



INNOVATIVE
SOLUTIONS
FOR SUSTAINABLE
BUSINESS
DEVELOPMENT

CEFE PANORAMA '22

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THE NEW TRENDS OF CON



CEFE PANORAMA 2022

The world is changing. That is normal. However, global threats are of great concern and require even stronger efforts and more efficient approaches to achieve the SDGs: COVID-19, an increasing number of wars - also in Europe - and devastation due to climate change. For the first time in a long period, the Human Development Index has been falling steadily - since 2020 - and the number of people in absolute poverty is rising significantly. Political and social conditions are polarising within and between many countries, and more and more people are looking to radical political leadership or exodus as a way out in the face of an uncertain future or looming menace.

“ *I hope our 11th CEFE Panorama gives you an interesting insight into the diversity of our work, inspires and motivates you in your own effective development cooperation.* **”**

Development cooperation is challenged in almost all contexts to counteract the potential for conflict and measurably improve living conditions, especially for the poor. CEFE has contributed to this in 2022 within the scope of its competencies. The global network collaborates in think tanks and master mind groups on innovative approaches. We were again able to conduct a regional CEFE conference (in Morocco - Francophone Africa) and a global conference (online and physical in Macedonia). More digital tools and modules enable exchange and development beyond all borders, but still do not address enough the poorest. We would like to see more applications for outreach at the bottom of the pyramid.

I, Peter Baerenz, will be stepping down from my position as Managing Director of CEFE International after 15 years of CI and 40 years of such multi-faceted development cooperation. The way is well prepared. The next generation has already been the driving force for innovative progress for several years and is leading the company with a pioneering new and participatory management approach. My task will be to accompany these processes as a short-term expert and mentor. I am looking forward to this with full enthusiasm.

I hope our 11th CEFE Panorama gives you an interesting insight into the diversity of our work, inspires and motivates you in your own effective development cooperation.


**Eberhard
Baerenz**

CEFE INTERNATIONAL'S PROJECT PORTFOLIO 2022

In 2022, CEFE International was commissioned to conduct an interesting range of diverse projects.



TAJIKISTAN

NOVEMBER 2019 -
APRIL 2024

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 will cover two more rural regions.



GLOBAL

Iran, Georgia, Chile and Mexico

SEPTEMBER 2020 -
DECEMBER 2024

In the 2022, we continued with the implementation of the **BMWK Manager Training Programme**. Two manager delegations with representatives from Iran, Georgia, Chile, and Mexico were supported in deepening their management skills and getting insights in German corporate governance to use it in their own companies. They experienced an intensive online training program before coming to Germany in July and September respectively, to get in touch with German companies, learn from them and establish business relations.



GERMANY

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 seminars take two to three days each. Within the training on Negotiation skills, the focus is specifically on the Harvard Method and achieving the Win-Win Approach. The 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.



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. Target groups included 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 to compile environmentally friendly e-waste management practices and develop entrepreneurial competencies from them to strengthen the economic sustainability of micro and small enterprises in the e-waste sector in Ghana.



SUDAN

APRIL 2020 -
OCTOBER 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. Because of the COVID-19 Pandemic, this project changed to the digital format. CI carried out 3 digital entrepreneurship weeks, based on activities of the CEFE methodology and a selection workshop to get 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.



GLOBAL

NOVEMBER 2019 -
DECEMBER 2023

The **GET.invest project on renewable energy** 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. Our task is to organise matchmaking between project promoters and potential investors and technology partners. As a reaction to the COVID-pandemic we developed on behalf of GET.invest a completely new approach for organising and hosting such conferences online, with a capacity of over 1,500 participants. We have been able to realise 12 virtual events in a very complex technical setup between June 2020 and December 2021.

CEFE INTERNATIONAL'S PROJECT PORTFOLIO 2022

ALBANIA

NOVEMBER 2020-
OCTOBER 2022

In Albania, we established the **CoSolve advisory facility for MSMEs** in agriculture, tourism and other sectors. In two rounds, 460 MSMEs severely affected by the consequences of the Covid 19 crisis in Albania received training, individual and group coaching and mentoring to plan and put into practice **change management processes**. The impact has been amazing. After a significant Covid-caused decline in business performance, MSMEs managed to recover from the crisis and grow significantly. Compared to the situation before COVID, **965 jobs were created, and turnover increased by 171 % on average**. 84 % of the enterprises considered themselves stabilised and are now much better prepared for crisis situations. The advisory services were provided by the trainers/coaches of Qendra Balance, a cooperative of CEFE trainers in Albania led by Jetona Myteveli.

ALBANIA

DECEMBER 2021-
OCTOBER 2023

While the second round of CoSolve was still ongoing, a **new CoSolve assignment** has already started. This time, the project is being implemented in a consortium with Qendra Balance and PEM Consult. It focuses on strengthening the **resilience and growth** of 229 participating MSMEs, 68 of which have been selected to receive additional specialised **advisory services on digitalisation**.

TAJIKISTAN

MAY 2022-
NOVEMBER 2022

Support local economy in selected mountainous regions in Tajikistan (GBAO): In the framework of TRIGGER II, BMZ funds the Project "Local Economic Development in Selected High Mountain Regions", which is implemented in the Gorno Badakhshan Autonomous Region (GBAO) in the eastern part of Tajikistan. This project aims to support the local economy, to create sufficient and sustainable conditions for generating self-employment or dependent work for young people in GBAO with a special focus on the agriculture and transport sector. The project is working on agricultural value chains and is active mainly in Shugnan, Roshqala, Rushan, Ishkashim Districts and Khorog town. The target beneficiaries of the project are MSMEs, small-scale farmers and producer groups.

ETHIOPIA

NOVEMBER 2022 -
JANUARY 2023

The project "Development of comprehensive manual on tannery solid waste management and possible conversion into valuable product/s, and preparation of Teaching, Training and Learning Material (TTLM) of same" developed a comprehensive training module. Based on an assesment of existing research, the teaching materials were prepared, with a specific focus on tannery solid waste management and its conversion into valuable products. As a last step, a validation workshop for the developed manual and the produced TTLMs will be organized and conducted in 2023.

LAOS

JANUARY 2022-
MARCH 2022

Training and coaching in "Social Media Marketing" for Lao BSO's (SRECA: Support in regional cooperation in Asia): The objective of the project is to improve the conditions for regional and global trade in selected countries. Within this project the focus was on providing two trainings and two coaching sessions in "Social Media Marketing" for for three Lao BSO's.

NOVEMBER 2021 -
MARCH 2025

ETHIOPIA

The **Sustainable Industrial Clusters (S.I.C.) programme** aims to promote **decent jobs and sustainable growth in the manufacturing sector**, with a focus on the textile and garment sector. An important aspect is the development of industrial parks. CEFE International has been mandated as lead partner in cooperation with sofies/ Switzerland and TAYA Consulting/ Ethiopia to provide national and international short-term expertise with a vast pool of experts. Several CEFE advisors will also be involved in this. After funding problems in the 2nd half of 2022, the project will be fully operational again in 2023.



VIETNAM

SEPTEMBER 2022 – JANUARY 2023

Coachings in "Virtual Matchmaking" for vietnamese BSO's (SRECA: Support in regional cooperation in Asia): CI is responsible for preparing and execution of 6-8 coachings for two vietnamese BSO's (CRED AND VOAA). Coaching Topics include Trade Fair participation and B2B Matchmaking.



EUROPE

Germany, Luxembourg, Czech Republic

SEPTEMBER 2020 – MARCH 2025

The project "Holistic Resource Management for Climate Resilience of Farming" (Climate Farming) is funded by the Erasmus+ programme. The main objective is to develop strategies for a sustainable and climate resilient transformation of farms in the Czech Republic, Germany and Luxembourg. Through our advisory and training services, we will provide participants with skills and knowledge to implement strategies and farming practices that meet the challenges of the agricultural sector in Europe and globally.



AFRICA

Kenia, Ruanda, Ghana

APRIL 2022 – AUGUST 2022

The project "Multi-level funding approach to green e-commerce strategies" aims to raise awareness of environmentally friendly e-commerce among the population, economy and politics of selected African countries. The creation of a funding approach has a positive impact on many areas. In collaboration with Globally Cool from the Netherlands, CI developed a participatory, easy-to-use, stakeholder-driven financing approach for green trade and sustainable e-commerce that enables stakeholders to identify bottlenecks and priority areas for future development initiatives. The process was based on surveys and fieldwork in the target countries and aligned with public and private sector actors during workshops in Ghana and Rwanda.



EUROPE

Germany, Cyprus, Ireland, Spain, Greece

DECEMBER 2020 – NOVEMBER 2022

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



EUROPE

Germany, Belgium, Greece

DECEMBER 2020 – NOVEMBER 2022

The overarching objective of the RegAgri project was to promote, facilitate and accelerate 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 path conceptualised and piloted by CI and their partners targets a new generation of farmers, as well as persons, who actively participate in the development of training curricula and examination queries for agricultural vocation on the national level and VET providers in agriculture, training companies and higher education institutions offering agricultural education.



EUROPE

Greece, Poland, Slovenia, Belgium, Germany

MARCH 2022 – AUGUST 2024

The Erasmus plus project Farm4SD (Small and Medium Farm Holders as Agents of Sustainable Change in Agriculture and Society) aims to raise farmers' awareness and their capacity regarding EU strategies and initiative for Sustainable Development such as European Green Deal and Farm to Fork Strategies. In the future farmers will have to comply with several norms and laws in order to be relevant to the market and to sell their products. Based on the EU strategies for Sustainable Development, CI and 6 partners are conducting a methodological framework on the pillars of sustainable agriculture, educate and train farmers and give policy recommendations.

CEFE INTERNATIONAL'S PROJECT PORTFOLIO 2022

We present the division
Supporting Business Cooperation

Pauline Sautter
 CEFE International



The division ‘supporting business cooperation’ is still in its initial phase. Only beginning in 2021, have the activities and offers, anchored in this field, been identified as an independent division within CEFE International.

The services within ‘supporting business cooperation’ differ from the traditional offers of CEFE International and the CEFE methodology in that the focus is not primarily on the promotion of entrepreneurs, but on the support of companies in the initiation and intensification of business contacts, their internationalisation, and their expansion into new markets.

The projects of the division ‘supporting business cooperation’ are not classically located in the context of international development cooperation and rather target companies within the German and European markets that want to scale internationally, or international companies that want to expand into these markets.

- **Business Delegations**
 Delegation journeys supporting participants to take the first steps in initiating business with new partners in a foreign market.
- **Matchmaking**
 Promoting business initiations with promising potential business and policy partners or investors.
- **Export Promotion**
 Supporting international businesses to export their products to the German or European market.
- **Event Organization**
 Efficient organization of virtual, on-site or hybrid events to maximize engagement with potential business partners.
- **Trade Fair Support**
 Preparing and accompanying participants, to make the best use out of their trade fair visit.

Adapted to the signs of the times, the offers can be implemented either physically or in form of virtual concepts.

The young division can already boast extensive experience and solid references. In 2022 alone, CEFE International:

- implemented two hybrid delegation trips to Germany with a duration of several weeks each that will even continue in 2023,
- organized seven hybrid Matchmaking Events, connecting stakeholders in the renewable energy sector from Europe and Africa,
- supported more than six companies with coaching and training in their export promotion, and
- developed an interactive e-learning course on Export Marketing Plans for four sectors.

SUSTAINABLE DEVELOPMENT GOALS

- 8 DECENT WORK AND ECONOMIC GROWTH
- 17 PARTNERSHIP FOR THE GOALS

The services are strengthened thanks to CEFE International's extensive expert knowledge of the German and European private and public sectors, its long-standing cooperation with renowned partners and close contact with numerous German and European companies.

Of course, CEFE International's origin, with many years of work on the ground, in-

cluding in rural areas, and its profound knowledge of the economic framework conditions in these countries also represent a unique selling point for its work in the field of supporting business cooperation: Due to CEFE International's experience in managing projects in the context of development cooperation and thanks to the trustful work with the global network

of CEFistas, it is possible to draw on close connections to partners and experts in countries all over the world.

CEFE International's goal for the division ‘supporting business cooperation’, in 2023, is to further develop strong partnerships and generate new projects to support even more companies in forging reliable international business cooperation.



Climate Farming

ERASMUS +

Laura Dorn
CEFE
International



We were delighted that the National Agency Education for Europe at the German Federal Institute for Vocational Training has accepted our application for a new project within the ERASMUS+ program, funded by the EU. So, in October 2022, we started the 3-year "ClimateFarming Project" - Holistic Resource Management for Climate Resilience of Farming; this is the third agricultural project of CEFE International.

