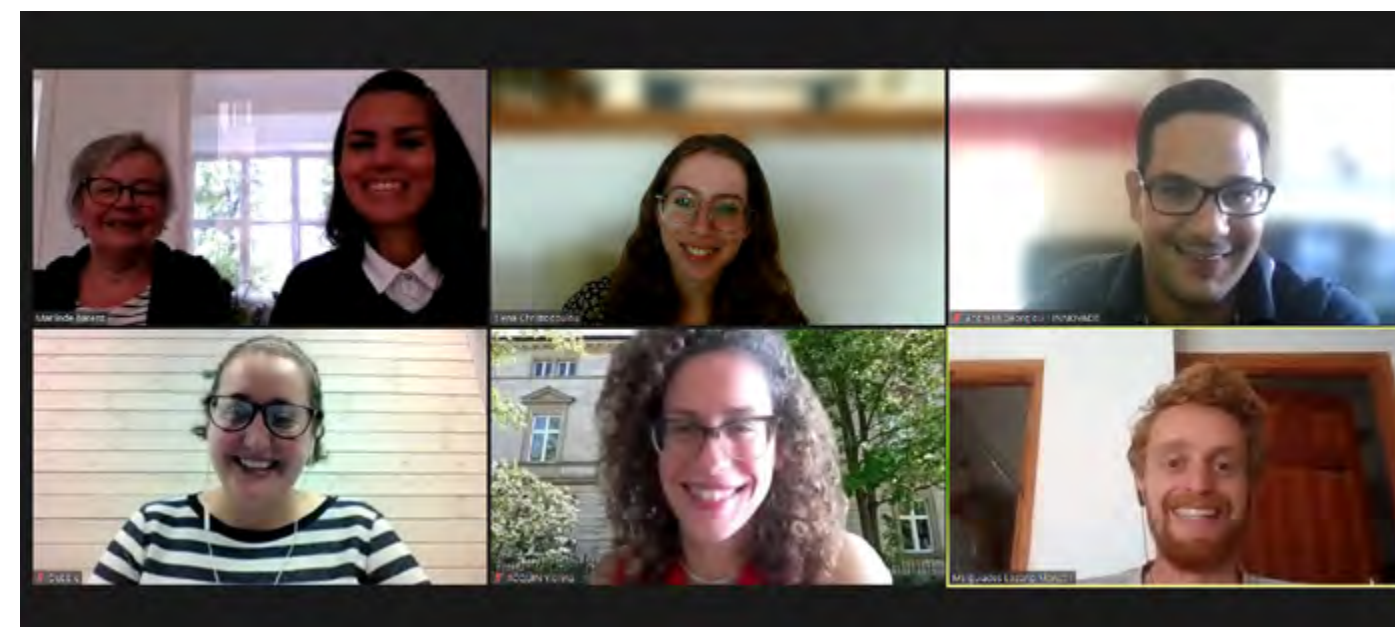
Entrepreneurship and digitalization can boost the quality of VET, enhancing the employability and personal development of learners. The European Framework for the Digital Competence of Educators (DigCompEdu) covers the skills and competencies teachers need to integrate technology in teaching and learning. The project combines EntreComp and DigCompEdu and focuses on developing entrepreneurial skills and competencies to empower VET educators

SUSTAINABLE DEVELOPMENT GOALS

4 QUALITY EDUCATION

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION, AND INFRASTRUCTURE



and providers to create ecosystems of entrepreneurial learning through the creation of tailored entrepreneurship training programs.

Research shows that one of the most important factors influencing the quality of education, is ongoing professional development of teachers and educators (UNESCO, 2017). Our project has a primary focus on offering quality and engaging professional development to VET educators, which will have a direct impact on the quality of education VET learners receive.

The project objectives are:

- Building the entrepreneurial competences of VET educators.

- Supporting VET educators to design programs and activities promoting the entrepreneurship mindset of learners.

- Promoting entrepreneurship education through the use of alternative pedagogical resources and digital tools.

- Enhancing the employability and entrepreneurial skills of VET students and graduate.

Now, having cooperated for almost a year, we have finalized an Entrepreneurship Toolkit for VET – A toolkit with resources for integrating entrepreneurship in VET, and for supporting VET educators to develop entrepreneurship competencies.

Currently, we are working on the development of the eLearning space and VET entrepreneurship gamified environment – An online gamified learning space with a series of scenarios/missions will be designed, intended for VET professionals, trainers, mentors, VET organizations/institutions, in order to support them in teaching entrepreneurial skills.

Simultaneously, we are designing the VET and Entrepreneurship curricula with training modules and learning activities for infusing entrepreneurship in VET.

If you want to find out more, check out our website or follow our Facebook:



Virtual Start-up Study Tour

from India to Germany



Pauline Sautter
CEFE International

In 2021, CEFE International joined hands with GINSEP, the German Indian Start-up Exchange Program, to conduct Webinar series and one-week Study tours supporting Indian Start-ups (and Incubators) scaling to the German market. In May and July study tours and webinars were con-

ducted in the frame of the GIZ financed Programme for Modernisation and Innovation Promotion in Micro, Small and Medium-sized Enterprises in India (MSME INNO). The same services were queried once more in November and December by GIZ partnering with Start Up India, a flagship initiative of the government of India that intendeds to build a strong ecosystem which is conducive for the growth of start-up businesses, to drive sustainable economic growth and generate large scale em-

ployment opportunities.

In total, eight webinars were conducted virtually, covering the topics “doing business in Germany”, “best-practice of online incubation”, “measuring impact of incubators”, “funding and networking in Germany for Start-ups”, “increasing diversity and inclusion in incubators and accelerators”, how to expand to new markets and win”, managing data protection and privacy in Germany” and “talent recruitment”.



SUSTAINABLE DEVELOPMENT GOALS

- 4 QUALITY EDUCATION
- 8 DECENT WORK AND ECONOMIC GROWTH
- 9 INDUSTRY, INNOVATION, AND INFRASTRUCTURE

The four study tours, each lasting one week, formed the core of the services. The well-thought-out program gave participating Start-ups the opportunity to gain exclusive insight into the German market in order to plan their

expansion and identify potential partners. The team of CEFE International and GINSEP enabled the Start-ups to enter the German market in 11 easy-to-follow steps. Each selected Start-up was also assigned a mentor during the



trip who worked with them on their expansion plan. In addition to the opportunity to further validate their business models, meet potential partners, and understand the German Start-up ecosystem, final demo days after each

tour provided access to German and Indian investors to pitch in front of. Besides the overwhelming feedback of the tour participants, first signed contracts between participating Start-

ups and German partners underline the sustainable added value of the offered services. CEFE International thanks GINSEP for the successful co-operation and looks forward to further collaborations.

CEFE NETWORK ACTIVITIES

2021



Bibliotech Challenge

Faola Hodaj
CEFista from
Albania



During the weekend of February 26-28, the national technology challenge “Biblotech Challenge” for children aged 8-18 years took place in the Olympic Park, Tirana. This competition was designed to encourage them to develop technological and innovative ideas on issues and challenges affecting them, their peers, their community, and to prepare them for 21st century skills by promoting awareness of their digital security. The competition was organized by the Municipality of Tirana and UNICEF Albania in their partnership within

the initiative of the "Biblio-tech" program.

On the first day of the competition, participation was high and the children registered with great enthusiasm and curiosity. Previously, the children had applied with individual ideas as well as in groups, so, on the first afternoon of the competition, they sketched their initial ideas, finally being divided into 21 groups and presenting new ideas for Tirana. The atmosphere was warm and the children felt comfortable to socialize with each other, share

opinions and their achievements.

