

**C**ompetency-based  
**E**conomies through  
**F**ormation of  
**E**nterprise

# **CEFE Entrepreneurship Development Package**

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# 1 The Programme

## The programme offers ...

a comprehensive set of training instruments designed to stimulate positive interventions in the small and medium enterprise development process. It uses experiential learning methods to develop and enhance the competencies of two essential groups of actors:

- existing and potential entrepreneurs- so that they can improve their business performance
- key personnel of enterprise support institutions- so that they can foster an

environment favorable to enterprise development.

## to ...**businesses – new or existing –**

CEFE is suited to all types of entrepreneurs in all parts of the economy. Part of this success is due to a thorough screening of potential participants which ensures maximum impact for CEFE training.

- **educators –**

by carefully selecting and training local educators, CEFE training is delivered by trainers close to the target group in a sustainable and cost-effective manner.

- **decision-makers –**

CEFE recognises that an integral part of maximizing the impact of its training programmes is working with the staff of local support groups and regulatory agencies to improve the environment for small businesses.

➤ **diverse target groups –**

CEFE, through its participant-based and action oriented methodology, effectively addresses the real obstacles for entrepreneurs. For this reason it has been successfully applied to the needs of diverse groups all over the world. This is reflected in the rising demand for CEFE programmes from a range of countries in Eastern Europe and the Former Soviet Union, Asia, Africa, Latin America and the Middle East.

through ...

➤ **local partner organisations –**

CEFE programmes are always implemented by appropriate partners, who themselves share the entrepreneurial flair of their clients.

➤ **regional centres –**

in pursuit of its commitment to build and sustain local capacity, CEFE is establishing regional centres charged with the professionalization of CEFE training in their area.

➤ **GTZ projects –**

GTZ projects in fields as diverse as small enterprise development, vocational training, rural development, urban improvement, and the employment sector in general, use CEFE as the officially-recognised entrepreneurship development training programme of the BMZ (Federal Ministry of Economic Cooperation and Development).

➤ **consultancy firms –**

CEFE draws on the expertise of a limited group of specialist international consultancy firms.

## 2 The Challenge

### The challenge is to...

➤ **create and sustain jobs and income –**

job security and fixed income levels are becoming increasingly scarce in today's world. Traditional roles of men and women, managers, employees and entrepreneurs are changing. Increasingly, such individuals need to be able to mobilise all their personal, technical and financial resources even to keep abreast of this process of change.

➤ **promote entrepreneurship in all sectors of the economy –**

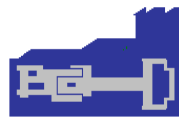
the impact of the modern market economy increases the need for creative, motivated, enterprising men and women capable of communicating ideas and working effectively in a complex and ever-changing environment. Such skills are also powerful levers of change to help people to achieve a more just distribution of income and opportunities in society.

because ...

➤ **the world's population is increasing at the same time as**

fewer traditional, stable, full-time jobs are being created. Small and medium enterprises have been recognised as a dynamic force for economic growth and income

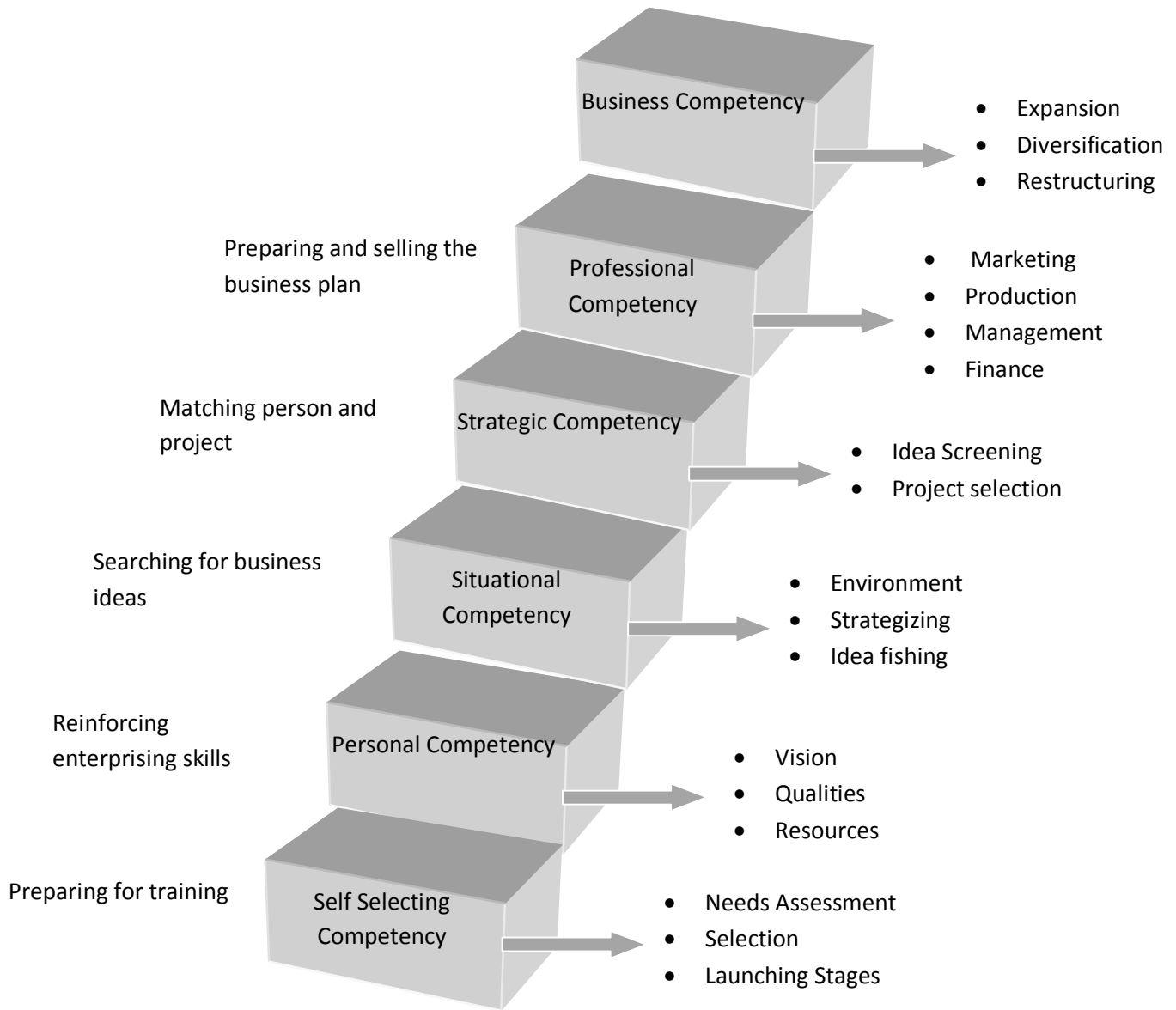
redistribution in society. The men and women who establish and run these firms need training to help them develop the personal, technical and financial skills they currently lack. Traditional education and training badly neglects these needs.