CEFE international, as the coordinating partner, cooperates with six other associates.



The consortium comprises one farm and one consulting company each from Luxembourg, the Czech Republic, and Germany. In this way we can guarantee the transfer from theory to practice.

Agriculture is one of the root

causes of global warming and biodiversity loss. The intensification of land use for agriculture has contributed considerably to GHG emissions, resulting in biodiversity loss. 40% of the EU land area is used for agriculture, whose intensive practices are identified as a significant driver of soil degradation. Furthermore, agriculture itself is confronted with growing challenges, caused by climate change and global warming.

Against this background, the main purpose of the ClimateFarming project is to design strategies for the sustainable and climate-resilient transformation of agricultural enterprises in the Czech Republic, Germany, and Luxembourg. With our consultation and

SUSTAINABLE DEVELOPMENT GOALS

- 8 DECENT WORK AND ECONOMIC GROWTH
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
- 13 CLIMATE ACTION
- 15 LIFE ON LAND

training offers, we will provide participants with skills and knowledge to implement strategies and cultivation methods to respond to the challenges the agricultural sector is experiencing in Europe and worldwide.

Therefore, the ClimateFarming project seeks to develop and showcase alternative and climate-resilient European agriculture options. What is needed is a consistent and firm approach to reshape agricultural practices, by offering a set of principles and tools to introduce a process of transformation of farming enterprises successfully.

The consultations and created trainings in the ClimateFarming project will offer a new approach to farm-level planning for climate change, integrating mitigation and adaptation options and broader environmental, economic, and social factors. The project aims to:



- Develop and conduct Climate Adaptation and Mitigation Consultation to transform agricultural enterprises to become more sustainable and climate resilient.
- Train professionals in the agricultural sector (VET educators, teachers, trainers, farm advisers) to become Climate Adaptation and Mitigation Agents, supporting agricultural transformation processes.
- Inform VET authorities and policymakers about climate change adaptation and mitigation options in farming, thereby giving impetus to include teaching content in VET providers, training institutions and universities' educational offers.
- Conduct an awareness-raising campaign on the national and EU level on climate resilient measures for farming, its benefits, and the possibilities to apply measures.



On October 24 and 25, we met for our Kick-off Meeting at the Farm Hof Tolle in Germany. We got to know each other in the farm's pleasant environment and got into the details of the project together. We look forward to working together over the next three years.

The Manager Training Programme

First time without Conoscope and hybrid model

SUSTAINABLE DEVELOPMENT GOALS

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

Pauline Sautter
CEFE International



After more than two years of pure virtual execution, due to Covid-19, the Manager Training Programme entered a new era in 2022.

After the last framework contract had expired, at the end of 2021, the programme was re-tendered by GIZ for another three years. The first change was that the programme will now be hosted and financed by the Federal Ministry for Economic Affairs and Climate Protection (BMWK), which replaced the former Federal Ministry for Economic Affairs and Energy

(BMWi) after the change of German government.

Furthermore, the concept of the Manager Training Programme was restructured: While the focus is still on the core elements of training, group company visits and the establishment of individual business contacts, the programme has been expanded and now includes a social learning component as well.

Valuable experience was also gained from the inevitably virtual implementation during the Corona period. The

programme implementation was now designed as a hybrid model: From now on, the participating managers will first go through an introductory phase consisting of technical onboarding and a two-day introductory workshop, either virtually or in person, an implementation phase, consisting of six weeks of virtual support, and a two-week stay in Germany, as well as a six-month virtual transfer phase, which will be concluded with a networking event in the participants' home country.

In this way, the programme

enables the foreign managers in the best possible way to establish business contacts with German companies, get to know their working methods and gain management ideas for their home businesses. For the German companies, the programme is often the starting signal for a long-term business relationship. The programme, as an instrument of economic promotion, contributes thereby to mutual benefits for Germany and the partnering countries.

After CEFE International had cooperated with Conoscope in the MP since 2016, the two companies decided to submit their bids for the future contract phase separately, due to increased team capacities on both sides. The partners look back on many years of good cooperation and had encouraged each other to participate in the programme individually. Fortunately, both CEFE International and Conoscope were independently accepted into the pool of implementing training centres. CEFE International would like to take this opportunity to thank Conos-



cope for their good cooperation and looks forward to further collaboration in other projects.

In 2022, CEFE International already ran the programme for two manager delegations. First, a Georgian-Iranian group was hosted, beginning in May, and spent two weeks in Bonn in July. Parallel to this group's stay in Germany, the programme started for a Chilean-Mexican delegation, which was then received in Bonn and Cologne in September.

In the case of both delega-

tions, the MP's new hybrid concept has already proven to be a success. While in the past, only brief contact between participants and the training centres was possible, in advance of the then four-week stays in Germany, the longer virtual implementation now allows for more intensive preparation and thus more efficient use of the time in Germany. The participants of both groups were able to establish numerous promising business contacts and are currently pursuing the realisation of a number of high-volume contracts.



Matchmaking Events

SUSTAINABLE DEVELOPMENT GOALS

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

Lina Sinzinger
CEFE International



As in 2020 and 2021 I will again give you some insights into our work at in the GET.invest project.

As a little refresher for you, what was the content of the project again?

GET.invest runs on the platform of the Global Energy Transformation Programme (GET.pro) that is implemented by the Deutsche Gesellschaft für Internationale

Zusammenarbeit (GIZ). The project aims to bring together EU and African Countries 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. It is funded by the European Commission and the governments of Germany, the Netherlands, and Sweden. The services of GET.

invest are structured into the two following broader areas:

A. Private Sector Mobilization (thereby generating additional project ideas), and

B. Pipeline Development (thereby increasing the number of bankable projects).

While 2020 and 2021 were marked by the pandemic and the successful development and implementation of a toolbox for virtual conferences, of which we implemented 12 events, 2022 saw a return to the implementation of on-site events. We focussed again on matchmaking and conducted:



Impression SEforALL Forum, Mai 2022, Kigali Rwanda
Figure I: Key note speech President Paul Kagame

- 1 Renewables in Mozambique 2022, Maputo, Mozambique, hybrid, 6 - 7 December 2022; Organised by Alliance for Rural Electrification, Lusophone Renewable Energy Association Mozambican Renewable Energy Association; 746 participants
- 2 Journées sur l'accès à l'énergie au Burundi, Bujumbura, Burundi, on-site: 4-5 October 2022 ; Organised by World Bank, European Union, Alliance for Rural Electrification, Burundi Renewable Energy Association, 295 participants
- 3 ARE Energy Access Investment Forum, Dar es Salaam, Tanzania, hybrid: on-site 28-30 June 2022 and virtual matchmaking event: 14-15 June 2022. Organised by Alliance for Rural Electrification; 1209 participants
- 4 Sustainable Energy for All Forum, Kigali, Rwanda, on-site: 17-19 May 2022 and virtual event: 30 May - 3 June 2022, Organised by SEforALL; 1,300 participants



Figure II: Matchmaking Sessions, ARE Energy Access Investment Forum, Dar es Salaam, Tanzania

For the coming year and the project phase until December 2023, some on-site events are planned to be realised with Matchmaking component.

We as the consortium CONOSCOPE - CEFE International Projects and I personally are looking very much forward to an exciting 2023.



Figure III: Matchmaking Sessions, ARE Energy Access Investment Forum, Dar es Salaam, Tanzania

VETentre

ERASMUS +

SUSTAINABLE DEVELOPMENT GOALS

- 4 QUALITY EDUCATION
- 8 DECENT WORK AND ECONOMIC GROWTH
- 9 CLIMATE ACTION

Laura Dorn
CEFE
International



We are pleased to announce that we have successfully concluded the Erasmus+ Project VETentre. Within the project's framework, we built the entrepreneurial competencies of Vocational Education and Training (VET)

educators. We supported them in designing programs and activities to promote the entrepreneurship mindset of learners. The partners of the VETentre project have developed the following results:

Entrepreneurship Toolkit for VET educators

VETENTRE has developed a Toolkit for VET educators that includes resources for integrating entrepreneurship in VET and supporting VET educators in developing entrepreneurship competencies. The Toolkit is aligned with the national frameworks for VET and Entrepreneurship and the EntreComp Framework that the European Commission developed. Increasing the quality of life of participants and their families through improved financial literacy;



VET and Entrepreneurship curricula

The VETENTRE Curriculum includes training modules and learning activities for infusing entrepreneurship into VET.

Policy recommendations report

A report was prepared to provide evidence-based policy and practice recommendations, with recommendations derived from stakeholder consultations and focus groups.

Highlights

One memorable event in the framework of the project was the VETentre Multiplier Event, "Connecting the dots: Entrepreneurship promotion and international development cooperation".

This event was organised together with the CBS International Business School in November 2022. In this space, we discussed the trends, challenges, and potential project cooperation for start-up promotion. Furthermore, we shared the VETentre outcomes towards the empowerment of educators to

develop their entrepreneurial mindset and to make VET education more attractive across Europe.

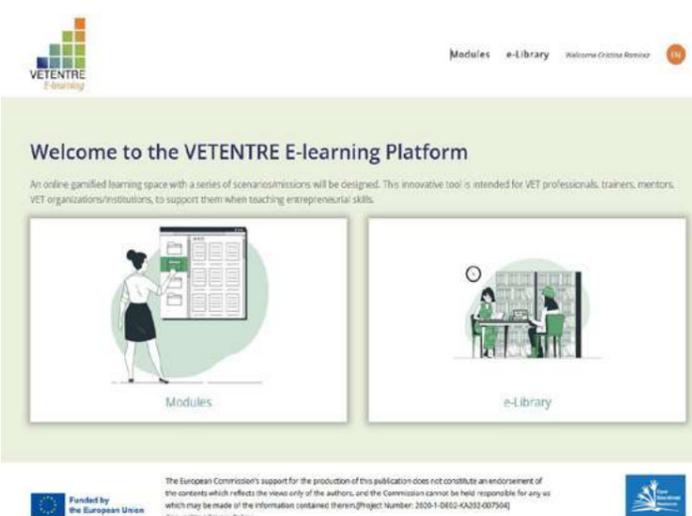
The event was enriched by input from external speakers: Prof. Dr. Markus Raueiser, Professor of International Business and Economic Geography at the CBS International Business School; Professor Dr. Ulrich Anders, Professor at the CBS and managing director of "Hochschulgruendernetz Cologne" an association for promoting start-ups; Besan Dahboor Engel, venture developer at

the Global Entrepreneurship Centre (GEC), the first global Scale-up Centre focused on impact start-ups; Theresia Kneschke, Portfolio Manager in 249 startups, where she is building up a strong team that runs multiple Incubation Programs in Sudan.

Marlinde Baerenz represented CEFE International and got all participants, including the speakers, enthusiastic about the CEFE methodology when conducting a CEFE exercise; this was a stunning conclusion to the event and the VETentre project.

E-learning space and VET entrepreneurship gamified environment

An innovative online gamified learning space was designed. It includes a series of scenarios/missions for VET professionals, trainers, mentors, VET organisations/institutions. The main goal is to support them when teaching entrepreneurial skills and developing their entrepreneurial competencies. The e-learning space also hosts an online library of valuable resources relevant to EU priorities and policies related to VET and appropriate resources to the needs of the VET sector in general. You can register for the free Virtual Learning Environment here: <https://elearning.vetentre.eu/>



Green Innovation Centres in the agriculture and food sector Côte d'Ivoire

SUSTAINABLE DEVELOPMENT GOALS

1 NO POVERTY

8 DECENT WORK AND ECONOMIC GROWTH

Realisation of a CEFE Train of Trainers (ToT)

Lina Sinzinger
CEFE International



The political situation in Ivory Coast has been relatively stable in recent years, with some tensions and challenges. The country has been dealing with the effects of the COVID-19 pandemic, which has impacted the economy and health system.



Picture: Group picture participants of ToT



Graph: Training circle (in French)

CEFE International was commissioned by GIZ in Côte d'Ivoire in 2022 to conduct an on-site CEFE Training of Trainers and the subsequent coaching. The entire training cycle was held at the ANADER training centre in Gagnoa.

The selection of the participants for the ToT was done with a call for expressions of interest designed by the project team. Almost 150 applications were received. A pre-selection based on the received files resulted in invitation of 29 candidates, who were invited to participate in a selection workshop in two stages:

- 1 A one-day workshop where the CEFE approach was presented, and some activities were carried out to identify people with potential to participate in the training of trainers.
- 2 Individual interviews of 30-40 minutes were conducted throughout the second day.



This selection resulted in 22 people being retained from the shortlist.