Following on the second day, the children were introduced to the selected mentors, who assisted in the development of their ideas, by sharing with them their professional experiences as mentors. Each mentor randomly picked 2 groups to mentor and the children had the opportunity to elaborate their ideas in detail to build prototypes. The third day started with energetic games to create an atmosphere of inspiration and fun, where the children were freed from their emotions for the preparation of the final presentation of their ideas's prototypes. The children continued to work in groups with mentors nearby and many of them had already brought the final prototypes such as robots, remote controlled cars, etc.

The grand finale started on the afternoon, with 21 final presentations of the participating groups. The jury, com-

SUSTAINABLE DEVELOPMENT GOALS

4 QUALITY EDUCATION9  INDUSTRY, INNOVATION,
AND INFRASTRUCTURE

posed of Mr. Ermir Puka, General Director of Information Technology, Innovation and Data in the Municipality of Tirana; Ms. Blerina Guga, Acting Executive Director of Junior Achievement in Albania; Ms. Edina Kozma, UNICEF Deputy Representative in Albania, followed the presentations carefully and praised them based on some key criteria such as innovation, the problem that these ideas solve, the created value, the presentation performed and teamwork.

The arrival of the Mayor of Tirana Mr. Erion Veliaj and the UNICEF Representative in Albania Mr. Roberto De Bernardi marked a very important moment for the competition.

UNICEF Ambassador to Alba-

nia, Mr. Roberto De Bernardi, gave a motivating speech for the young people and presented the first prize for the 12-14 age group, where the winning group was "AQ" with the idea "Bus Track" to improve coordination and to add digital capital services to the capital.

Mr. Erion Veliaj delivered his greeting speech congratulating the young people and encouraging them for their innovative and valuable ideas impacting our city and community. He handed over the awards respectively to the group "Scratch Pros", who won first place for the age group 8-11 years, with a game that helps keeping the environment clean, and the group "Spac" who won first place for the age group 15-18

years old with their anti-Covid awareness robot.

“Bibliotech Challenge” was conceptualized as a refreshing challenge for a promising future built by the young people. For several years now, the organization of events in order to promote innovative ideas, various business ideas or start-ups has become a reality not only for Tirana but also for the whole of Albania. The lead organizer and facilitator, Director of Innovation in the Municipality of Tirana, Faola Hodaj, stated that “Coming from several years of experience in organizing such international formats for young people and young entrepreneurs, I can say that the Bibliotech Challenge was undoubtedly special in many dimensions. Designed with a focus on children and online safety, this competition built a pilot infrastructure to develop a new approach in the field of innovation and technology, where children can not only dream about how to improve their city, but also be initiators for alternative and innovative solution.”



SUSTAINABLE DEVELOPMENT GOALS

4  QUALITY EDUCATION

8  DECENT WORK AND ECONOMIC GROWTH

9  INDUSTRY, INNOVATION, AND INFRASTRUCTURE

Meet up to Level up

2021 See Cefe Balkans Gathering

Jetona Myteveli
CEFista from Albania



Ivana Injac
CEFista from Serbia



Sandra Savanovic
CEFista from Serbia



The SEE CEFE Balkan gathering was organized in Durres Albania on October 16/17 with 18 CEFE trainers from Serbia, Albania, Montenegro, and Kosovo, while representatives of Bosnia and Herzegovina and Macedonia joined the gathering online during the presentation part.

Ms. Jetona Myteveli, President of Qendra Balance and Ms. Sandra Savanovic, President of CEFE Serbia and SEE CEFE were the main hosts moderating the meeting, while Ms. Marlinde Baerenz, Managing Director of CEFE International was the special guest.

Meeting Agenda

The concept of the meeting was carefully prepared, to compensate the in-between Covid-19 period and define directions for the next phase. The main idea was to enable participants to get to know each other or catch-up upfront, in order to leverage best possible results during the workshop, planned for the second part of the agenda. The meeting had the specific aim to align and define regional visions, objectives, activities, roles and responsibilities.

Day 1 MEET UP

It was dedicated to team-building activities through the introduction of local culture and history, sightseeing of Durres and its surroundings. Naturally, CEFE trainers informally talked about experiences, shared news, and specific insights, thus discussed possibilities for potential cooperation.

Day 2 LEVEL UP

It workshop was focused on four key topics that were presented by the national associations:

- What are our positive experiences?
- What are our strengths?
- What have we achieved so far?
- Where do we want to go?

Special Contributions

- Ms. Marlinde Baerenz, gave a significant contribution to the further development of SEE by presenting the vision and strategy from the CEFE International point of view, as well as current major projects and tools.
- CEFE organization in Albania, Qendra Balance, as well as CEFE Kosovo formally became full members of the Regional Association of CEFE trainers in Southeast Europe – SEE CEFE.

SEE CEFE Highlights

In the past 15 years

- 100 CEFE trainers covering seven languages
- More than 50.000 trained participants
- Cooperation with 5.000+ SMEs
- Over 500 new start-ups were initiated after SEE CEFE trainings



CEFE Brand reputation

is very vital in SEE, thanks to the most important strengths:

- The expert pool is well known to donors and partners
- A Methodology with proven quality
- Regional cooperation and information exchange
- Projects' writing and administrating
- Regional conferences
- Huge number of trained participants
- Online training / Diverse training portfolio

Strategic Vision For The Next Five

SEE CEFE wants to become the most active business expert network and respectable training hub in the Balkans by 2026

Activities

- Influencing policymakers
- Raising entrepreneurial skills through regional projects
- Join projects and Think Tanks
- Blended learning platform - share knowledge and establish strong co-operation
- Promotion plan per organization and presence on most relevant social media for SEE CEFE

Digital Global CEFE Conference

A dream came true this springtime!

