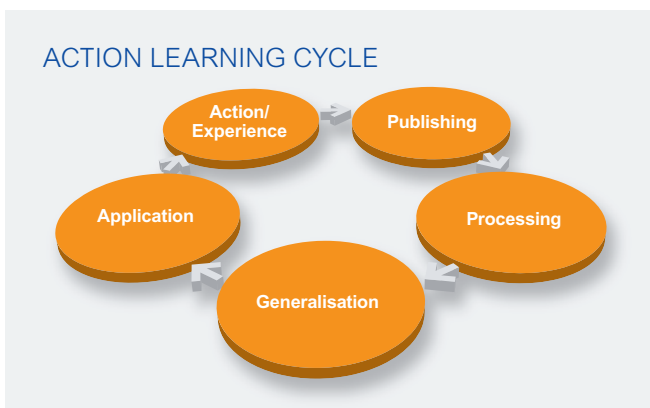


C³ – Creation of Competence for Competition

Challenges

Attending a training course as a working adult often means meeting interesting people with similar problems but no time to exchange experience in a structured way. Trying to follow a PowerPoint presentation after lunch, many people doze off. Within days, participants forget information they learned or cannot relate it to their job situation. Hence, the



challenge of designing a training course is not about piling up as much information as possible but about enabling interactive learning. GFA's C³ training methodology stimulates learning by encouraging the exchange of experience among participants and the direct application of newly acquired knowledge and skills to participants' working environment.

GFA Concept and Services

Creation of Competence for Competition, or C³, is a training package GFA developed over the last 20 years, based on work in projects around the world. Today, it comprises eight standard training manuals. These target startup entrepreneurs or owners of micro, small and medium-sized enterprises (MSMEs) from the private sector as well as management consultants, credit officers, business associations and trainers who provide financial or other services to MSMEs. Recently, GFA has started developing modules serving target groups in the public sector. The GFA training package enables more efficient learning through standards set in the fields outlined to the right. For more information on C³ training refer to: www.c3-training.de

Training methodology Adults learn best from their own action and experience. Participants in C³ training courses

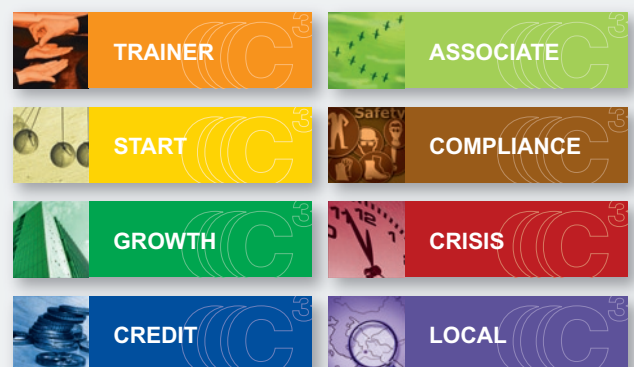
acquire knowledge and skills based on an action learning cycle which encourages learners to reflect upon their personal experience and to grow through exchange with others. As a consequence, C³ trainers facilitate learning processes rather than delivering inputs.

Job-related activities Learning is more effective if learners are enabled to apply new skills and knowledge directly in their own working environment. Therefore, it is an integral part of C³ training courses that participants are encouraged to work on joint projects related to their specific background. Hence, tangible results such as presentations or reports are immediately available.

Training-of-trainers GFA emphasizes the qualification of trainers and their selection, training, development and supervision. As sustainability and national or regional anchoring of training packages are important, GFA emphasizes professional training of local multipliers and trainers.

Training material C³ courses and comprehensive training material for trainers and participants have a standardized format. They draw on the methodological principles based on the action learning cycle. The general modular design makes each course highly flexible.

THE C³ MANUALS



Creation of Competence for Competition

GFA at Work

C³ COMPLIANCE, Bangladesh GTZ, 2006–2009

A component of the project Promoting SMEs in the Garment Sector aimed at capacity building to improve SME's performance with respect to social and environmental standards.



A training-of-trainers program was implemented comprising 300 consultants and social compliance officers from SMEs. The manual used was C³ COMPLIANCE – managing social and environmental standards. Trainers from a local university were trained in order to allow local anchorage of knowhow and skills.

Contract Value: € 1,401,000

C³ GROWTH, Ecuador EU, 2005–2009

The project objective was to improve the country's access to international markets, in particular in the European Union and the Community of Andes countries. Training-of-trainers programs were implemented for C³ GROWTH on consulting SMEs and C³ START on business planning for SMEs. Over 20 local trainers were trained and are now able to run the courses on their own. Partner organizations (Universities and Business Associations) were responsible for marketing, organization and logistics of the courses and integrated the training products in their portfolio of services.

Contract Value: € 3,100,000

C³ START, Angola EU, 2004–2009

This project aimed at the revitalization of rural commerce as part of a Food Security Relaunch Program in Angola. It focused on improving rural marketing and agricultural production and diversification as well as capacity building for agricultural small-scale producers and producer associations. A training-of-trainers program was implemented for C³ START on business planning for SMEs. More than 60 multipliers were capacitated to train over 300 small entrepreneurs in rural districts on how to develop their own business plan.

Contract Value: € 1,717,000

C³ CREDIT, Philippines GTZ, 2004–2009

The objective of the financial sector component of a SME development project was to provide credit to SMEs, and to improve the capacities of banks to manage SME portfolios efficiently. A C³ CREDIT – SME lending and monitoring training-of-trainers program was implemented with two major institutional training partners. During the projects lifespan, over 700 bankers from 140 financial institutions were trained by local trainers. At the end of the project, training courses were fully paid for by participants.

Contract Value: € 2,050,000



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