Given the interest and objectives of the project, it was proposed that a technical advisor could follow the whole training process in order to allow the project to have an internal resource capable of piloting the training of entrepreneurs. The training of trainers thus involved 23 people.

Realisation ToT:

The first session was conducted by the two master trainers (Peter Baerenz and Badia Refass) and the national co-facilitator Benjamin Bationo.

The assignment was part of core Module 2 of the Green Innovation Centre project. This component aims at training skills to understand innovation, through:

- Introduction of training of trainers and good agricultural practices in agro-forestry systems.
- Agricultural business schools: anchoring of demonstration fields and extension of curricula.
- Promotion of networking between key German and Ivorian actors



Support to the sector covers the different components of the value chain.

The programme of the first two sessions (09.-17.05.2022, 09.-16.06.2022) were divided into six topics.



Picture: Group work

1. Organisation of the seminar

2. Learning theory: Introduction to the action learning approach/methodology and sessions on andragogical aspects, i.e. adult learning and also communication.

3. Facilitation: Participants were introduced to group dynamics, management, group dynamics techniques and also visualisation techniques.

4. Business development: Participants worked throughout the training sessions on entrepreneurial skills and practised them by creating a business during the training. (Exercise create)

5. Application: Participants were divided into pairs (or even triples) to prepare and facilitate exercises. For this, they received coaching. The objective was to prepare the participants to manage the training sessions with the entrepreneurs independently.

6. In addition, the participants were encouraged to develop exchanges among themselves.



Picture: Open air training

The programme of the third session (15.07.-18.07.2022) was more about developing coaching skills. Thus the objectives were:



Picture: Action phase for SWOT analysis

- Theory of coaching, difference with mentoring and consulting.
- CEFE approach to coaching, CLEAR cycle (Contract, Listen, Explore, Act, Reflect).
- Relationship between coach and coachee.
- Communication styles and questioning techniques.
- Practical application of coaching and tools (Coach-labs).

The working time in the seminars was 163:30 hours in the room plus 24:00 hours for study outside the room.



Group picture participants of ToT 'Under the Tree'

The success of the training and coaching was also due to the group of participants who were highly motivated and totally involved, with quite interesting personal and professional backgrounds, which made it possible to carry out the practical exercises in a very pleasant and rich working atmosphere.

It is important to note that for the CEFE approach to take root in Côte d'Ivoire, it is necessary to have a solid and well-structured network of facilitators. Based on the overall experience of CEFE International, the recommendation includes the following aspects for the creation and development of a national capacity, especially in rural areas:

1. Network of trainers and coaches.

The trainers are already well advanced in their own initiative to create network which should be used from the beginning. It is important to offer trainers opportunities to put their new skills into practice without placing them in a situation of expectation and possibly even dependence on a single client.

2. Market development

The network/trainers will make a more sustainable contribution to the development of start-ups and the growth of micro-enterprises if they have established a convincing business model and marketing plan. This was discussed during the training but should be developed further.

3. Service portfolio

Training participants have the basic structure to effectively organise entrepreneurship and business training in rural areas - including for small businesses in urban areas. Their competences should be expanded in order to offer a more diversified range of services: Completing their compendium of exercises and learning content; Introduction to other modules; Ability to develop exercises and modules independently.

4. Advanced training and coaching

For the objectives mentioned in points 1-3, we recommend advanced training in two or three units of one week each. The critical mass for establishing a sustainable active group or network in a country like Côte d'Ivoire is about 40.

E-learning course in the export marketing plan for IPD

SUSTAINABLE DEVELOPMENT GOALS

- 8  DECENT WORK AND ECONOMIC GROWTH
- 10  REDUCED INEQUALITIES

Zura Bazarova
CEFE International



Import Promotion Desk (IPD) promotes the establishment of durable, long-term trade relations between importers and tour operators in Germany and Europe and companies from selected partner countries. Facing the challenges of COVID-19, IPD has developed an e-learning platform to support companies and provide recommendations and strategies for dealing with the current situation.

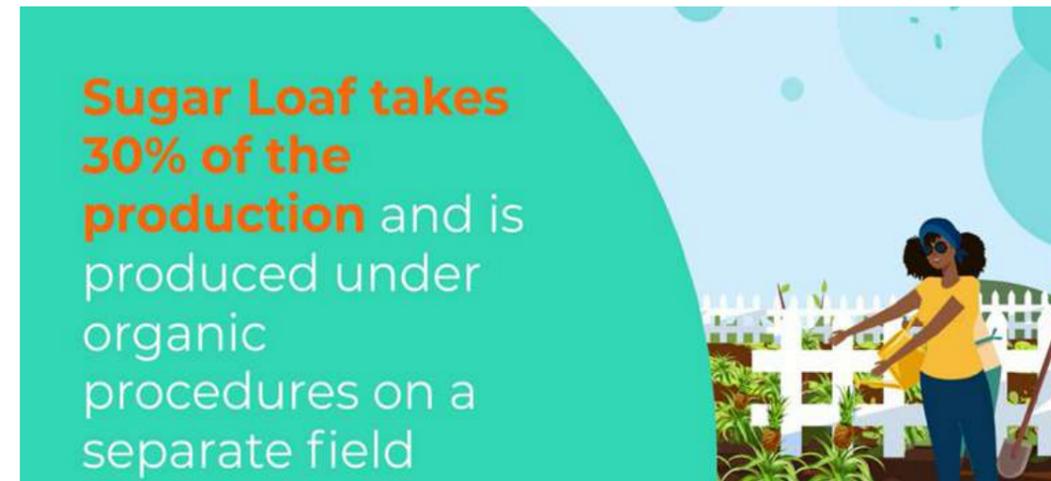
This year we were pleased to work on the project Export Marketing Plan. CEFE International, with a series of virtual sessions and an interactive e-course implementation, was facilitating to sustainably increase the import from selected developing and emerging countries to Germany and Europe. The main goal was to support all IPD partner companies from the food sector striving to successfully enter

the European market and teach them the benefits of well-structured market access strategies. This opportunity focused on organizations from the food sector: natural ingredients, fresh produce, cut flowers, and sustainable tinder products.

The Export Marketing Plan course consists of four modules and has several components. Each module begins with the thematic session with a video explanation of our expert Marlinde Baerenz. For each food sector, there is a case study in the form of an animated video embedded in the e-course. For this purpose, we prepared four animated videos with Alberto from Colombia (sustainable woods), Nancy from Ghana (fresh fruits), Saman from Colombia (natural ingredients) and Carla from Ecuador (cut flowers). The third component consists of quizzes each participant must submit to access the next module and assignments embedded in each module.

The course was developed in the SCORM package and uploaded on Eloomi, the Learning Management System from IPD for e-courses. With this functionality, participants were able to complete the course asynchronously.

Since 2017, CEFE International has collaborated intensively with IPD to promote sustainable imports between foreign organizations and Europe. In previous years, CEFE International implemented the two-day cross-sectoral Training of Trainers and developed a complete training material to trade fair participation in Germany. The objective of this assignment was to train external coaches and GEPA staff on the course's content and how to hold the system themselves. Later on, we were assigned to create the Tourism Market Access Strategy (TMAS) e-course. The objective was to help the companies to access the European market to meet the admission and to design the best export marketing strategy.



Case-study: Nancy from Ghana – owner of the fresh fruits farm

Finally, we supported exporters from four IPD Sectors (natural ingredients, fresh produce, cut flowers and sustainable tinder products) within the "Digital Business Coaching week" (2020), where through individual online coaching sessions we

aimed to increase the import from selected developing and emerged countries to Germany and Europe.

We are thrilled to have such an experience in the implementation of tailor made-courses,

training sessions, and individual coaching, which put us one step forward to continue providing the best service to clients while promoting sustainable business cooperation worldwide by the application of digital learning approaches.



CoSolve Project

Advisory Facility for MSMEs in Albania

SUSTAINABLE DEVELOPMENT GOALS

- 4  QUALITY EDUCATION
- 8  DECENT WORK AND ECONOMIC GROWTH
- 9  CLIMATE ACTION

Tom Buehler
CEFE International



In collaboration with:
Manfred Kojan

The CoSolve project is running since 2020. Currently we are in the third round, where MSMEs in Albania receive a combination of coaching, training, and other advisory services from our Albanian CEFE trainers and coaches, with support from international experts. They elaborate a change plan and get support in the implementation of it.

But what does that mean in practice? Let us take two examples from the tourism sector to illustrate this.

Kulla Hupi Guesthouse

Kulla Hupi is a traditional stone house in the North of Albania in a remote location outside the village of Bulqize. The so called “Kulla” served, once upon a time, as a shelter for families involved in blood feud. The Hupi family has turned their traditional house into a guest house for agrotourism some 5 years ago. Currently, it offers 5 guest rooms with some 14 beds where guests, mainly international hiking tourists, can stay for one night or two. Guests are also offered traditional regional food with

local products for dinner and breakfast. The owner further offers guided hiking tours in the surrounding mountains.

Due to the Covid pandemic, the just-starting business with international visitors collapsed. National guests were not a sufficient substitute to balance the losses. On top, additional investments for improving both the very basic standard of the guest rooms and the general service level of the house were needed, which at the time could not be afforded, taking into consideration the actual cash flow.

As an outcome of the coaching process, a vision has been elaborated that *“Kulla Hupi becomes a place of rest for customers, offering high quality accommodation and gastronomic experience, security, as well as access to a beautiful nature around the inn which can be explored by hiking”*.

The change plan envisaged the improvement of infrastructure and the development of additional business services. Priorities in this respect were:



- Improvement of the drinking water supply line;
- Making the outdoor area more attractive by furnishing it with tables, chairs, and umbrellas for shade;
- Improving the guest security in the remote area with the purchase and installation of cameras and an alarm system for securing business premises;
- Increasing the accommodation capacities with 6 wooden rooms in the outer premises of the tower;
- Improving the professional standard of the kitchen with the purchase of additional and new equipment

Vila Aljor

Vila Aljor is a family-run 3-star hotel with 30 rooms in Durres, close to the beach. Initially, it mostly served tourists from Albania and the neighbouring countries, during a very short summer season. Since 2018/19 a substantial increase of more internation-

al guests could be achieved, due to intensified international marketing activities of the daughter, who got involved into the business. These international guests used the hotel as both, a hub for exploring sights in the region, and for tradition-

al beach holidays. However, due to the pandemic, international guests almost completely disappeared. Now, with the intensified engagement of the young successor, an upgrading and a new orientation of the business is envisaged.



Within the coaching process, a vision has been elaborated. The hotel should become *“a business with comfortable spaces, with a focus on the specific needs of customers, but with the taste of Albanian tradition and hospitality”*. It should be a place with a cosy environment *“where taste and hospitality is present 365 days of the year. Where the third age feels young and young people find shelter after every discovery of tourist routes”*.

The aim is to increase the profitability of the house, by increasing the occupancy rate and extending the season beyond the typical beach period. Thus, the change plan focuses on developing a specialized offer for tourists of the third age, outside the summer season, providing them with accommodation, personalized diets, dedicated health services, and special tourist guides. A core investment for better serving this target group was the installation of an elevator that

made the rooms better accessible for older age groups and guests with disabilities. The grant scheme provided financial support for the installation of such an elevator.

The involvement into the CoSolve change process was considered extremely interesting and helpful by the business family. It was a systematic step-by-step process from analysing the own situation; defining a vision for the future and then focussing on necessary changes that need

to be implemented – with support through a combination of training and coaching. Finally, the financial support through GIZ for the elevator was a breakthrough for the business. This elevator already proved to be very advantageous in the first year of operation. Due to this investment, a contract with a Polish agency could be acquired that especially send elderly guests, also outside the usual beach season. Thus, the developed concept already started working as envisaged and provided the first fruits.

RegAgri4Europe

ERASMUS +

Upgrading the Agricultural Sector with Skills in Regenerative Agriculture

SUSTAINABLE DEVELOPMENT GOALS

- 8 DECENT WORK AND ECONOMIC GROWTH
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
- 13 CLIMATE ACTION
- 15 LIFE ON LAND

Laura Dorn
CEFE
International



After two years, the Erasmus+ Project RegAgri4Europe is coming to an end.

In the EU, more than 90% of fields are farmed conventionally. This type of farming creates severe problems for human health, climate, biodiversity, soil fertility and the ecosystem as a whole.