Marlinde Baerenz
CEFista from Germany

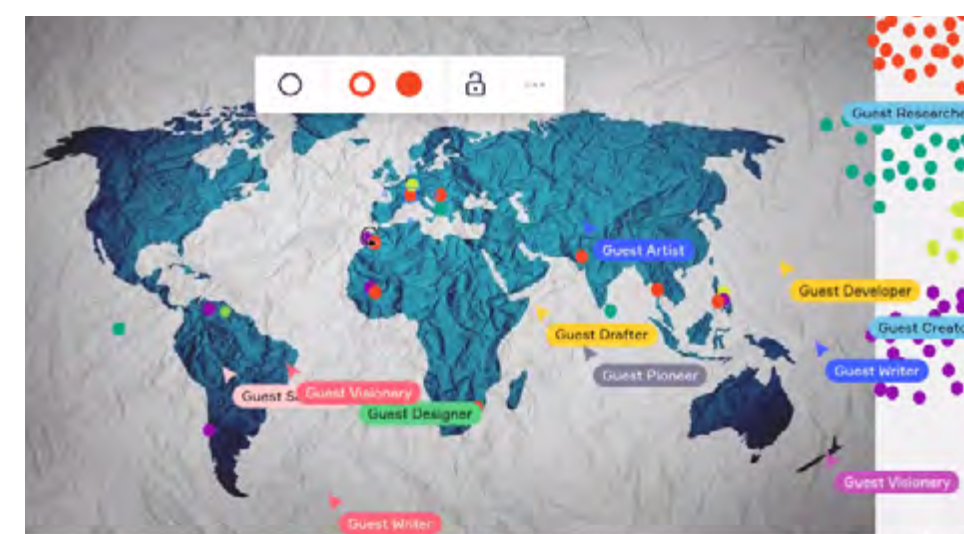
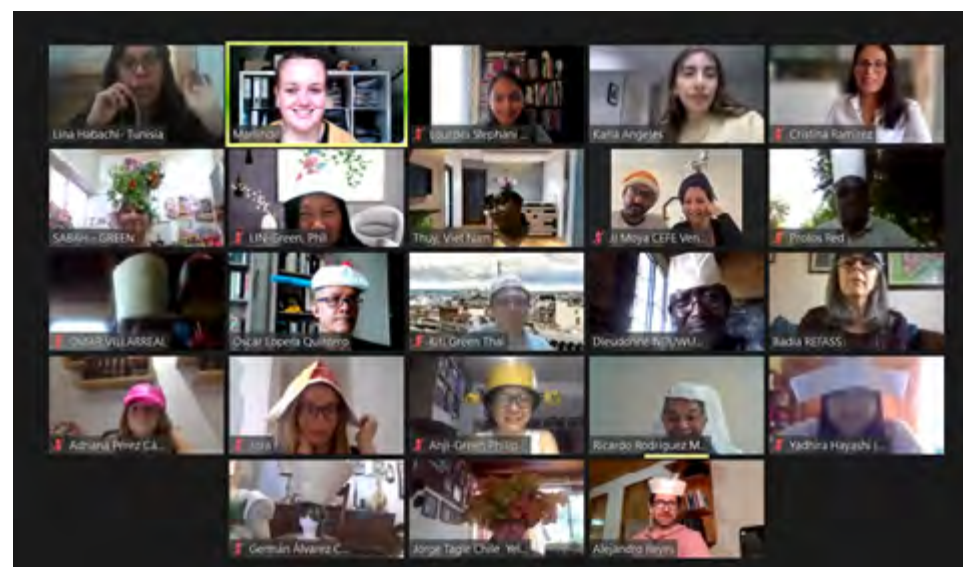
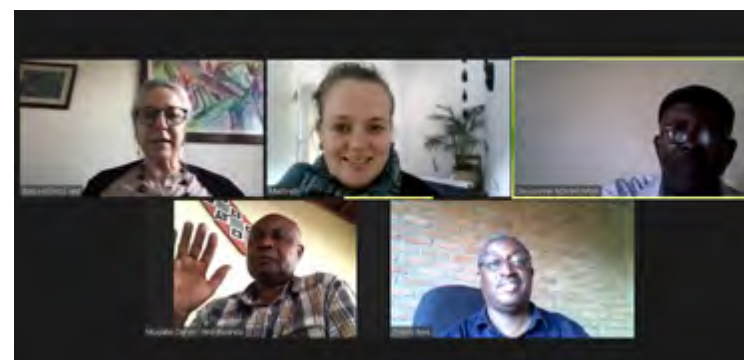
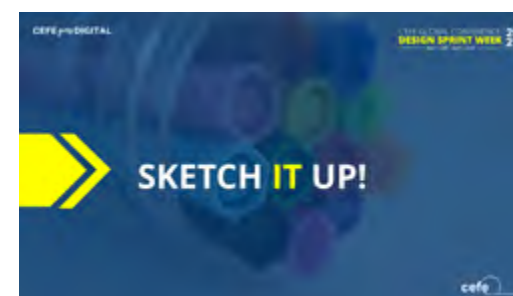


We held the second CEFE global conference since Eberhard and I took over CEFE International in 2008. In 2018 we had the first one in Cologne, where representatives from all over the world joined us. It was planned to hold the next one in 2023, but due to all the new changes and the need to create a platform for a global exchange, we decided to start the global conference earlier.

So, from the 12th of April till 22nd of April, CEFE International held the first CEFE digital conference ever. The concept was based on the Design Sprint Approach. It was chosen to be the perfect fit, as we wanted to develop new modules on the CEFE digital. A curriculum und materials were created by working groups on digital financial management, networking, migration and agile leadership.

We welcomed 30 participants from 14 countries all over the world. Representatives from Albania, Chile, Peru, Nigeria, Rwanda, Venezuela, Mexico, Nicaragua, Philippines, Iraq, Thailand, Colombia, Bolivia and El Salvador joined hands.

We are looking forward to the next CEFE Global Conference!



Digital
CEFE Global
Conference
2021

CEFE Life

is coming from Mayan Region

Ricardo Rodríguez
CEFista from Mexico



Entrepreneurship for a Better Way of Life: This slogan intends to resume the main idea of the new business training program called CEFE Life. This version of CEFE is currently in a developing phase in some countries of the Mesoamerican region. It



SUSTAINABLE DEVELOPMENT GOALS

- 4  QUALITY EDUCATION
- 8  DECENT WORK AND ECONOMIC GROWTH

is aimed to accelerate change processes in Small and Medium Enterprises moving towards “circular economy” and sustainable markets. The CEFE Life alliance is led by Mesogroup Consulting of Mexico and is implemented by a group of professionals from the fields of economy and sustainability. The Central American Technological University UNITEC of Honduras and CreActívate Consulting Group, PERU also play an important role. Until now, there is a core version of the

training program. It has been used in training courses for early groups of entrepreneurs in transition. The expected result of the training is a Sustainable Improvement Plan for each SME participant.

The basic theory of CEFE Life is that territories and local productive sectors can make substantial progress in the objectives of sustainable development (OSD) when there is a critical mass of people, entrepreneurial and non-entrepreneurial, with a new set of economic competencies, consistent with the challenges of sustainability. For CEFE Life these new economic competencies are summarized in 4 areas:

Eco-optimizing

It means understanding, anticipating, measuring, and action undertaking to achieve an ecologically optimum performance. At the centre of this interrelation are the concepts of environmental services and eco-efficiency.

Partnership enterprise - community

Proactively establish cooperative relationships with the community for management of common natural and cultural assets. The

enterprises and entrepreneurs as agents, committed to building “Better Way of Life” in the communities.

Re-defining and Creating sustainable Value

Create and deliver goods and services with sustainable value to the markets. The concept of economic value must increasingly reflect consumers’ aspirations for a sustainable way of life. The basis of competitiveness is sustainable value, defined as the ability to increasingly meet the expectations of current consumers without reducing the chances of satisfaction for future consumers.

Innovation for better living

Creating new processes, new products, increasing ecoefficiency and profits is the core of sustainable transformation. CEFE Life intensely encourages to combine science, technology, traditional wisdom, natural based solutions, and creative spirit of the entrepreneurs to generate solutions that radically modify production and consumption patterns in favour of life on the planet.

The training approach at CEFE Life is based on principles of experiential learning and reflects advances in neuro-learning studies. Likewise, the CEFE Life Alliance aspires to increasingly use the new options offered by virtual learning environments and Artificial Intelligence tools ap-



plied to education. The members of the CEFE Life Alliance would be happy to find new allies or contributors. A co-creation program is available whereby experts from around the globe can contribute new teaching tools or concept notes that reinforce the value of the current nuclear program. New contributors will be recognized as such on the Mesogroup Consulting website, which will soon be released to the public. New contributors will also

access training programs in the CEFE Life model online, at significantly lower prices, depending on their contribution. We invite you to be part of the community of co-creators of CEFE Life.

The CEFE Life program will be available for Cefistas from other regions in the second half of 2022. Mesogroup Consulting and CEFE International are currently considering options for disseminating model.



Cluster Development with the CEFE Approach

Why is cluster development important in Thailand?

Kiti Charuvarayan
CEFista from Thailand



A cluster is a concentration of interconnected businesses and related institutions that operate within the same geographic areas or particular sectors. The aim of promoting business clusters is to boost the level of support and cooperation in all facets of the business, both vertical

and horizontal, in order to strengthen the industrial value chain, enhance Thailand's investment potential and competitiveness, and expand socioeconomic development to regional and local levels.

Michael Porter popularized the concept of industry clusters in his book "The Competitive Advantage of Nations" (1990). Thereafter, there has been a surge of interest in clusters as drivers of economic growth and hubs of innovation. In Thailand, The Department of Industrial Promotion (DIP) of the Ministry

of Industry, is the main agency responsible for driving the formation and development of clusters. It operates according to the Memorandum of Understanding (MOU), effective since June 10th 2004, and under the framework of the National Committee on Competitive Advantage (NCC). DIP has been initiating and supporting cluster development since 2006. The cluster development policy is intended to enhance the competitiveness and local economic development as well as inclusive growth.