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*Helping SMEs to be globally competitive*

## The **CEFE** Training Ladder



## 3 The Approach

### **The approach involves...**

**empowering individuals to develop (more) enterprising behaviour by:**

➤ **developing themselves –**

participants become aware of themselves, their skills, strengths, weaknesses, values, motivations, resources and overall abilities through their participation in a CEFE course. Once aware of their capabilities as well as their limitations, they can begin to work on them in the context of a safe and secure learning environment.

➤ **developing their skills –**

knowledge of technical management skills is required to complement the individual's learning process. Marketing, production, management and organisation, financial and business planning are all key elements in this process. Please see our "training ladder" (opposite) for a fuller explanation of how these skills fit together in a training course.

➤ **improving their environment –**

decision-makers and staff in regulatory and support agencies play a vital role in enabling entrepreneurs, and so must be involved in any development process. Through participation in Appreciation Workshops such personnel are encouraged to gain an insight into the problems of an entrepreneur, and can then target their assistance accordingly.

as a consequence CEFE is ...

➤ **participant-oriented**

participants must own and direct the process of their own learning, facilitated by CEFE trainers.

➤ **action-oriented**

CEFE programmes are guided by the principles of Action and Experiential Learning. In this way participants work on practical problems, and explore for themselves the link between theory and practice.

## 4 The Advantage

**The advantage of CEFE is that it is ...**

### **holistic**

CEFE involves

- a concept based on recognised educational principles, focused through
- a method which effectively links theory and practice, implemented through
- a programme backed up by several international donors, and supported by
- a world-wide network of active CEFE partner organisations.

### **effective**

an extensive, independent evaluation of CEFE's world-wide activities (conducted by IFO Institute for the BMZ in 1994) showed that:

- 45% of participants in CEFE courses went on to be successful entrepreneurs
- 98% of existing entrepreneurs reported significantly increased turnover as the result of their participation in CEFE courses
- 90% of participants reported that their participation in a CEFE course had had a significant impact on the development of their entrepreneurial capabilities
- the average participant in a CEFE course went on to generate over four extra jobs as a result of their training.

### **equitable**

- 38% of all CEFE participants are women

- CEFE has proved to be a particularly useful tool in work with underprivileged groups, with correspondingly lower socio-economic status and formal educational skills.

### **sustainable**

- over fifteen years' experience in more than fifty countries world-wide
- an extensive and growing network of local, regional and international partners, helping CEFE to achieve its goal of decentralisation and self-sustainability.

### **professional**

- a body of nationally and internationally accredited trainers is overseen by an independent professional association that ensures that standards are maintained at the same time as new concepts are developed.

### **backed up by**

- a dedicated, qualified and experienced programme team at CEFE International
- the combined weight and experience of the GTZ and BMZ, as well as other international donor agencies
- a network of specialist international consultancies.

## **Products**

### **standard training packages**

- Appreciation Courses (national or regional) for decision makers, ministry staff, NGOs, potential direct users of CEFE services, community leaders, local and national politicians – *1-5 days' duration*
- National Full Courses for business start-up and business expansion – *2-6 weeks*
- Short National Courses for business start-up, as well as for growth, restructuring or expansion of existing businesses – *1 day to 2 weeks*

- Training of Trainers Courses for potential CEFE facilitators – *3-4 weeks*
- Trainers' Up-grading Courses for accredited trainers to expand their skills – *1 day to 2 weeks*
- on-the-job coaching for trainers – *according to need*

### **Specific Course Design**

- curricula and modular courses for specific target groups and educational organisations (schools, vocational training centres and universities) – *according to need* \_ evening and weekend classes and courses – *according to need*

### **Structured Learning Activity Packages**

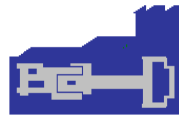
- The Village Game (available in locally adapted versions)
- The Triple Trust Organisation BEST Game (available in various languages)
- Computer generated slide shows of the CEFE concept and methodology

### **Publications**

- a training manual in English, French, Spanish, Portuguese (as well as partially in other languages)
- Brainstorm, the quarterly newsletter of CEFE International
- publicity material (leaflets and brochures)
- theoretical papers (concept papers, basic guidelines for successful interventions, technical approaches)

### **Services**

- needs assessment
- curriculum development
- new product development
- international licensing system
- international CEFE Association



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*Helping SMEs to be globally competitive*

- regional network building
- local partner identification
- follow up services
- counseling