Regenerative agriculture is one answer to these problems. It describes an approach that rejects pesticides and artificial fertilisers and aims to improve topsoil regeneration,

biodiversity and water cycles. Regenerative agriculture integrates ideas from organic farming, permaculture, agroecology, agroforestry and re-naturalisation ecology. Among other goals, it represents a

form of humus management and aims to accumulate CO2 as carbon in the soil and biomass close to the ground. Thus, it reverses the current global trend of CO2 accumulation in the atmosphere.



Online course with certificate

The aim of the Strategic Partnership "Upgrading the Agricultural Sector with Skills in Regenerative Agriculture" (RegAgri4Europe) was to fill the skills gap in agricultural education by offering a web-based training course on regenerative agriculture. The course teaches participants to apply alternative farming methods, providing them with the necessary skills to respond to challenges in the agricultural sector.

The online course is modular and contains six learning units:

- Module 1:** Background, Context, Insights into Regenerative Agriculture
- Module 2:** Reasons and principles behind RegAg
- Module 3:** Regenerative Agriculture in practice I - Vegetable production
- Module 4:** Regenerative Agriculture in Practice II - Agricultural Production
- Module 5:** Regenerative Agriculture in practice III - Practices for large-scale implementation
- Module 6:** Use/Potentials of Regenerative Agriculture for Environment, Society, Human Health.



Check out the RegAgri4Europe Course for free: <https://vle.regagri4europe.eu/courses>

The Online Course includes video lessons, reading material, a virtual library and the possibility to exchange with tutors and fellow learners via forums. After completing the RegAgri4Europe course, participants are better able to choose innovative pathways and sustainable farming practices in their (future) professional life.

A 5-day seminar accompa-

nied the RegAgri4Europe course on the farm of the project partner Schloss Tempelhof. Over the last ten years, this farm has converted to organic farming and experimented with regenerative practices - working with mulch, compost, green manure, agroforestry, compost tea and shallow tillage. All these practices have resulted in healthier soils.

We are thrilled to have participated in this project as coordinators. Although the pandemic situation in the last two years made us mostly work remotely, the partnership - consisting of organisations in Germany, Greece and Belgium - worked incredibly well together and produced high-quality outputs with a significant impact.

For more information, visit: <https://regagri4europe.eu/>

Khartoum Project

Master Trainer Formation Sudan

SUSTAINABLE DEVELOPMENT GOALS

1 NO POVERTY

8 DECENT WORK AND ECONOMIC GROWTH

Tom Buehler
CEFE International



Sudan is going through rough times. In December 2018, demonstrations erupted due to increased cost of living and a deteriorating economic situation, which later on led to the resignation of the then ruling president and the establishment of an interim government. Just at this time, Marlinde, managing director of CI and team lead of our current project in Sudan, was in Khartoum for another project and experienced a revolution starting. In October 2021, we had an online kick-off meeting of our Master Trainer Forma-

tion in Khartoum. Two weeks later, a military coup happened and the government was disbanded. Nowadays, Sudan is struggling with the same problems as in 2018, aggravated by high inflation through global conflicts such as the Ukrainian war.

Despite these difficulties and an accompanying delay, we are more than happy to train new master trainers through a blended approach.

We started with online sessions, where participants learned what is important

when being a trainer such as conflict resolution and using experiential training methods, but also understanding different learning management systems and developing market-driven trainings.

These competences were gained in connection with the lean start-up approach: the participants learned the steps of the lean start-up, and how to train them.

After the first phase of on-line trainings, we finally met the participants in person in Khartoum. These were two



very intense weeks for the participants, but also for the project team which travelled to Khartoum: Our team leader Marlinde, expert and master trainer Walid Bouzir, and backstopper Tom Buehler.

The first part of on-site activities consisted of the so-called macro labs. Participants were training in couples in front of the other participants. After every training session they got extensive feedback which prepared them for the demo days.

In the demo days, they trained real entrepreneurs. This was a great learning experience for all – the entrepreneurs were very eager to get to know new business approaches through experiential learning. And they gave a lot of feedback to the trainers – which helped our trainers to improve. All in all, the entrepreneurs were very satisfied

with the trainings; this is a big compliment for our group.

The trainers of the formation are already experienced in giving trainings. But it was the first time for them that they learned about experiential learning methods. And what makes it even more special

and innovative – we use a to the target group and the Sudanese context adapted approach of Lean Start-up as a methodology.

We are looking forward to the next year – where the formation will be finalized .



Green Trade and the SEComGate

Eberhard Baerenz
CEFE International



E-commerce (EC) is taking off with fulminant speed, infinite innovations, at all levels from micro businesses to international treaties, and intensifying globalization, offering endless new market opportunities but also aggravating the digital divide.

Initiatives at local, national, regional and global level are promoting EC, yet two aspects could contribute to align such efforts: (a) an EC-model as tool for facilitating a practical and structured analysis of EC in a given context, and (b)

the inclusion of sustainability principles – ecological, social and economic –to help avoid negative impact right from the beginning.

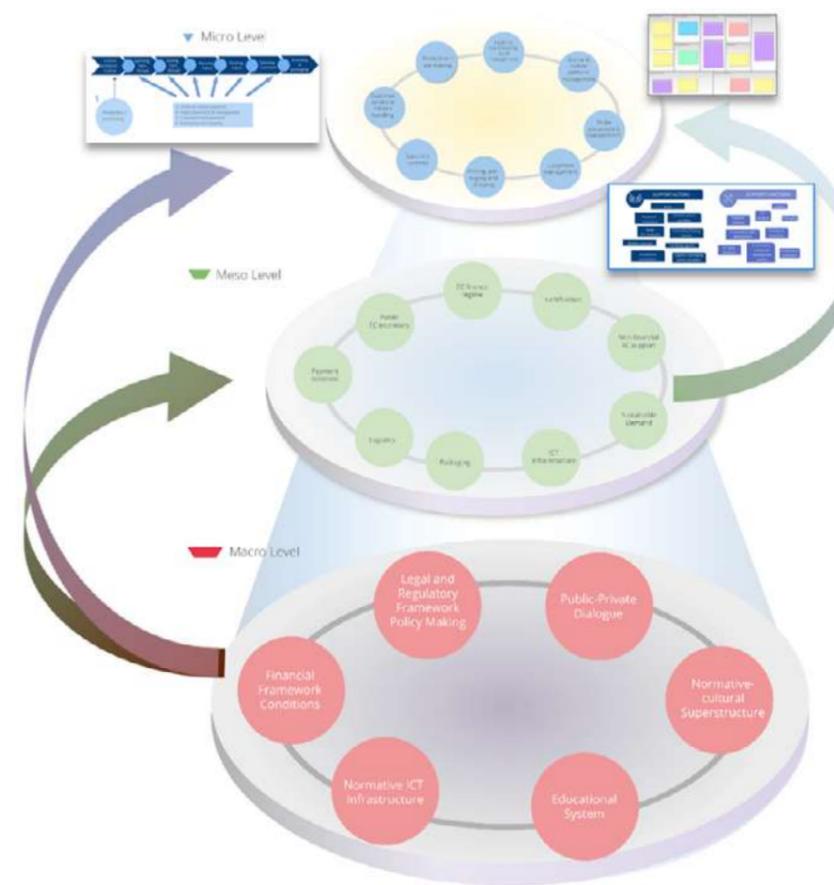
The effects of e-commerce on the environment are enormous. It affects all stages of the EC value chain. There are many ways to reduce these impacts, but EC is growing faster than environmentally friendly concepts are being implemented.

The GIZ programme ‘Fund Trade for Development’ was

looking for an actor-oriented multi-level funding approach to green e-commerce strategies as a tool that facilitates the analysis of a national or regional EC eco-system and directly leads to the identification of most appropriate measures or projects. This should be done in an action-oriented workshop format with representatives from the public and private sector, NGOs, interested donors and partner organisations.

SUSTAINABLE DEVELOPMENT GOALS

- 8 DECENT WORK AND ECONOMIC GROWTH
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
- 13 CLIMATE ACTION



In an easy to understand and apply way, the SEComGate helps the participants to pass step by step through the eco-system at macro-, meso- and micro level as summarised in the graph. Participants in the validation workshops liked it a lot and entered very interesting and enriching exchanges. They appreciated the systematic approach and, in particular, the practical outcome.

In practice, the SEComGate Camp (workshop) has the objective to gain tangible output in form of doable outlines of promotion initiatives for sustainable EC promotion, also showing priorities and a road map of initiatives in a sequence. It takes about 2 days and hosts 20-30 participants.

The steps within the camps are



CEFE International, in collaboration with GloballyCool from the Netherlands, was assigned in 2022 to develop this approach and prepared the SEComGate - Sustainable E-Commerce Gateway. It was based on a process with the steps



We now look forward to countries or programmes using it to contribute to the evolution of more sustainable e-commerce.

Farm4SD

ERASMUS +

Jennifer Stander
CEFE International



SUSTAINABLE DEVELOPMENT GOALS

- 8 DECENT WORK AND ECONOMIC GROWTH
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
- 13 CLIMATE ACTION
- 15 LIFE ON LAND



Farm4SD (“Small and Medium Farm Holders as Agents of Sustainable Change in Agriculture and Society”), one of CEFE International’s projects funded by the ERASMUS+ Program in the field of agriculture, started in March 2022. Now we can report about the first steps.

After the first meeting, in April 2022, had to take place online

because of Covid-19, we were even more pleased that we could meet in person in Slovenia, in September 2022. It was great to get to know each other better and work intensively on the project during these days. The first quality assurance report and the risk assessment showed that the cooperation in the project team runs well and that dif-

ficulties can be overcome together.

We are proud that we are also already able to present first graspable results. The “Farm4SD Methodological Framework on the Pillars of Sustainable Agriculture” is finalized after in-depth research in each country (Belgium, Poland, Greece, Germany, Slovenia) on:

CEFE International is leading the entrepreneurial skills part, the core competence of CI. The modules will be based on the innovative micro-learning approach and consists of in-person workshops, as well as self-learning materials. In the next CEFE Panorama, we will be able to present to you first parts of the training materials.

If you are curious during the year and want to find out more, check out our Instagram or Website.

- @farm4sd
- @farm4sdproject
- www.farm4sd-project.eu



Farmers’ skills gap, concerning the Pillars for Sustainable Agriculture: The Agenda 2030 for Sustainable Development, the European Green Deal, the Farm to Fork Strategy, the Biodiversity Strategies, and the New CAP, as well as Soft Skills, and certain Entrepreneurship Skills.

Best practices in farmers’ C-VET provision, as well as the skills’ recognition paths, based on established European VET tools and approaches: EQF, updated ECTS or/ and the Micro-credential approach.

In 2023, we will start to develop the “core” part of the project, the training material. Each partner is responsible for one part of the curriculum, which contains the following modules:

- M1** Pillars of sustainable agriculture
- M2** Entrepreneurial skills, the module in which CI is involved
- M3** EU funding
- M4** Soft Skills, done by all partners together.





CEFE NETWORK ACTIVITIES 2022

CEFE Network Activities

Lisa Wernz
CEFE International



The CEFE network year 2022 was colourful! While many formats were continued in the digital world and the offer was even expanded, there were also some events in the analogue world.

Why do we need a network? Inspire, empower, and connect. These are the keywords that have become clearer and clearer towards the end of the year and that need to be pursued further.

In the past year, however, we have already taken them as orientation and aligned our offers and formats accordingly. Here is an overview:

- Vision
- Mission

Vision:

We inspire, empower, and connect entrepreneurs to develop a sustainable world

Mission:

We offer a set of high-quality advisory services based on an innovative experiential learning approach to develop entrepreneurial competencies.



The first MasterMindMeeting was convened at the end of 2021. A digital space where experienced and motivated CEFistas come together to plan, discuss and decide. The CEFE strategy for 2022 and 2023 in the areas of quality assurance, concept development, CEFista upgrade and network strengthening was elaborated and decided. Since then, these meetings have taken place every two months. We could see that the transition to the digital

world was an asset for the CEFE network in this respect. Otherwise, it would have been impossible to let all people participate and to enable democratic structures in this lively way.

CEFE International has been particularly concerned with strengthening the network and designing various formats. The first success after one year of existence is undoubtedly our MasterMindMeeting. We are grateful and proud that we have a stable team of CEFistas who take over responsibility and involve themselves in decision-making.

In addition to the digital offerings, regional and global conferences finally retook place after a long break: In February, our LATAM Community started in a digital format, while the Franco-phone Africa Conference in June took place exclusively

on-site. CEFE International, in collaboration with CEFE Macedonia, then held the first hybrid conference, on Zoom and in Skopje, in August, which set the starting point for the development of CEFE Strategy 2030. We look forward to announcing it in the new year and to an even more colourful 2023.