Industrial clustering is widely regarded as an important economic trend of the Thai Industrial Sectors. According to Thailand's Eastern Economic Corridor (EEC), it is supposed to be the Thailand hub for trade, investment, and regional transportation, as well as a strategic gateway for SE Asia. The EEC is slated to attract approximately US\$46 billion in investments focused on "S-curve" industries – namely, next-generation automotive, aviation and logistics, smart electronics, medicine, tourism, food, robotics, agriculture, and biotechnol-

SUSTAINABLE DEVELOPMENT GOALS

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION, AND INFRASTRUCTURE

ogy. Thailand has identified these ten industries, to be relevant for the transformation of Thailand towards a developed nation. The S-curve industries are divided into two categories – S-curve and New S-curve.

In 2020, Thai CEFistas worked with the Department of Industrial Promotion (DIP) of the Ministry of Industry on the cluster development project, which is about improving competences and establishing coordination and linkage-driven Robotics and Automation industry. The cluster project initiative is an economic model that is based on innovation, creativity, high-quality services, and new technology. The group of interconnected companies, suppliers, service providers and associated institutions in a particular field is linked by externalities of various types. The industrial cluster can be seen as an economic concentration of manufacturing activities, which pro-

duce and sell the domain and complementary products and have common problems and opportunities. The stakeholders would participate to setup common goals, share information and knowledge,

cooperation research and development. The cluster development process is considered in the key strategies of economic growth and sustainable development.

What are the benefits for Thai economies?

The benefits of establishing clusters as an approach for business improvement are multifaceted. There is strong evidence that clusters bring additional advantages for SMEs. The benefits of clustering in improving SMEs efficiency can be summarized as follows:

- Access to knowledge, information and resources, as well as creating knowledge that is exchanged between each other.
- The companies have bargaining power to purchase raw materials at a low price.
- The companies can cooperate to develop labour skills and gain benefits from cost reduction through workforce performance development.
- Increasing productivity through upgraded production processes with higher efficiency and effectiveness.
- More rapid innovation through cooperative research and competitive striving.
- New business formulation among members.
- Market expansion, filling in niches and expanding the boundaries of the cluster map.

Cluster Development Phasing

Phase 1 Mobilization and Initial engagement

- Encouraging cluster members to raise awareness and empathy for the important network of initial engagement.
- Building understanding of the target direction and foreseeing the importance of joined activities.
- Facilitating capacity-building to organize teamwork among members.
- Establishing a leadership team and organizational structure to systematically organize management of cluster members.

Phase 2 Cluster Diagnostics

- Developing an understanding of the socio-economic and institutional environment of the cluster.
- Surveying, analysing, and diagnosing competitiveness of industrial cluster according to the Diamond Model and organizing into Cluster Map.
- Studying and analysing industrial situations by using a SWOT analysis.
- The objectives of cluster diagnostics are developed through a strategy related to cluster member participation.



Readmore: <https://www.referenceforbusiness.com/small/Bo-Co/Clusters.html#ixzz6vBIPi54v>

Cluster Development with the CEFE Approach

Why is cluster development important in Thailand?

Kiti Charuarayanan
CEFista from Thailand



SUSTAINABLE DEVELOPMENT GOALS

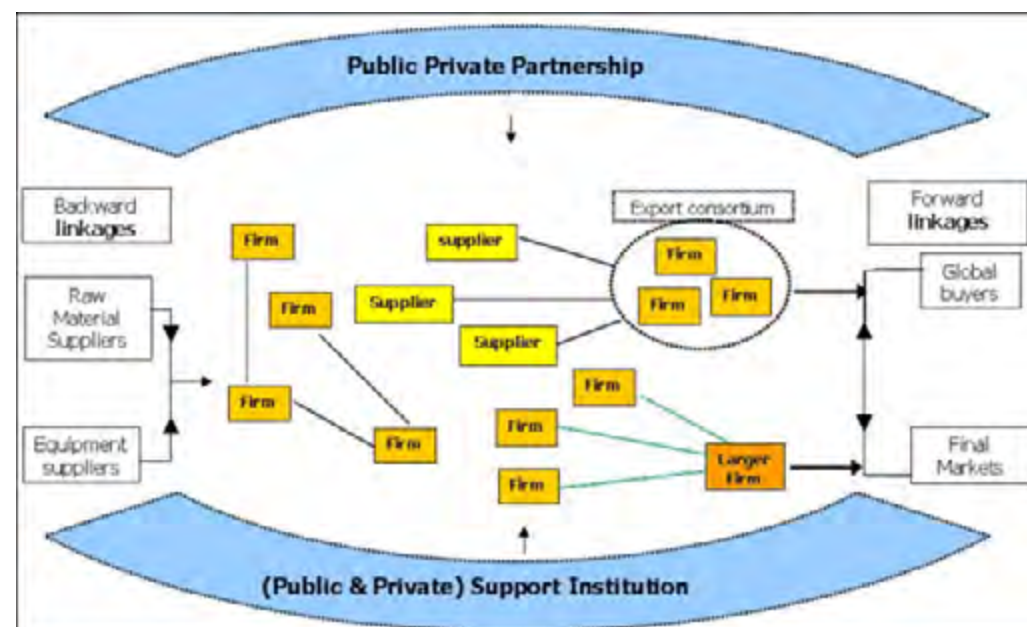
- 8 DECENT WORK AND ECONOMIC GROWTH
- 9 INDUSTRY, INNOVATION, AND INFRASTRUCTURE

Phase 3 Collaborative Strategy Formulation

- Developing the particular cluster that addresses collaborative strategy formulation using analysis of Project Cycle Management approach (PCM) to identify vision, mission and strategies.
- Managing multiple projects which clearly define the details of action planning regarding objectives, activities, desired outcomes, responsible people, time period and budget that were agreed upon by stakeholders at the onset.
- The strategies of a cluster should be consistent and connected to the local and regional policies where it is located.

Phase 4 Implementation of Strategy in Action

- Implementing a pilot project to evaluate its results. The project selection guideline is as follows:
 - Projects of urgent importance.
 - Projects that are appropriate according to the situations.
 - Projects that apply directly to demands of the most cluster members
- Evaluate the performance to be used as a lesson learn in further cluster development.



Cluster Development Approach *The Roles of Actors in a Cluster Map*

Enterprises

(located in geographical proximity, sharing many common features)

- Entrepreneurial network initiatives
- Innovate ideas and experience sharing
- Being the leader in cluster collaboration

Public organizations

(local, regional and national governments and regulatory agencies)

- Promoting cluster-based policy advisory.
- Improvement in infrastructure can further enhance enterprise performance in a cluster.
- Creating factors and environments to facilitate competition and development.
- Advocating finance needs to investment and increase competitiveness.

Educational and Research institutions

(vocational schools, universities)

- Fulfilling the information and knowledge-based economy - research and the training.
- Developing human resources to generate more applied knowledge of greater relevance to industry.
- Supporting innovation, technology, and research leading directly to results that can be commercialized
- Providing support services as coaches and consultants.

Support institutions

(business associations, business development service (BDS) providers, financial service providers)

- Creating a platform to link policies and best practices between public - private collaboration to improve the business environment.
- Supporting major activities that encourage clusters' strength to contribute to the dynamic growth of local economies
- Supporting knowledge, information, academic techniques, and sources of funds about the role of consulting and support services as consultants and experts.



PROJECT EXPERIENCES:

Robotics and Automation Cluster in Thailand

Improving competences and establishing coordination and linkages driven Robotics and Automation industry



There is a number of services such as competence development, branding and networking that are supported by the Department of Industrial Promotion and Thai CEFistas. It is done by organizing seminars, workshops, study visits and information events about markets and public policies.