To better illustrate the vibrancy of the method and the impact on different stakeholders or even potential, young, new CEFistas, the CEFE Panorama Cafe and a bi-monthly newsletter were also launched. The aim is to create access to interested people through different channels, as not all channels are always equally accessible or familiar, depending on generation, country, and location situation.

The first CEFE Panorama Cafe took place at the beginning of this year. A kind of interview in an informal and relaxed space, perhaps with a coffee or tea, streamed via the CEFE International channel on Facebook. Invited guests were our CEFista Numinda from Sri Lanka, who gave insights into a huge entrepreneurship project explaining the importance of the CEFE method. Then we invited Jovan, Master Trainer from Macedonia, to report on the Erasmus+ project Entrepreneurship through sports, in which the CEFE method was also integrated. Mustafa, a friend of the CEFE family, was on from Istanbul with a delicious coffee, giving keen insights into experiential learning theory and what roles educators



should cover. The audience could share live questions in the chat and get unfiltered and real insights into training and process facilitation.

We are happy to have revitalised and connected the global community through all these new digital formats! In parallel to our cafe, we launched the bi-monthly newsletter, which provided written ac-

cess to these testimonials, current topics and trends, and announcements. Through this channel, CEFistas had the opportunity to promote and generate awareness of regionally organised events that were important to the international community.

For the next year, we hope to expand these formats further.



CEFE Bhutan

Glimpses of Entrepreneurship in Bhutan

Ram B Gurung
CEFista from Bhutan



The vibrancy created by ecosystem builders let entrepreneurship flourish in Bhutan across the sectors. Entrepreneurship and innovation are now talks of points in the town. The change of mindset of the people has planted the seed of ideas which is enshrined by each of us. People have become resilient due to COVID-19. They must strive to sustain whatever comes on their way.

CEFE was in Bhutan in 2004 but lost focus due to organisational management changes. It got revived in 2014 with fund support from UNIDO and with technical support from CEFE Net Sri Lanka.

CEFE was re-introduced as it has a curriculum and standard delivery methodology. CEFE Bhutan took the lead in implementing CEFE activities to make a more robust presence. Currently, Startup First is leading CEFE Bhutan as core activities. The National Entrepreneurship Strategy Development was implemented to revitalise entrepreneurship

promotion in Bhutan and take stock of entrepreneurship and business activities in 2013. The document came up with five strategies:

- 1 Optimising the regulatory environment.
- 2 Enhancing entrepreneurship education and skill development
- 3 Facilitating technology exchange and innovation
- 4 Improving access to finance
- 5 Promoting awareness and networks

Based on this strategy, entrepreneurship could reshape and diffuse at all levels of sectors.

Critically we found out that capacity building is fragile and prioritised to implement as the first activity to bring the quality of the entrepreneurship program since 2014. Entrepreneurship curriculum developed and implemented in TVET and Colleges. TVET institutes and Colleges focused on training of trainers as most youths come from these institutes. Financial institutes also included training of trainers, as they are the ones who are

funding the projects.

In 2015 two significant activities took place. Firstly, outreaching entrepreneurship programs from the Trongsa district, where the first hereditary Monarchy of Bhutan started. Initially, all the entrepreneurship programs were conducted in the Thimphu capital. Many rural-urban migrations took place, and the entrepreneurship aspiring entrepreneurs had to travel from far-flung places risking their life and time. Now entrepreneurship programs happen in all 20 districts of Bhutan. Secondly, to bring more vibrant and innovation to entrepreneurship, "Startup Weekend" started with technical support from Techstars and QED. More than 15 events have been implemented in tourism, technology, and agriculture.

In 2018 a powerful climax of Entrepreneurship arose due to the impact of the Startup Weekend program that brought the limelight of the Startup Flagship program for entrepreneurship for the 12th Five Plan of the Royal Government of Bhutan. Until then, incubation has not existed in Bhutan to nurture the idea. Ten incubation centres

SUSTAINABLE DEVELOPMENT GOALS

- 1 NO POVERTY
- 4 QUALITY EDUCATION
- 8 DECENT WORK AND ECONOMIC GROWTH
- 9 INDUSTRY, INNOVATION, AND INFRASTRUCTURE
- 10 REDUCED INEQUALITIES
- 17 PARTNERSHIPS FOR THE GOALS

along 10 Fablabs were proposed to implement in TVET institutes and Colleges and to make robust innovations. Both incubation centres and Fablab co-exist as it has inter-linked support in the ideation stage.

Currently, we have 5 College incubation centres, one standard Fablab at TVET institute, one BIO Fablab in one College of Natural Resources, one Super Fablab at Royal College, and one Super Fablab in Thimphu Techpark. Additional incubation as a Startup Centre by the Ministry of Economic Affairs and Impact Hub incubation centre has been established by innovating Bhutan of Youth Development Fund.

Entrepreneurship was introduced in the Royal Education curriculum at standards XI and XII for commerce students in high school to foster an entrepreneurial mindset in Bhutan. The students need to develop a project based on the ideas and do idea pitching, which is evaluated as their scoring in the final exam.

Moreover, the students can pursue their ideas once they graduate from the schools as self-employment. Sixty high schools have their Student Business Seedling club to nurture their ideas with dedicated seed funds.

Furthermore, Hackathons are implemented to solve problems of the business and corporate entities. We had been doing both open and



closed-ended hackathon programs for agencies.

The point of attention in terms of support provided to the entrepreneurs in Bhutan is a matter of replication efforts. Many of the agency's focus on offering help to entrepreneurs at the initial stages of an idea or start-up and early in their entrepreneurial journey, while there is little support from any agencies for entrepreneurs who have crossed these initial stages. Consequently, there is a need for support efforts for entrepreneurs who crossed the initial stages. Almost 70% of start-ups do not cross three years of their first phase of business life. This is where Startup First focuses on the priority area to have at least a 50% success rate by 3rd year.

Many agencies like the Department of Industry of the Ministry of Economic Affairs came up to support the entrepreneurs like Industrial Estate zones in the districts Samtse, Gelephu, Samdrup Jongkhar, Mongar, Tsirang and Thimphu. These agencies mainly provide land,

electricity, and water. It offers special fiscal incentives. These places have better market reach from within the border with neighbouring India. **Loden Foundation** is an NGO that support entrepreneurs with funding. Loden does support Festival of Entrepreneurs in October in place of Global Entrepreneurship Week in November in collaboration with national and international supporting agencies.

Startup First is CEFE Bhutan's first training institute dedicated to innovation and entrepreneurship development. The institute is primarily engaged in training to promote business ideas, creativity, and the start-up ecosystem in Bhutan. Startup First is also involved in research and providing consulting support to Teenpreneurs. The institute offers capacity development courses for start-up ecosystem players – enablers, innovators, and investors in collaboration with government, academia, and industry. The classes are delivered using immersive learning pedagogy -CEFE and Lean Startup methodology.

CEFE Thailand

Glimpses of Entrepreneurship in Collaborative Learning Approach for the Development of Mass Customization Automation

Kiti Charuarayanan
CEFista from Thailand



Thailand's national development plan in accordance with the 20-year National Strategy Framework (2017-2036), which reforms the economic structure to Thailand 4.0, goes forward with developing innovative and creative economies. The key-driven mechanisms focus on industrial adaptation and integration of collaboration with the public and private sectors. These are the promotion and advocacy policies to connect with the target sectors in all dimensions of productivity, capacity building, marketing, innova-

tion, technology transformation, and finance throughout the supply chain.

Department of Industrial Promotion, Ministry of Industry as a promoting agency, supports and develops the capacity building of entrepreneurship, which strengthens SMEs by facilitating the Robotic and Automation cluster development project, one of Thailand's S-Curve industries to drive the country's economy and social community. In the first half of this year (January-June 2022), the au-

tomobile and parts industry make up the highest amount of the investment fund, worth THB 40,260 million. (source <https://thailand.prd.go.th>). According to the development strategy of clustering to strengthen SMEs within their ecosystem sector, the potential and industrial integration are conducive to driving the country's economic and social development. The process of developing industrial integration has created a collaboration between members and related key partners. In 2022, the Robotic and Automation

SUSTAINABLE DEVELOPMENT GOALS

- 1 NO POVERTY
- 8 DECENT WORK AND ECONOMIC GROWTH
- 9 INDUSTRY, INNOVATION, AND INFRASTRUCTURE
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

cluster development project's purpose is to enhance activities and networking in the industry, which is mainly a mission of a collaborative learning approach for the development of a mass customization-automation project. The project has been organized by Dr. Widhoon Chiamchitrong, Dr. Malai Chumphuka, and Kiti Charuarayanan. It was originally driven by industrial production efficiency towards an innovation-driven economy as shown in the activities program ladder 2022 below.

The activities of the robotics and automation cluster



The activities of the robotics and automation cluster program have collaborated with more than 20 SMEs, which comprise various business specialists, building up relationships as industry peers and forming partnerships. The main activities are integration and connecting industries. There is a capacity-building workshop and network meeting to cooperate on productivity improvement and design a mass customization automation system among cluster members to supply market demand. The members can work together on shared tasks to contrib-

ute towards a common goal: the application of technology prototypes, innovations, automation, and industrial robotics regarding the customer journey. Providing the group of robotics and automation cluster members to cooperate and work together via the collaborative learning approach; to be effective, teaching must be viewed as a process of developing and enhancing learners' ability to learn. The instructor's role is less as the expert transmitter of knowledge to learners, and more as an expert designer of intellectual experiences for entrepreneurs as

the coaches of the learning process. This involves creating and managing meaningful learning experiences and stimulating learners' thinking through real-world problems.

The goal of the Robotics and Automation Cluster Development Project is the mass customization-automation system, which is a business concept referring to the ability of a business to expand the market with customized products and services according to the requirements of individual customers. The cost of a custom-made unit remains low or equal to the mass production price. The group of members has focused on workshops both offline and online. A combination that is flexible according to the situation and uses a collaborative learning approach. This causes an exchange of opinions, experience, knowledge, and expertise are shared. Trust and cooperation between SMEs and group operators directly affect the potential development of SMEs and the group.



The Success Case Story: Mass Customization Automation Systems

Optimization of organizational processes has been developed as a mass customization-automation system. Within the cooperative members are Unical Work Co., Ltd., PASHO (Thailand) Co., Ltd., WJ Technology Co., Ltd., Max Value Technology Co., Ltd., Design Engineering and Service Co., Ltd., and a few members, use collaborative work usually involves dividing work among the team members, who address the problems together in a coordinated effort. They have purposed to promote the marketing and sale of the innovative product called a “Mass Customization- Automation System”. Unical Works Co., Ltd. was the system integrator, which cooperated to integrate the members’ capabilities and deliver collaborative problem-solving and assembly production process into the Mass Customization Automation System for customer requirements just

in time. The components of the system come from various cluster members such as a robotics automation kit, grippers, automated material loader, and a visual detection system in order to pick up the parts from the pallet loader

Collaborative activities of robotics and automation cluster

Working on information exchange and shared tasks in networking, productivity improvement initiation, show & share, and appreciation e.g., matching, sorting, and ranking.

How collaborative activities work:

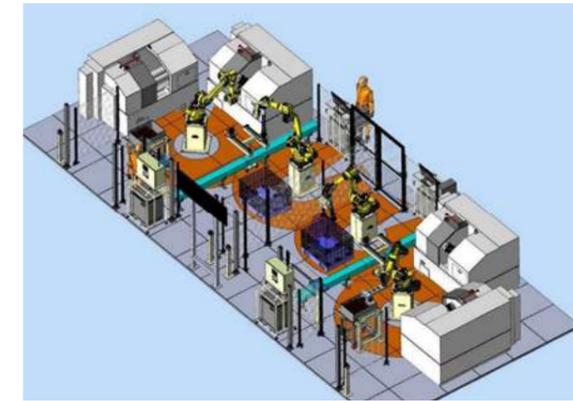
Many tasks can be made into collaborative activities by asking participants to complete them in groups rather than individually.

- 1 Set up networking as groups mid-sized both online & offline.
- 2 Build trust and promote open communication.
- 3 Establish group goals
- 4 For larger tasks, create group roles.
- 5 Leadership is Situational: the ability to engage others, and the ability to facilitate, influence, and collaborate with others.
- 6 Focus on enhancing problem-solving and critical thinking skills.
- 7 Reaching an outcome or solution



and pick-and-place them together in baskets. The workpieces were placed in a designated place by the industrial robot programming.

After the project leader of cluster development has applied the collaborative learning approach that emphasized cluster members working together in the project group to complete an innovative mass customization automation system or reach a common goal; the members may be responsible for each other learning. There were experts



in automated knowledge and digital technology to transfer, exchange learning, and conduct research and development. The Robotics and Automation Cluster has embarked

on a technology roadshow and OPEN HOUSE event on September 1-2, 2022, featuring an exclusive demonstration of a mass customization automation system.

Collaborative activities and Measures in-action of the robotics and automation cluster

- 1 The initiative design and development of the production process has been embarked upon Unical Works Co., Ltd., which focuses on the target market that confronts the problem of higher labor costs and insufficient production capacity for timely delivery.
- 2 This production process consists of two automated units of continuous production that operate with the robot arm, which has expanded up to 1600 mm. in length, making it more efficient.
- 3 To automate the testing process and tailor the mass customization automation system to be ready to optimize the production process. Providing innovative product roadshows to target clients.

Economic Benefit Outcomes

- Increase production productivity and reduce labor costs.
- Reduce hazard prevention costs for PPEs and medical treatment from accidents in production areas.
- Create innovative products that create enough value for customers who want to buy and expand the new market.

Environmental Benefit Outcomes

- Reduce waste by using production technology and quality management, reduce workers, and high-quality products.
- Reduce personal protective equipment (PPE) consumption.

Organizational Learning Outcomes

- The operators have learned and experienced sharing more understanding of the production system.
- Learn with experts in various fields to develop robotic integrated 3D vision solutions to meet the needs and increase the capacity of the industrial sector.
- To increase productivity for investors, the project has chosen Taiwanese technology solutions.
- Increase capacity building and production standards.

Occupational Health and Safety Benefit Outcomes

- Bin Picking system technology, combined with CNC Mass
- Machine Tending, replaces the repetitive work of workers.
- Reduce the risk for operators working in accidents.
- Well-being operators according to using the automated system.

Drucilla's entrepreneurial and skills training program for youths

A remedy for youth unemployment

Gerald Areebahona
CEFista from Uganda



Drucilla is located in Kabale District, Southwestern Uganda. Kabale District is one of the Ugandan Districts where most people are engaged in subsistence farming. Many orphans and vulnerable children (OVCs) do not get the opportunities they both need and deserve.

During a recent needs assessment conducted by Drucilla in Kabale, youth were asked about their difficulties and opportunities for employment and education. Most interviewed replied that they had dropped out of school because they could not afford the cost of education.

The introduction of Universal Primary Education would have been a saviour, giving some relief. However, most young people do not receive adequate further education after Primary School Educa-

tion to equip them with the skills required to find gainful employment. These youth struggle to find jobs with little education and no formal training. This cycle of poverty is unacceptable, and Drucilla's mission is to empower the youths to bring positive change to this situation.

When prompted in the needs assessment to suggest ways to break this cycle, 40% of the youth suggested vocational training as a viable solution. From then, Drucilla started her institutionalized entrepreneurship Training Centre

on March 1991, and about 10,000 Youths have undergone such training. Nevertheless, this training centre has not yet grown into a big institution because of the lack of a stable funding base.

Within its means of control and small vocational training centre, Drucilla has provided the youth with entrepreneurial skills such as tailoring, knitting, creative design, basic computer training, modern agricultural practices, hotel and institutional catering services, and business development, among others. The aim



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is to give them an entry point into Uganda's youth's competitive employment market.

The Drucilla Training Institute is registered with the Government of Uganda under the Ministry of Education and Sports as a Business Vocational Training Institute (BVTI) and is licensed to train students to produce and distribute goods, giving them the skill set required to be competitive and successful. This initiative will build the capacity of the less fortunate students in the youth bracket, equipping them to support their families and further develop their community by moving away from the 'survival' lifestyle of subsistence farming with the principle of mindset change.

Drucilla has been working in the greater Kigezi region for the past 31 years, carrying out many projects, including community-managed micro-finance under a self-help model, a fight against gender inequality, food security, HIV/AIDS education, testing and support, income-generating activities, food security, and environmental protection. Drucilla recently got more



capacity building through the implementation of the GETYES 2 under CEFE Methodology, a Project that has recently concluded under the good lead co-partnership with CEFE Macedonia, Cefe Venezuela, Institute for Technology Transfer and Innovations, Dem Deneyimsel Egitim Merketzi In Turkey, and Adfec Cefe Phil in Philippines.

Now, Drucilla has three Licensed CEFE Trainers, which will facilitate its wishes to equip the Drucilla adolescents and outside community girls with Entrepreneurial, Vocational & Life Skills for gainful employment.

In Kabale District, Drucilla works with local partner or-

ganizations to enable their beneficiaries to gain vocational and entrepreneurial skills. Drucilla has received grants from the European Union through CEFE Macedonia to fund the implementation of GET YES2 initiatives under the Erasmus + Project and has satisfied donors with its transparency, work ethic, and positive outcomes.

To address challenges such as youth employment and sustainability of rural community empowerment, Drucilla's CEFE-tailored programs have now started to contribute a lot in supporting young adolescent girls to unleash their potential and skills in entrepreneurship to create decent jobs for themselves and their fellow youth in rural areas.



Contributing with CEFE to the economic and social integration of Migrants

Jorge Tagle
CEFista from Chile



More than 6 million people have left Venezuela in the last six years, most of them to South-American countries, among which Colombia stands out, where about 3 million people have settled.

Paulina Pacheco
CEFista from Chile



This massive and rapid migratory phenomenon has generated a tremendous humanitarian crisis in the host territories, which generally have precarious conditions to satisfy the basic needs of this enormous number of migrant individuals and families. This situation is dire in border areas where hundreds of people circulate

Oscar Lopera
CEFista from Colombia



daily, putting pressure on public services and generating tensions in local communities.

In this context, international cooperation has deployed significant resources to help address this humanitarian crisis, articulating efforts with state agencies, local NGOs, and institutions.

One of these programs is the one managed by the Federal Ministry for Economic Cooperation and Development (BMZ) of Germany called "Support for host communities for migrant and refugee populations in the border

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areas of Colombia, Ecuador and Peru (SI BORDER)". One of the objectives of this program is to "promote the formal labour insertion of Venezuelan migrants, Colombian returnees and the host community in a vulnerable situation; as well as the generation of employment and self-employment.

Within the framework of this program, the German Development Cooperation (GIZ) published a tender for implementing a training project in CEFE Methodology to create a network of certified regional facilitators that allows systematic and practical training and accompanying entrepreneurs. The goal is to enhance the facilitation skills of professionals from international and local institutions allied to GIZ; CORFAS, Fundación Hablemos, Servicio Jesuita, OIM and UNHCR; to contribute to promoting entrepreneurial skills and to establishing companies from people who receive economic resources from the cooperation. There is a firm conviction that developing entrepreneurial and



management skills is essential to create and sustaining companies and that the mere channelling of financing is not enough. Motivated by this challenge, the CEFE Master Trainer team from Fundación Trabaja Para un Hermano Paulina Pacheco and Jorge Tagle, with our Colombian colleagues Oscar Lopera Quintero, Master CEFE and Clara Ramírez, Cefista, presented a proposal that was selected. Since then, we have mobilized ourselves to this 100% face-to-face work

in Cúcuta, on the border with Venezuela. Collaborative work for the insertion of the migrant population is an issue that we have been working on, and this opportunity allows us to validate products.

The proposal consisted of developing a modular Training of Trainers(TOT), and after the twelve days of training, continuing with a cycle of workshops with the target groups of the entities convened. In this way,



the facilitators who participated in the TOT have the opportunity to practice and qualify to obtain a CEFE license. Additionally, we call for creating a network of local facilitators and supporting its initial impulse.

For the practices with target groups, we designed two workshops. "Enrutando Mí Emprendimiento" for entrepreneurs starting their businesses, and "Consolidando Mí Emprendimiento" for people who have been implementing their initiatives for more than nine months. Each product contains three CEFE exercises to enable the license candidates to qualify according to the CEFE International standards.

To carry out these workshops, the entities that joined the TOT convoked about 210 entrepreneurs to develop 12 workshops. A Master Trainer facilitates each workshop's first version with local facilitators' co-facilitation. The second is facilitated only by local facilitators who receive the proper mentoring and coaching.



The CEFE workshops with migrants and returnees were very well welcomed and evaluated by the participants; this confirms that the simple, attractive, playful and modular training program elaborated by TPH was wise. In this way, we contributed to strengthen the entrepreneurial skills of our participants and helped them clearly define their value proposition and business model and its implementation.

In the training program for entrepreneurs, although there is a great weight of productive insertion, the concept of integral integration of migrants must also be addressed, which includes seeing integration from various perspectives: legal, social, educational, cultural and economic.

This program was co-constructed with the organizations, local facilitators and those responsible for the GIZ program. Still, we have also considered the inputs and previous experiences from CEFetraining for the insertion of migrants in Chile and Peru from TPH and Alianza TAD that we are developing in the digital version.

The development of this program has allowed us to verify the advantage of implementing TOTs that immediately continue with an internship process with the target group. A process that makes it possible to quickly obtain an international license contributes to empowering and motivating each Cefista to introduce CEFE in its organization and apply it in all the workshops it facilitates.

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Increasing financial literacy in North Macedonia

Nowadays, Europe and the world are facing high inflation, price insecurities, and geopolitical turbulence. In those uncertainties, it is easiest for people's possessions and capital to lose their value.

In this landscape, the young generations are most vulnerable. They are facing numerous financial challenges when they need to set up on their own. The transition from youth to adulthood is financially demanding, and it is easy to go wrong without the right knowledge. Action is needed to help pre-

vent problems and make young people more responsible. The lack of knowledge brings a considerable risk of people making poor and costly financial decisions. To address this and prevent more people from ending up in difficulties, people need to be given a thorough grounding in personal and business finances.

According to the European Bank Federation, nearly all countries in Europe now have active national programs that seek to encourage financial education. Still,



Jovan Stalevski
CEFista from Macedonia

In collaboration with: Elena Gagacheva, Valentina Todoroska, Maja Davkova, Valentina Zafiroska

Enrutando Mí Emprendimiento workshop, participants learned:

- The key personal characteristics to strengthen to become an entrepreneur or entrepreneur who achieves the success of your business.
- To identify creative innovations and improvements to incorporate into products and services.
- Techniques to analyze and find solutions to problems affecting enterprises.

In Consolidando Mí Emprendimiento workshop, participants learned:

- The key personal characteristics to strengthen to become an entrepreneur or entrepreneur who achieves the success of your business.
- The commercial strategy for ventures: Product, Price, Promotion, Place.
- Calculate and review the fixed costs, variable costs, unit costs and the break-even point of your products or services.

Запознавање

1. Јас сум единствениот/ната од учесниците што...
2. Во мојот дом живеат _____ број на нозе, кои припаѓаат на...
3. Моето најсмешно искуство на обука е...

the discrepancies in financial knowledge from country to country are drastically different.

Romania, together with Portugal, Turkey, and N. Macedonia has the lowest rate, between 15-24%, of financial literacy in Europe. On the other side Germany, Netherlands, Denmark, Sweden, and Iceland have the highest rate, between 65-75%, of their population, who are financially literate.

In the mission of CEFE Macedonia to build the capacities of the economic actors in N. Macedonia, contributing to their financial skills is one of the priorities.

For that reason, our trainers undergo a capacity building cycle for financial literacy Training of Trainers and local workshops, supported by the **German Sparkassenstiftung for International Cooperation e.V. (DSIK)**.

The trained trainers are Elena Gagacheva, Valentina Todoroska, Maja Davkova and Valentina Zafiroska (from CEFE Macedonia). Katerina Misirkova (from Junior Achievement Macedonia), Ana Simonovska and Ivana Janeska Stamenkovska (from the Association of Agro Economists of Macedonia), Marija Velkovska and Ognjen Jankuloski (from Impact Foundation) and Joshko Ivanovski and Petar Pandilov (from MCA2000). They are all professionals in their fields: consultants, trainers, professors, managers,



coordinators, teachers.

Also, local coordinator and coach, Jovan Stalevski, was trained by the DSIK team to support trainers in the implementation of local workshops and contribute to the sustainability of the business games in North Macedonia.

In March 2022 the trainers took 10 days, online, Training of trainers for Saving Games. Savings Game is a highly interactive training tool for private households, young people, and small family businesses that wish to learn the art of efficient family budget management and savings

mobilization.

After the ToT, in the period April – June 2022, Saving Games workshops were held in North Macedonia through education about savings skills. The 6 trainings and workshops were held in a relaxed atmosphere for learning and discussions.

We trained a total of 50 participants from Skopje, Kocani, Prilep, Bitola, Struga, Kumanovo, Radovish, Strumica, Tetovo, Ohrid, Dojran and other cities in Macedonia, which indicates that online workshops give everyone the opportunity regardless of their location.