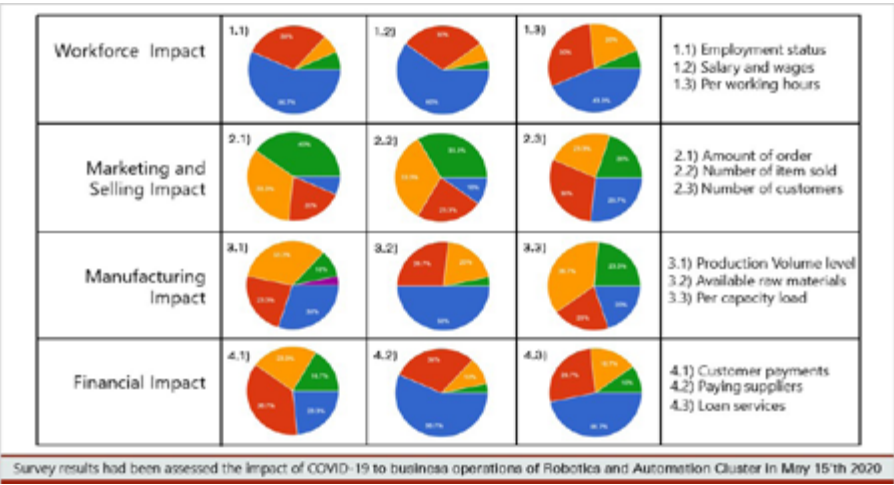
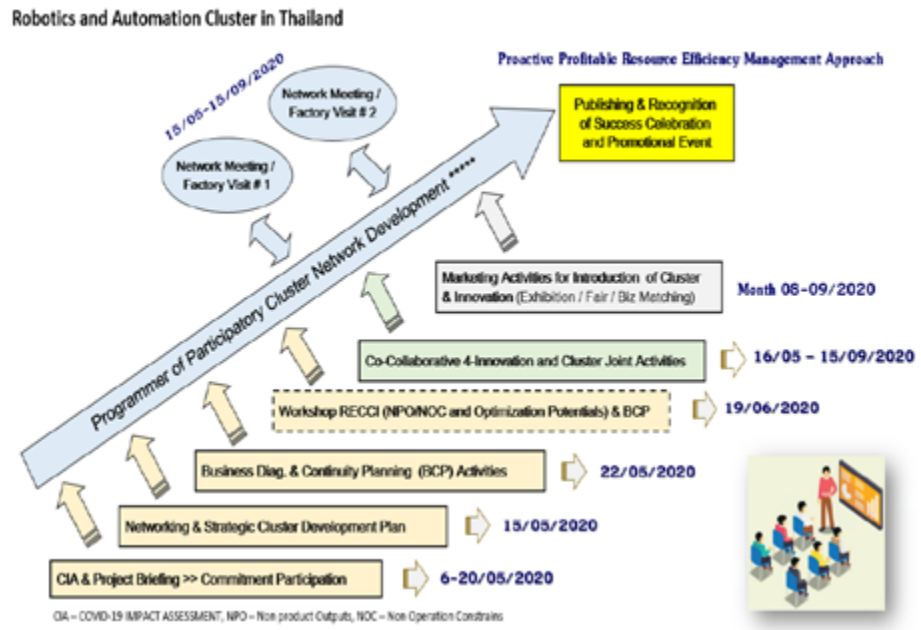
The Robotics and Automation Cluster aims to bring together the key stakeholders in the cluster map in order to create synergies between its members and promote the exchange of experiences.

SUSTAINABLE DEVELOPMENT GOALS

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The Robotics and Automation Cluster is designed to be an innovation project, which is part of the “smarter manufacturing toward industry 4.0”, that will create innovation and collaboration among its members and contribute to the competitiveness of businesses.



The survey results assessed the impact of COVID-19 to business operations of the Robotics and Automation Cluster from May 15th 2020 to June 15th 2020.

As the Robotics and Automation Cluster Map shows, the Core Business entrepreneurs who do business related to industrial manufacturing automation are enterprises about robots, electrical drive, data processing system, measuring instruments and devices, controller and AI

There are several advantages and benefits that can be derived from networks and clusters including obtaining knowledge, trust, economic development, supply pools for raw materials and equipment, specialized labor forces and services, and reduced transaction and production costs:

- Accessing knowledge and information resources and

Discussion

Thailand’s cluster development concept should differ from other frameworks of developed countries. Lacking strong networking structures, Thai clusters requires additional strategies, to achieve the targeted goals. The development principles are based on the concept of strengthening a business ecosystem or cluster ecosystem. Building the proper cluster ecosystem develops the opportunities supporting important goals by coordination and linkages towards Idea creation and the development of innovation in cluster.

Cluster developments are long-term continuous mis-



- the creation of knowledge.
- Enhancing competences and creating competitive advantages, creating synergies, and lowering production cost.
- Enhancing organizational performance and innovation, regional and national economic development
- Establishing co-operative linkages between companies, higher specialization.

sions that improve knowledge management and funding options to do business. Moreover, it will create entrepreneurial mindset and group collaboration for business growth. Cluster-based firms can share different types of resources under formal and informal agreements, mediated by the relationship to speed up development and create better outcomes than working as a single organization would.

The concentration of interconnected businesses as an enterprise network provides various specialties in order to develop effective solutions. It helps reducing the specialist

services needed from outside. The cluster members could develop cooperative ecosystems such as System Integrators (SI); to expand the industry, data collection, demand conditions for industrial sectors that transform manufacturing processes into Robots and Automation systems.



SUSTAINABLE DEVELOPMENT GOALS

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TPH Concepción:

Thirty Years Applying CEFE in Chile

Jorge Tagle
CEFista from Chile



The year 2022 will mark 30 years since the NGO “Trabajo para un Hermano de Concepción” started working with CEFE. In 1992 two TPH professionals (Paulina Pacheco and Jorge Tagle) participated in the first ToT in Chile, an event supported by GTZ (now GIZ). From that fantastic training experience we adopted CEFE as our base methodology to guide the training actions that TPH Concepción carries out to this day.

We have always been captivated by CEFE, because, well applied, it is a wonderful method to facilitate training processes that have people at their center, allowing participants to express themselves in their language, include their emotions and mobilize

their bodies in the classroom. Thus, since the beginning of the 1990s, we have facilitated hundreds of workshops with CEFE in programs for entrepreneurship, business management and personal development, among other objectives. In the early 90’s we were financed by international cooperation and in the 2000’s almost exclusively by Chilean public institutions. We sell the ToTs to their participants and to institutions that choose to train their collaborators in CEFE.

We were so enthusiastic about CEFE that already in 1996 we co-organized the second ToT in Chile, this time for members of an NGO, called “Network of Solidarity Development”, of which we were

part. Since then we have continued facilitating ToTs every year. Thus, today there are CEFE facilitators throughout Chile working in training programs in dozens of private and public entities. We have also facilitated ToTs in Argentina, Mexico and Venezuela.

What explains that in Chile the CEFE methodology has been positioned and maintained for so many years, that there is a great demand for accredited facilitators and CEFistas can enjoy applying CEFE in their courses and workshops? Probably Chile together with Peru are the countries in the world where most ToTs have been carried out. We are motivated to share this story, because it can make people around the world see what CEFE could achieve in their country.

There are several factors that have contributed to maintaining the demand and prestige of CEFE in Chile. A very relevant one is that CEFE is a methodology prioritized by public institutions that

finance entrepreneurship training. All post-Pinochet-dictatorship governments have maintained and developed programs to strengthen the entrepreneurial capacities of individuals and communities. In many of them, accreditation in CEFE is valued in the facilitators. It has thus been very relevant to show CEFE to their executives, to participate in ToTs or appreciation workshops. During the 90’s the GTZ (today GIZ) collaborated in this and up to the present this prioritization of CEFE is maintained. This generates a captive demand for ToTs.

It has contributed to maintain the quality standards in the training of CEFE facilitators, in permanent relationship with CEFE International and the CEFE Latina Network. Relationships that also provide us with exchanges and continuous learning. The last of which is CEFE Digital for which we already have two accredited facilitators in TPH.