The participants of the trainings gained:

- Understanding of simple financial concepts such as income, expense, savings, credit, and inflation;
- Preparation, monitoring, and analysis of personal and family budget;
- Ability to identify current and future wants and needs;
- Understanding the purpose and benefits of saving;
- Understanding the different forms of savings, as well as the differences between good and bad financial institutions – risk, benefits, etc;
- Increasing the quality of life of participants and their families through improved financial literacy;

The participants also said that in addition to the interesting working methodology and financial terms, they gain additional benefits such:

- Digital skills for work in zoom, drive and forms;
- Great experience;
- Wonderful socializing;
- Education through new methods such fun, tasks.

In October 2022 the trainers took 10 days, online, Training of trainers for Micro Business Games. It is a highly interactive training for microentrepreneurs and for all people who want to learn in practice how the success and sustainability of start-ups and small businesses can be improved.

After the ToT, In the period November - December 2022, Micro Business Games workshops are held in North Macedonia through education about managing the financial aspects of small business. The 6 trainings and workshops were held online, based on interactive and experiential learning methods.

The plan is to train additional 60 participants from different cities in Macedonia and the participate to get increased financial and entrepreneurial knowledge about starting a small business:

- Understanding basic accounting principles and applying simple financial tools like sales forecasts, cash-flows, balance sheets, and profit and loss statements;
- Understand the role of different business stakeholders like suppliers and customers, lenders and regulators, defining goals and strategies for dealing with each stakeholder;
- Learn to identify new business opportunities by entering new markets or introducing additional products;
- Manage unexpected events and risks, plan investments and work with financial institutions and their products.

Plans for the future. In January 2023, the trainers will participate in training for trainer: Farmers Business Games. It is a highly interactive training for smallholder farmers, emerging farmers, and agricultural entrepreneurs who want to improve their skills for successful and sustainable farm management.

With this capacity-building initiative, CEFE Macedonia got:

- Licensed 9 trainers for financial literacy skills, through experiential methodology with skills for digital facilitation;
- Trained/ will train more than 150 people in N. Macedonia (mostly youth, women, and farmers);
- Organize and coordinate more than 20 workshops online and across the country;
- Recognition from the National Bank of North Macedonia as an official provider of training for financial literacy that contributes to the National Strategy for Financial Literacy in N. Macedonia.

We are greatly thankful to Anja Deinzer (Germany), Tamar Pkhakadze (Georgia), Alda Dhama (Albania), Jetona Myteveli (Albania), and the other DSIK team in Albania and Germany that supported the initiative in N. Macedonia and contributed to the financial literacy of our people.

“ *An investment in knowledge pays the best interest.* ”

Benjamin Franklin

CEFE Venezuela 2022

Juan Moya
CEFista from Venezuela



Laura Gayoso
CEFista from Venezuela



Between 2021 and 2022, with caution and very slowly, we were losing the fear of the pandemic to resume the CEFE formation spaces face-to-face, which made 2022 a perfect year for the fixation of the bases towards the exponential growth of the CEFE Venezuela and its international operation "CEFE Training" from 2023. With pleasure, we share in this CEFE panorama small extracts of our 2022:

We expanded borders and undertook the adventure of being partners, such as Master Trainers, for a Training of Trainers (ToT) in Turkey, together with our beloved colleague and friend Jovan Stalevski from CEFE Macedonia. We had participants (and now colleagues) from Bulgaria, Macedonia, Philippines, Uganda, Turkey and Venezuela, who assumed the task of training themselves as CEFE

facilitators and the commitment to execute a program focusing on developing entrepreneurial skills in young people in their origin country. For almost three weeks, we shared in Sakarya - Turkey. In numbers, 300 young entrepreneurs received training under CEFE methodology, and now we have 24 new CEFistas distributed in this team of 6 countries. At the same time, as the basis of the GetYes2 project, we attended the CEFE Global Conference in Skopje - Macedonia. In this event, our Co-founder and Operations director Laura Gayoso served as an official translator for the CEFE community in Spanish. Furthermore, she gave a speech about "The work and the impact of CEFE in Venezuela", especially in the private sector and without the

resources of international co-operation agencies.

This year, we also welcomed the 2nd cohort of advanced Venezuelan CEFistas. Twelve CEFistas participated in our Diploma program "FACES - Programa avanzado de Cefistas. This program not only accompanies facilitators in the process of obtaining their CEFE license but reinforces their understanding and successful execution of CEFE Methodology. With the support of experimented CEFistas, our participants strengthened their capacity to create new training programs under the CEFE approach. After the program, they were able to design new exercises, focus on the change elements that arise when working on the CEFE's facilitation team, and

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generate sustainable and reliable alliance networks to generate impact and do business. We are proud to say that Venezuela has up to 28 licensed CEFistas. One of them is Ana María Valera, who officially got her license at the beginning of the year as National CEFE Senior Advisor. She also joined us in the second edition of the CEFE Panorama Cafe, where we shared with the network the results of the FACES programs.

From a business perspective, with our services unit to the private sector "CEFE Corporate", we generate impact on leaders and collaborators from many organizations such as Grupo Vargas, Laboratories Farma, Ganbaro, Cienvar, examines, Sensitive, among others. For this purpose, we designed and implemented tailor-made interventions such as LIC (Líderes Inspiradores Confiables), the Integrow Program (Integrar para Crecer) and others. More than 200 leaders and collaborators from these organizations lived CEFE and strengthened their capabilities in 2022. Nowadays, they



reflect an improvement in their internal processes and a positive impact on their inter-departmental relationships.

Among other achievements this year, we worked with Oscar Lopera, Master CEFE Trainer from Colombia and Marlinde Baerenz, CEFE Network coordinator, towards the official launch of CEFE Digital in 2023. Participating in the Master Mind Meetings has allowed us to resume the alignment as an international CEFE Network.

We also participated in the event "Nuevas voces empresariales", held at the World Trade Center in Venezuela. Our co-founder, and executive director JJ Moya shared CEFE Venezuela's trajectory and gave his opinion on how to succeed in the current economy we live in our country. The strengthening of our team through outsourcing, for the first time in 7 years of our marketing unit, with the section of the best marketing agency that we have been able to select "Redes de Valor".



We cannot close the Venezuela chapter without congratulating the 6th cohort of Venezuelan CEFistas trained in Caracas, who attended their TOT from October 26 to November 12, 2022. They lived twelve intense days, where a transformational process took place from being facilitators (and people who aim to leave a mark on their way) until now as certified CEFistas. Seventeen new colleagues joined the local network of 131 CEFistas in Venezuela, approaching us with the goal of closing 2023, reaching a total of 200 Venezuelan CEFistas formed in 3 or 4 TOTs.

In this cohort, we keep the impulse day after day, with team meetings, and the creation of new products, alliances, and projects. A new generation that promises to further enhance CEFE Venezuela



team: Amelia, César N., César M, Carmen, Carolina, Edy Verónica, Freddy, Jaqueline, José, Leyla, Mercedes, Rafael, Ronald, Valentina, Yanoskhy, Yraly and Yorkany, are the names of these new 17 colleagues that are already showing themselves as a generation that will promote several processes in different aspects impacting from the economic, productive, environmental and social... Starting with the organic impulse they gave to our annual social activity, "Santa Emprendedor", from where we will carry joy and happiness to vulnerable com-

munities before 2022 finishes.

2023... Thank you for being the hub of our exponential growth by allowing us to become the country with the highest number of Master CEFE Trainers, to reach 200 CEFistas in our network, and to concretise the formalisation of the Venezuelan Association of CEFistas for development (AVECEDE). A big thank you also for drawing the foundations for the First Congress of Venezuelan CEFistas in 2025 and being the headquarters of the CEFE LATAM Congress for the first time, for commemorating our 10th anniversary.



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GetYes 2

Impact on CEFE network worldwide



Jovan Stalevski
CEFista from Macedonia

When we speak about 'impact', we often think of something that has been changed after some project. Something tangible, or some situation is improved, or some behaviour or thinking or competencies are improved.

When we started to design the first project, Global Exchange and Training for Youth Employment Services (GET YES), back in 2014, I remember that Mr Eberhard Baerenz told me that "this is a first global project for cooperation among CEFE centres, that is not initiated by CEFE International". Actually, Mr Baerenz is the godfather of the name of this project. That was a first and great initial recognition that this project can have an initial impact on the CEFE network in the world, but also on the people that we are serving.

Similar to the first edition of the GET YES project, the second edition has an overall aim to build capacities of the partner countries' organiza-

tions in the management of European and international projects, entrepreneurship training and education, exchange of good practices and by that to strengthen the competences of young people to create new and quality job places.

The initiative started from CEFE Macedonia, and the impact on our organization was tremendous!

- Management skills for dealing with European projects and administrative procedures.
- Strength the portfolio of international projects. Strength the financial portfolio that made us eligible to apply on bigger calls.
- More trainers that acquired the CEFE methodology and are cooperating with us.
- Training programs that are used in education and training for different target groups and are used for application on tenders and offers to companies.
- Strength the promotion of the organization and the CEFE brand in Macedonia and internationally. The "EU label" gave us recognition by many companies and organizations to collaborate with us.

Besides CEFE Macedonia, the other implementing partners (CEFE Venezuela, ADFEC Philippines, DEM Turkey, ITTI Bulgaria and Drucilla-Dioecese of Kigezi-Uganda) also reported a strong impact on their capacities and on the CEFE Network worldwide:





- Firstly, many CEFE centres are interested in the Erasmus+ program, if there is a possibility to cooperate internationally and in which segments.
- The project inaugurated three new centres that will use CEFE Methodology in the world (Turkey, Bulgaria and Uganda).
- The six existing CEFE centres strengthen their capacities (Macedonia, Germany, Jamaica, Chile, Philippines, Venezuela) with new licenced trainers, new local partners, local recognition and impact on youth.
- Increased project management skills, especially in EU procedures and international projects.
- Local recognition for the ability to manage and bring EU funds into their communities. In Venezuela, even the EU delegation the country recognized the value of the project;
- Strengthen the links and trust from local communities to their organizations and trainers;
- Digital connection and networking between centres, sharing experiences and learning from dealing with different problems and milestones.

As this impact was realized, of course, some products and results were created. These are the from the project GET YES 2:

- Increased capacities for entrepreneurship promotion and training of 6 partner countries.
- Reports, awareness campaigns and analyzes of local realities in Macedonia, Uganda, Bulgaria, Venezuela, Turkey and the Philippines about the ecosystem support for entrepreneurs.
- Reports of what are the training needs of more than 400 youth in the partner countries, which can be used as a baseline for future projects and strategies.
- Training programs for entrepreneurship skills for kids, digital facilitation and participation, digital marketing, entrepreneurship skills in the digital era, and alternative financial skills management.
- Learning Management Platform for retention of skills; monitoring and evaluation of workshops (www.getyesproject.com/moodle).
- Build facilitation, entrepreneurship and training skills of 24 new trainers for entrepreneurship in the six countries. They are now using the CEFE methodology in their training.
- More than 300 youth trained with business skills in 6 countries, of which 50% with fewer opportunities. We already have some information that some of those people opened their businesses or increased the management of their companies;

And much more news on the project website www.getyesproject.com



As we said all "the sweets" from this experience, we must admit that the journey was not easy.

The partnership overcame a lot of hurdles (it was implemented and adapted during the pandemic times and lockdowns), instability in the world, constant change of the

rules of the game, inside and outside misunderstandings, hard feelings, cultural misinterpretations, personality and professional differences.

We made a lot of mistakes, BUT we learned so much from them. For sure, we will continue making more mistakes, and at the end of the

day, the lessons learned will have a huge value.

With a final thought, I invite you to embrace the constant change of the world, and I dream of one day, all CEFE centres will be more connected, more impactful and will be drivers of positive economic and societal change in the world.



5th Francophone CEFE Conference in Morocco

Promotion of Cooperatives and Creating a Francophone Africa CEFE Network

Eberhard Baerenz
CEFE International



Badia Refass
CEFista from Morocco



In the middle of the imperial city of Ochre, "Marrakech-Morocco", the 5th Regional Meeting of Francophone CEFE was held from 28 June to 02 July 2022.

This great event resulted from a collaboration between different partners, namely, the Cooplab, born from a partnership between the UM6P and the OCP Foundation, the ODCO, SIAQ.INT and CEFE International.

The overarching subject of the meeting was the generation of ideas to become a model of social innovation for cooperatives. Its main missions are to offer training, sharing and support to actors

working with cooperatives based on learning by doing.

The main goal is to create new generations of "enterprising", "competitive", and "innovative" cooperatives thanks to new capacity development approaches based on the CEFE method. The vision is to develop content for the support of cooperatives on a national level and to roll it out to Africa.

To this end, an international benchmark was carried out to focus on the different international experiences in strengthening cooperatives' entrepreneurial capacities with debates and exchanges between the different participants, namely institutional



SUSTAINABLE DEVELOPMENT GOALS

- 8 DECENT WORK AND ECONOMIC GROWTH
- 9 INDUSTRY, INNOVATION, AND INFRASTRUCTURE
- 10 REDUCED INEQUALITIES
- 17 PARTNERSHIPS FOR THE GOALS

bodies, private structures, CEFE facilitators, cooperative representatives, development experts, etc. Particular emphasis was placed on South-South cooperation in this field.

Of course, we also enjoyed CEFE and had great exercises, among others, "Cooperativa-tion", a breakthrough for developing cooperatives.

On the fringes of this great event, which was attended by representatives from countries such as Senegal, Mali, Togo, Algeria, Germany, and the Netherlands, in addition to the host country Morocco, it was decided to create a Francophone CEFE Network in Africa. A follow-up meeting is scheduled for 2023 in Morocco.

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Within the framework of its activities, the SIAQ.INT cooperative is working on the training of future cooperative leaders from the CoopLab of the Mohammed VI Polytechnic University (UM6P) in Benguerir and the OCP Foundation, as well as the support of the cooperatives selected within the framework of the Mourafaka project.

This action, which aligns with the promotion of ideas and innovation, aims to set itself up as a model of social innovation for cooperatives and has its primary mission to offer training, sharing and support for the benefit of the actors based on learning by doing.

The different phases of the project will run from 2021 to 2024. They will be carried out under the supervision of the project leader Dr Badia Refass in the framework of a tripartite partnership between UM6P, ODCO and the SIAQ cooperative.

In parallel, and in the framework of a project concluded with the Phosboucraa Foundation, the SIAQ team is training and coaching a cohort of CEFE facilitators aiming at strengthening the capacities of the platforms in the region of Laayoune Sakia Lhamra (Laayoune, Boujdour, Smara and Tarfaya) which aim at improving the income and economic inclusion of young people.



SIAQ Morocco News



Eberhard Baerenz
CEFE International



Badia Refass
CEFista from Morocco

The latter project will run for two years (2022-2023).

It was a tremendous pleasure for all participants to meet and exchange again physically after 2 1/2 years of networking at a distance due to COVID regulations.

CI Sustainability Handbook

Lisa Wernz
CEFE International



Athina Sotiropoulos
CEFE International



Ronja Backhaus
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Jennifer Stander
CEFE International



Introduction

Climate change will have an impact on all organisms on the planet. The consequences are being experienced more acutely than ever before, while solutions have been debated, but only scarcely implemented for more than 50 years. The concept of sustainable development is intended to contribute to societal transformation by 'meeting the needs of current generations without jeopardizing future generations' ability to meet their own needs' (Brundtland Report, 1987). Equal consideration must be given to social, ecological, and economic dimensions: a holistic approach to sustainability not only recognizes the commonalities and overlaps of the three dimensions, but also takes them into account in its implementation.



1. Social responsibility
2. Ecological balance
3. Economic performance

Source: <https://www.totote.edu/sustainabilitystudies/>

SUSTAINABLE DEVELOPMENT GOALS

- 5 GENDER EQUALITY
- 7 AFFORDABLE AND CLEAN ENERGY
- 10 REDUCED INEQUALITIES
- 11 SUSTAINABLE CITIES AND COMMUNITIES
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
- 13 CLIMATE ACTION
- 14 LIFE BELOW WATER
- 15 LIFE ON LAND

Sustainable business models can contribute to the transformation of society because companies can have a significant impact on overcoming these societal challenges. Companies influence social, economic, and environmental areas in a variety of ways: They determine resource consumption, the environmental impact of their production and supply chains, as well as jobs and working conditions. Multinational companies also influence global value chains by trading internationally and opening production facilities worldwide. In doing so, their success is often achieved by disregarding human rights and by overexploiting natural resources. Sustainable development demands a change of thinking!

CEFE International is taking on this challenge: In 2020, started a new phase within our company and a sustainability strategy was developed by the whole team. As the first external result of this strategy, we developed a sustainability handbook, which will be introduced on the fo-

llowing pages.

Getting started

To consider sustainability concerns is indispensable in our daily lives, but also in business conduct. Companies around the world are pledging to adhere to certain standards to create and ensure a better future for our planet and society. As CI, we consider this especially important in our daily work, as we are aware of our impact on growing businesses around the world. We want to act as a role model and incorporate our personal values more into our business activities.

To align our behavior with our values, we have formed a think tank, with the aim to write a handbook on sustainability in the beginning of 2022. We decided that we want to incorporate all three dimensions or pillars of sustainability in our endeavors: social, ecological, and economic sustainability. Social sustainability, in the context of the workplace refers to equality, non-discrimination, inclusion, employees' health, fair labor conditions, and sensibilization for the work in the development sector. Ecological sustainability deals with respect for nature, saving natural resources, and reducing the negative impact on the planet. Lastly, economic sustainability concerns long-term growth and success of the company, impactful results without negatively impacting the society and environment.

With our handbook, we want to achieve two things:

- 1 We want to make sure that everyone within our company is on the same page. To achieve the best result, it is important that we work jointly towards these goals. For that, everyone needs to be made aware of the decisions that were taken on the matter and the consequences for the daily conduct that arises from them.
- 2 We want to present our efforts to our partners and clients. By doing so, we want to move forward as a good example and possibly even inspire others. We also want to demonstrate our commitment to the guidelines, by making them open to the public.

What we are already doing

During our work on the handbook, we discovered that we have already been doing some things to be sustainable:

- Appointing a sustainability supervisor, who coordinates and monitors our sustainability efforts.
- Avoiding flights, by using the train, even in international travel.
- Buying bio fruits, and loose fruits, without plastic packaging.
- Saving paper (on our way to a 0-paper office). Saving energy, by closing all doors, turning of unneeded lights, and unplugging devices.
- Using only renewable Eco-Energy.
- Buying from local, small shops, instead of from big online corporations.
- Applying gender-sensitive language .
- Purchasing some office equipment for healthier working.
- Offering flexible working hours and remote working, for a better work-live balance.

What we have planned

Unfortunately, we were not able to implement everything right away. For one, it is a long process towards sustainability. Further, we had to adapt our plans to the current global situation of economic and political uncertainty. However, the goals are not forgotten! In the future we aim to implement:

- Flight compensation for all flights
- More health services for employees

- Better equipment in our office

Finally, we want to emphasize the importance of not only thinking but also acting sustainably. It is not crucial to take huge steps or to be perfect from the beginning but much more to start and to try. Even little changes, actions and thoughts raise the awareness and spread the message. With our handbook we eventually would like to encourage and empower our partners, clients, and readers to follow the green path.

Digital Leadership Concept and importance for future entrepreneurs

Jennifer Stander
CEFE International



According to trend research, the changes in the worlds of life and work, resulting from globalization and digitalisation, as well as the values of generations Y and Z, will be followed by a paradigm shift in leadership.

The changes that are already happening and those that are on the horizon as a result of digitalisation require the creation and qualification of new digital fields of competence in order for professional approaches to emerge

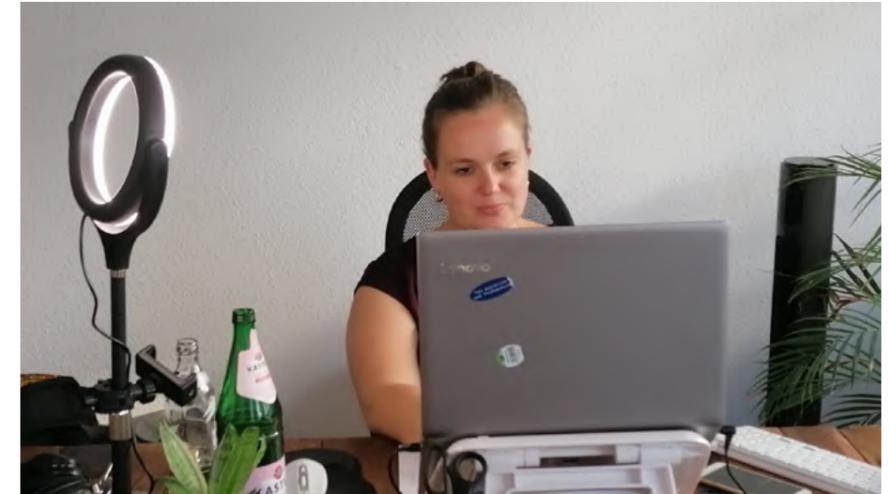
in everyday digital management. This affects all levels of management, from top management to junior executives, as well as all those who support and advise them.

Employees can now interact with their managers, not only



in person, but also in virtual worlds. This is becoming increasingly important when it comes to distributed team collaboration, cross-location, or cross-country networking. Managers can also choose which role, which virtual environment, and which tools and formats they want to use to complete their tasks.

Entrepreneurship will become more and more digitalized: Hybrid teamwork, online events and projects are not uncommon anymore. Future entrepreneurs need to face the challenge and adapt their skillset to work in a digital world and become digital leaders.



CEFE International developed a digital leadership training in order to upskill entrepreneurs in their digital mindset and digital leadership skills. The training was developed as part of the

CoSolve Project in Albania for 20 participants in 2022. The 4-hour online training was executed by e-facilitators, to trainees between 20-35 years.

SESSION 2

Digital Leadership

“Digital leadership is leadership via media that uses the possibilities of virtual collaboration and online communication professionally to manage organizations, enables agile, goal-oriented leadership processes with appropriate media tool support to achieve organizational goals, creates the necessary IT infrastructure, and enables employees and teams to design their tasks in a self-responsible and media-competent manner, to network via media, to exchange ideas in a trusting manner, and to develop themselves further.”

→ Digital leadership needs a coaching culture



Digital Transformation of SMEs

Cristina Ramirez
CEFE International



Nowadays, the way of doing business has changed dramatically. In every sector, organisations have faced the need to adequate their business models and internal procedures with the spread of digital technology. Digital transformation in organisations incorporates computer-based technologies in their processes, products and strategies to improve their ability to compete by satisfying customer needs.

Micro, Small and Medium Enterprises (MSMEs) are essential agents of economic growth as they collectively employ more people than organisations of any other size.⁽¹⁾ In developing countries, small businesses sustain the livelihoods of hundreds of millions of people by creating new job opportunities and nurturing new skills and capabilities in youth, low-skilled workers and rural communities.

Digitalisation offers MSMEs a wide range of opportunities, like improving innovation and performance, enhancing productivity and reducing operational costs. A wide variety of digital tools can help MSMEs

to go global by entering new markets, increasing SMEs' capacity for market segmentation or supporting SMEs to develop a successful marketing campaign at low cost. Nevertheless, digital transformation has become a big challenge for most SMEs as they lack information, digital skills, and financial support.

Policymakers have a crucial role in providing the resources MSMEs need to adapt their culture and processes to the digital world. Nevertheless, Business development consultants play a relevant role in guiding MSMEs into their digital journey, as they provide advising, training,

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and mentoring to improve entrepreneurs' managerial skills.

According to Laserfiche Digital Transformation Model, there are five stages of MSMEs digital transformation based on how businesses integrate digital tools into their internal processes, starting from content digitisation, process automation, analytics and more.

The model includes the following five phases:

- **Digitise:** Convert paper into an electronic filing cabinet for digital archiving and recovery.
- **Organise:** Categorise documents and manage information in a secure, central location.
- **Automate:** Digitise processes through electronic forms to improve accountability.
- **Streamline:** Gain visibility into operations and increase the efficiency of processes across the organisation.
- **Transform:** Drive innovation by leveraging analytics to align strategies with business goals.



Source <https://www.laserfiche.com>

A clear roadmap definition can help MSMEs identify their overall goals to achieve a successful digital transformation, identify achievable short-term activities, create stages

of digital transformation, and avoid expensive scope creep. Before starting a digital transformation path, it is crucial to recognise where an organisation is in the digital transfor-

mation journey, prioritise the needs according to its core business and identify and implement relevant solutions.

⁽¹⁾ <https://ec.europa.eu/environment/>



"I started selling on Jumia (the largest e-commerce platform in Africa) for two reasons to reach more customers outside of my physical shop and to increase my revenue. - Adedoyin Adeigbe, a single mum from Lagos."



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