A third factor has been to complement CEFE with other facilitator training systems and methods to contribute to the development of the capacities of entrepreneurs. In our ToTs we include spaces for body work, effective communication exercises and coaching, as well as gender approaches, which allows us to provide a comprehensive training adapted to the social and cultural context.

Additionally we use CEFE for



topical content such as Canvas, digital marketing, innovation, associativity and self-care. More recently we got involved in indigenous entrepreneurship adapting CEFE with elements from native cultures.

We are currently facing the challenge of implementing CEFE in a digital format for which we have had the great opportunity to become accredited as CEFE Digital Facilitators.

We already collected our first experiences in business mod-

el, associativity and digital marketing courses. We are always motivated to carry out trainings with the experiential learning cycle that demonstrates its great effectiveness, with training focused on people, respecting their needs, values and cultural identity and contributing to a comprehensive social and human development.

For this purpose, it is essential to strive for a rigorous application of CEFE, which takes care of the quality of its application and its fundamental principles.



CEFE Venezuela 2021

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Laura Gayaso
CEFista from
Venezuela



Juan Moya
CEFista from
Venezuela



2021 was the year in which the re-invention towards which the pandemic propelled us, became tangible through the execution of our first programs under the CEFE Digital methodology.

It happened during the first months of the year; The first e-ToT at a global level, a program, planned in 2020 to be executed in a face-to-face modality, faced the challenge

of moving forward to be transformed and run digitally. The first 24 digital CEFistas were created, with the impetus of GIZ Colombia, forming a group of participants from different organizations and NGOs focused on the support and strengthening of Venezuelan migrants / refugees and Colombian returnees such as SJR, UNDP, Minuto de Dios, IOM, UNHCR, as well as others. Months of work, cre-

ation, breaking physical distance barriers with a working team of accredited Cefistas in the 1st, 3rd and 4th cohort of Venezuelan CEFistas (Carola Rivas, María Gabriela Pocaterra and Ana María Valera, respectively) together with the Venezuelan Master Trainers, Juan José Moya and Laura Gayoso, gave way to the first training process of facilitators in digital modality that was mentioned above, the first e-ToT. This step was achieved thanks to the previous developments from the LATAM committee for the development of CEFE Digital together with our dear colleagues Cedy Aronés (Peru), Oscar Lopera (Colombia) and of course with Marlinde Bärenz from CEFE International (Germany).



In this CEFE Digital adventure, also in cooperation with GIZ Colombia, a parallel program was developed under CEFE methodology, digital version, called **T.R.O.F.E.O: Workshop of Realities Oriented to the Formation of Opportunity Enterprises (Awareness Level)**, aimed at increasing the resilience and

market success of 80 ventures, in close collaboration with local implementers. The execution of this program began, in a first phase, executed between June and August 2021, with the implementation by the CEFE Master Trainers, from the CEFE Venezuela

team, to 30 of the 80 selected entrepreneurs, deriving from this experience, the implementation manual **TROFEO Digital Awareness Level**. With this training aimed at entrepreneurs, it was possible to enhance personal skills, to strengthen their business projects, to facilitate the process of achieving a profitable economic model that allows for growth and development both personally and of their environment, as well as to encourage them to become a viable focus of progress for their locality.

In April 2021, we were recognized within the first 30 Venezuelan Inspirational Business Leaders; CEFE Venezuela,



CEFE Venezuela 2021

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Laura Gayaso
CEFista from
Venezuela



Juan Moya
CEFista from
Venezuela



represented by our Master CEFE Trainer Juan Moya, received the recognition as an Inspirational Business Leader (LEI), awarded by Ernst & Young as part of its global program *“World Entrepreneur of the Year”*.

Honored to be active partners

of the first executions of **GET YES2 / Global Exchange and Training for Youth Employment Service 2**: A program co-financed by the European Union in the framework of its Erasmus+ program, focused on the development of entrepreneurial skills in young people, with the challenge of opening three new CEFE centers in the world (CEFE Bulgaria, CEFE Turkey and CEFE Uganda), leveraging the experience of three CEFE centers with experience (CEFE Philippines, CEFE Macedonia and CEFE Venezuela). In the case of Venezuela, a group of local organizations worked together: Impact Hub Ccs, Junior Achievement, Ashoka Andina, Fundación Empresas

Polar, Why, 1001 ideas, IESA, Fundación BOD, Banesco, Ágora, Sea Excelente and the Escuela de Emprendedores de Chacao.

Led by CEFE Macedonia, this initiative was born to bring together six CEFE countries (Venezuela, Uganda, Turkey, Bulgaria, Philippines and Macedonia) to join a two-year project (2020-2022). Due to the pandemic, it came to life in 2021 and established the bonds of cooperation between the six countries that converge in this second edition of GET YES, where the objective is to expand the CEFE network with new CEFE Facilitators and the training of 300 young entrepreneurs (on average 50 per country) by the hand of this new group of CEFistas who took the challenge. Last September their training as CEFE Facilitators began, in a multicultural ToT in the city of Sakarya, Turkey, where the CEFE Venezuela delegation was represented by Carola Rivas, María Gabriela Pocaterra and Rafael Solbas, graduates of our 1st (2016), 3rd (2018) and 4th (2019) cohort of Venezuelan CEFistas respectively; accompanied by our Master CEFE Trainers Laura Gayoso and



Juan José Moya. As a result of the local CEFistas team that was formed in Venezuela for our participation in GET YES2, the first steps were derived for the formalization in 2022, of the first organization, formed 100% by CEFistas, non-profit with focus on the implementation of projects for capacity building through CEFE Methodology; **CREE (International Cooperation, CEFE Network, Team and Expansion)**. Founded by our Master Trainers Laura Gayoso and Juan José Moya, in partnership with their relay generation, Venezuelan CEFistas accredited between 2016 and 2019; Carola Rivas and Germán Álvarez (2016), María Gabriela Pocaterra (2018), Ana María Valera and Rafael Solbas (2019); all graduates of our Advanced Formation of Sustainable CEFistas (FACES) and CEFE graduates.

To end the year, with all the biosecurity measures, we returned to the presentality.

During the first two weeks of December, the team of executives and senior management of McDonald's in Venezuela, through CEFE Methodology, strengthened their skills as a team, in addition to working

on empathy as a central focus towards their lower lines, peers and superiors within the organization. Simultaneously, the team of supervisors of all restaurants nationwide, were gathered in Caracas, to mobilize their bases and promote actions in terms of seeking opportunities and changes in the environment. All this executed by Deborha Melendez, María Gabriela Pocaterra, Ana María Valera, Rafael Solbas, Venezuelan Cefistas accredited between 2018 and 2019, accompanied by our Master Trainers.

2021 was a year in which the face-to-face and the virtual format merged into a CEFE blended learning, which is here to stay.



Virtual ToT Workshop on PREMA-GHK

Widhoon
Chiamchitrong
CEFista from
Thailand



The Thai CEFistas or Thai PRE-MAnet group received a great opportunity to organize a ToT workshop on PREMA GHK for a group of Albanian CEFistas during the Covid-19 pandemic outbreak around the world. Because of the outbreak situation, the workshop was organized in a virtual format, where trainers and trainees were located separately in their own places. The physical room of the workshop was substituted, by using the web conference application “Zoom”, for online communication and conversation in



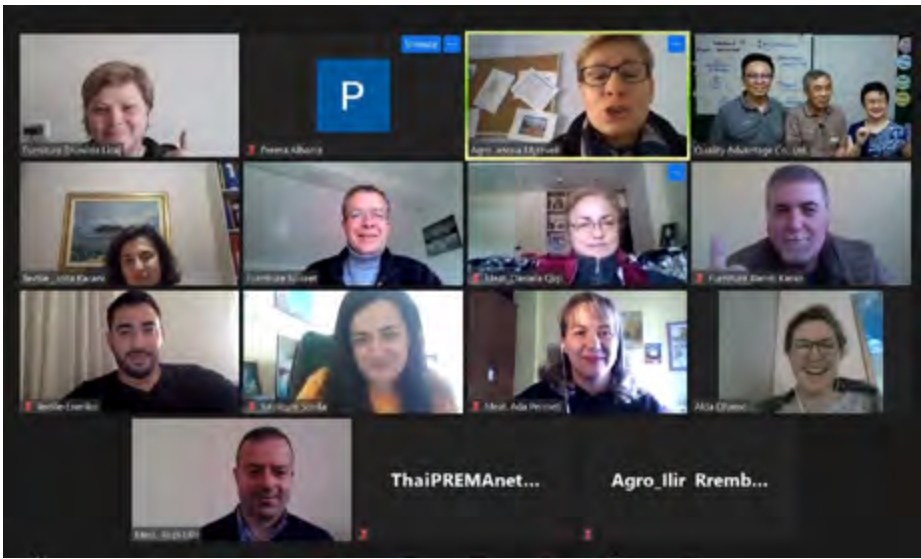
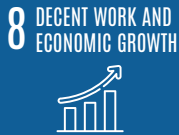
a plenary room between the trainer team and twelve trainees, as well as in four breakout rooms among the trainee groups for training exercises. The four-day workshop on two weekends consisted of two continuing three-hour

sessions per day with a one-hour meal break in the middle. Weekdays were used to practice through company visits.

The time zone problem was resolved, by arranging the workshop’s beginning in the early afternoon and ending a few hours before midnight for the people in Bangkok and starting in the early morning and ending at mid-afternoon for the participants in Tirana, since Thailand’s time leads Albanian time by five to six hours.

Preparation works were focused on installing conference equipment, preparing necessary software, and assigning roles and duties to trainers and the backup team. The work on the “rear-

SUSTAINABLE DEVELOPMENT GOALS

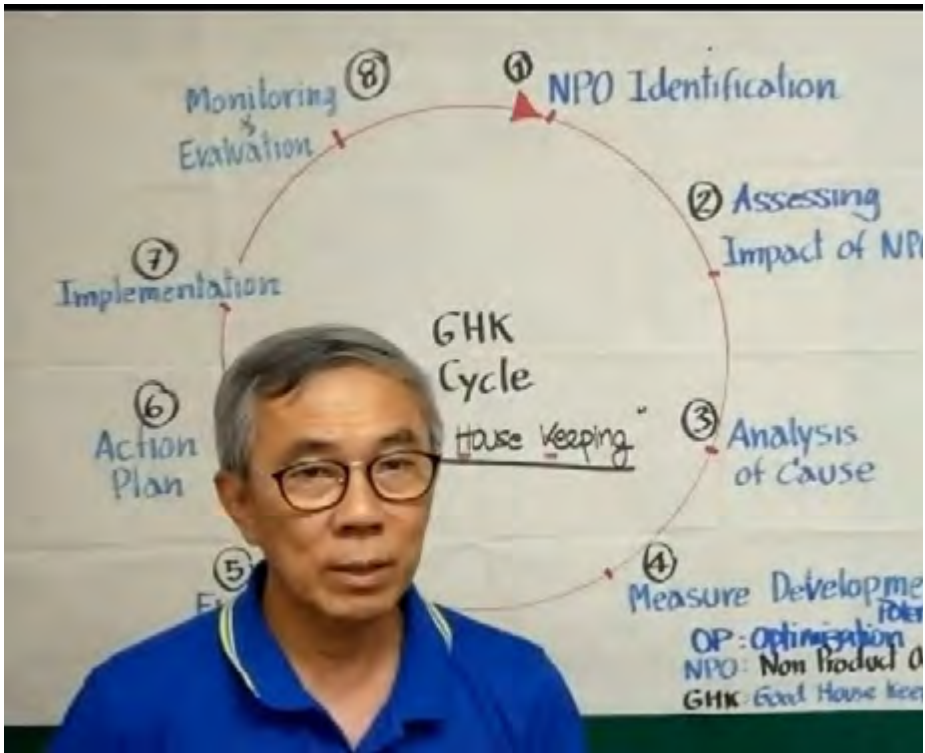


ranging learning ladder” with associated document materials was iteratively modified four to five times. The switching of the web conference application between the plenary room and the four breakout rooms was prepared ahead. All exercises were accompanied by a related playbook, to

record results to be shared, submitted, and discussed following ELC’s processing of learning. The daily conference link for Zoom was sent a few days early and reconfirmed daily before the workshop began. The arrangement of companies to be visited and grouping of train-

ees for group works and visits were also prepared ahead of each activity. All workshop sessions were recorded for Thai Cefistas’ later review for their improvement. The virtual workshop was comfortably administered and controlled by a newly organized back-up team. A Google document was used, to exchange the results of all exercises and processing.

Although the training time was so limited, the workshop was carried out with satisfactorily success, due to the personal capability and quality of the Albanian CEFistas trainees who comprehended the learning faster than trainees without CEFE experiences in other workshops. The Thai CEFistas team gained highly valuable experiences from the first ever virtual workshop on PREMA GHK and was satisfied with its result, leading to opportunities to pursue similar workshops to other communities in the near future.



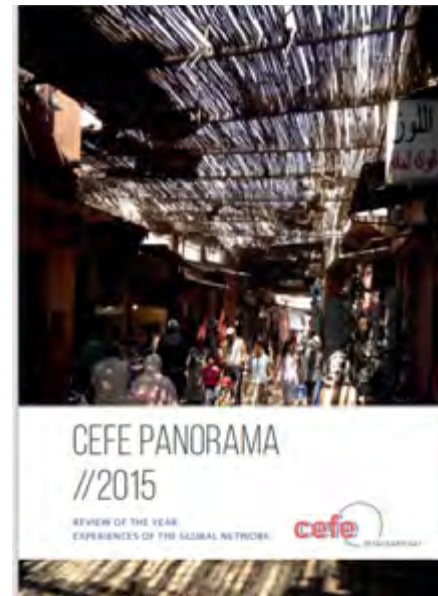
Virtual TOT PREMA GHK Workshop Programme				
PART I, DAY-1 SAT 20 MAR 2021	PART I, DAY-2 SUN 21 MAR 2021	COMPANY VISIT TUE 23 & WED 24 MAR 2021	PART II, DAY-3 SAT 27 MAR 2021	PART II, DAY-4 SUN 28 MAR 2021
Session One: <ul style="list-style-type: none">- Unfreezing, Expectation, Experience- Introduction to PREMA GHK- Identification of NPO	Session One : <ul style="list-style-type: none">- ESD- NPO Identifying Tools- Analysis of NPO Effects	First Day: <ul style="list-style-type: none">- Workgroup/ Company 1- Workgroup/ Enterprise 3	Session One : <ul style="list-style-type: none">- ESD- Reflections from Company Visits- Elaboration of Measures	Session One : <ul style="list-style-type: none">- ESD- Preparation of implementation of Measures- Implementation of Measures
Session Two: <ul style="list-style-type: none">- NPO Flowchart- NPO Costing -- Wrap up	Session Two : <ul style="list-style-type: none">- Analysis of causes of NPO- Company Visit Preparation- Wrap up	Second Day: <ul style="list-style-type: none">- Workgroup/ Enterprise 2- Workgroup/ Enterprise 4	Session Two : <ul style="list-style-type: none">- Analysis of Expected Effects- Wrap up	Session Two : <ul style="list-style-type: none">- Evaluation of Measure Implementation- Success Story- Wrap up

PREMA = Profitable Resource Efficient Management, GHK = Good Housekeeping, NPO = Non Product Output
Session 1: 8.00 – 11.00 Hrs. Session 2: 12.00 – 15.00 Hrs. One-Hour Break

CEFE SPECIAL NOTES



TO YEARS CEFE PANORAMA ANNIVERSARY



Cefe Network Strategy 2022

News from the CEFE network

Marlinde Baerenz
CEFista from Germany



Lisa Wernz
CEFE International



Behind us, lies a super active CEFE network year. Despite the pandemic, we were able to achieve great things with the help of motivated CEFistas from all over the world. So which activities have we done, and which milestones have we achieved?

Starting with the first gathering in May of the CEFistas in Latin America: It was a great initiation and lovely exchange of ideas.

Another Global Conference was held in May 2021, but this time digitally, and using the Design Sprint method, CEFistas around the world were able to develop new learning modules on different topics. It also became apparent that there was a wish for more networking meetings, especially on a regional level.

cially on a regional level.

We experimented with the first crowdfunding campaign, to finance the CEFE Global Conference.

CEFE International got connected to the regions and as a result, the Regional Balkan Conference was held in October.

Regional conferences in Asia, Francophone Africa and Latin America (LATAM) will follow in 2022. CEFE International is assisting with the coordination and promotion of these events.

In addition, the first CEFE digital facilitator trainings took place in Albania and LATAM.

The CEFE digital manual with e-exercises was finalized and translated into English and Spanish.

In consequence to the CEFE digital manual finalization, we integrated the CEFE digital trainer license into the international certification system. On top, we integrated a coding system, where the CEFE

digital trainer licenses are specified by personalized numbers, connected with a QR Code which leads to a website where the license holders are listed. Through this, we want to ensure higher safety for the certification system.

Two Master Mind Meetings of well-experienced CEFistas were held. See a detailed update on it in the upcoming abstracts.

We expanded our social media presence to inform the CEFE network and clients on our activities and new approaches. We increased the number of followers on LinkedIn by 1150 and on Facebook by 5118. On average, we published 15 posts on Facebook per month.

In the second quarter of this year, we were proud to present the new website. With a freshened-up website, the upgrade of the CEFE International and CEFE logo was not waiting for long. In the second half, we therefore also introduced the new logo.

In summer, CI represent-

atives joint the international Training of Trainers in Turkey, meeting future CEFistas from Uganda, Turkey, Macedonia, Bulgaria, and Venezuela.

Continuation with the CEFE Academy, our e-learning platform. More and more countries joining. This year, trainings from eight countries were held at the CEFE Academy.

So many great things happened and moreover CEFE International has also established a new network team. Under the leadership of Marlinde, Lisa, Ronja and Lourdes form the new Network Support Team.

Lisa is responsible for the communication with CEFistas regarding certification, support for regional conferences or other requests. Together with Marlinde, Lisa is mainly involved in the management of conferences or other network events.

Ronja is responsible for the CEFE Panorama and is supporting the team with different tasks from behind the scenes.

Lourdes is supporting in the areas of Public Relations and social media. She is a good graphic designer and supports us by improving the online presentation of CEFE International.

In November, we held our first so-called MasterMindMeeting. Many Master CEFistas came together digitally to think about the goals and strategy of the CEFE network for 2022.



After the individual expectations were communicated, there were small regional groups that dealt with the key question "What are the next steps for 2022".



There was a great deal of overlap between the individual groups regarding the goal of expanding CEFE digital and the constant exchange of information within the international CEFE community. The terms "CEFE movement" and with it development of a long-term "CEFE movement strategy" were mentioned.

For this purpose, the MasterMindMeeting will be held in regular intervals in 2022 with the motto: "Let's work together!"

We are looking forward to the coming year with so much motivation and dedication of our CEFistas worldwide.

Mentoring

Sharing professional knowledge and experience

Tom Buehler
CEFE
International



2021 was an exciting year at CEFE International, having worked intensively on new ideas and the development of existing approaches. We did this mainly in our new think tanks, within our organisation, one of which was related to mentoring.

Mentoring is an effective transformation tool for organisations who want to create more commitment, a positive and inclusive workplace culture, better leadership development and higher resilience in our increasingly complex, uncertain, volatile and ambiguous world – and for individuals who want to strengthen confidence and motivation, develop a growth mindset, enhance their skills, prepare for more challenging tasks and promotions, and seek a more sustainable career advancement.

CEFE International has already implemented mentoring approaches in several projects. An impressive example is IDEA Albania. In this

programme, we implemented a training of master mentors, including a junior and a master mentor training, and we built a sustainable mentoring network within the country.

Coming back to our mentoring think tank: In order to enhance and develop our mentoring approach further, we collaborate with Klaus Kammermeier. He is the founder and managing director of Cyoneer GmbH and Innovation-Labs.Berlin, as well as a highly experienced mentor and mentor trainer and worked with us within IDEA.

In our think tank, we shared our thoughts on how to make mentoring more impactful in the context of development cooperation and we developed new innovative instruments.

How did we do that?

After agreeing on a definition of what we mean by mentoring, we carried out a workshop in Berlin where we used

the value proposition design to find out how exactly our clients and beneficiaries profit from our mentoring approach.

Within this frame, we first analysed our specific customer segment by looking at their problems, risks and obstacles, but also at their wishes and expectations. Then, we went on to define the requirements for our mentoring approach through brainstorming by asking how we can help solving our customers' problems and creating solutions which are customised to their needs and expectations. On this basis, we redeveloped our approach and created innovative mentoring instruments.

We are now planning to build an international community of consultants as mentors and offer a CEFE mentor training.

The new instruments such as remote mentoring, a chat bot for mentee assessment and a

mentoring app to find perfect matches between mentee and mentor brings the topic into the age of digitalisation – and helps people to improve

their entrepreneurial skills.

Stay tuned and learn more about our mentor training next year!

In 2022, we are looking for experts interested to join our Mentoring Expert Network. If you want to be part of it, get in touch with us!



Corporate Identity, new values

Lourdes Flores
CEFE International



Starting with the beginning of the pandemic, CEFE International recognized the importance of adapting and moving towards the future, strengthening its original values, and integrating new ones, to boost progress. It was the beginning of a renewal.

After a year of hard work, we want to tell you about the process of these changes. To renew a corporate identity,

it is necessary to know how our team, external partners, clients, and experts (CEFistas) perceive the brand. We always consider you in every decision that we take. So, first of all, we collected your ideas in regard to how CEFE International and the CEFE methodology should be defined and possible improvements that are needed. As a result of that, we got a huge list of values. Then our team jointly

worked through the contributions and selected the most representative values, which completely involve CEFE International's identity.

As our main goal is the promotion of micro, small and medium-sized enterprises (MSMEs) to empower national economies, we have set up a couple of values that guide our daily work and the way how we work and interact with you.



Team Spirit

We strongly believe that teamwork is essential to deliver our service. We work in collaboration and mutual respect with everyone who is contributing to achieve our project's goals.

Innovation

We assume a deep commitment to continuous improvement and challenge ourselves and each other to provide the best tools and services that help ventures and MSMEs to overcome current challenges.

Reliability

We believe "consistency" is the key to building trust in our working relationships. Our work is client satisfaction oriented, but our main goal is to provide the best innovative solutions that our beneficiaries need, to overcome current challenges.

Communication

We communicate proactively to build collaborative, meaningful, and sustainable relationships between our team members and stakeholders. We communicate our message with clarity, concision and confidence while actively listening.

After this internal restructuring, it was indispensable that the external CI and CEFE image also changed. Based on our new values, we pick out four colours which stand for them, looking to the future without forgetting the CI background. Afterwards, some sketches for a new logo were designed, using those colours, that were then graded by team members. Finally, one was chosen. However, we also needed to receive feedback from CEFE experts. For that reason, we consulted them as well, before publishing it on our digital platforms.



We hope everyone who is part of this big family feels identified and represented in the best way through this new corporate identity. Thank you to all of you, who have been part of this amazing process.



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