



## Review of 2008

In 2008 the C<sup>3</sup> training methodology with its special focus on action-oriented learning and strong emphasis on job-related activities continued to be applied on numerous occasions worldwide. C<sup>3</sup> Training courses were held in eight countries - Afghanistan, Algeria, Angola, Bangladesh, Germany, the Philippines, South Africa and Vietnam – bringing the total number of countries where C<sup>3</sup> is present to 22.

Our local partners and licence holders have expanded the use of the training technique by implementing courses in Arabic, Bahasa, Czech, Dari, Dutch, German, Portuguese, Spanish, Vietnamese and English. To achieve this, local trainers have been selected, prepared and certified through many train-the-trainer schemes carried out by GFA staff.

Through our new products C<sup>3</sup> ASSOCIATE and C<sup>3</sup> COMPLIANCE which were launched and further developed in two countries, we are now able to provide training concepts for additional target groups (associations, NGOs) and topics (strategic and financial planning, social and environmental standards).

As is the custom, the C<sup>3</sup> Training Unit offered two regular internal C<sup>3</sup> TRAINER courses in Hamburg during 2008. These were enthusiastically attended by GFA staff and by external trainers working within the GFA network. They provided an excellent platform for the testing of new exercises and the discussion of the latest course concepts.

Further, the C<sup>3</sup> Training Unit took on the responsibility of developing and managing GFA's in-house training activities. Also, in several cases training strategies were developed for institutions or partners in our projects.

## Country Report: Training of Entrepreneurs in Angola



*Participants eagerly working in their group*

**During the past three years a comprehensive C<sup>3</sup> training scheme has been implemented within the Huila Private Sector Support Program. This EU-funded project in Angola is being carried out by the GFA Consulting Group.**

In the context of the project, C<sup>3</sup> training courses largely contributed to a successful achievement of the project objectives. The project's main goal was the revitalization of rural commerce in the Huila Province by improving the commercialization of products, improving and diversifying agricultural production, as well as providing capacity building for small entrepreneurs. In a wider context, this also positively contributes to the availability of agricultural products on local markets and generally to food security in the Huila province. One of the major components of the project was the provision of tailor-made capacity building measures for small-scale producers and entrepreneurs.

From the very beginning, this project component was implemented according

to the C<sup>3</sup> methodology and standards. This assured a systematic approach to achieving the objective of training almost 400 people during the project period.

Therefore, the first step according to the C<sup>3</sup> system was a comprehensive **training needs assessment** implemented by an international expert together with the team leader. The aim of this mission was to assess and define the most relevant aspects of the training program, the level of training materials as well as logistical aspects (duration/location of the courses). It showed that entrepreneurial activities in rural areas in Huila are largely concentrated on the production and sale of agricultural products, as well as small mixed retail and some service providers. The assessment, plus a base line study undertaken by the



*25% of participants were women*

### C<sup>3</sup> Achievements in Figures – 2003 to 2008

- 2.154 Participants directly trained or coached by GFA trainers
- 123 Standard training seminars held (lasting mostly 80h)
- 64 International C<sup>3</sup> trainers using 11 languages
- 65 Local trainers with C<sup>3</sup> certificates
- 22 Countries
- 9 Different donor agencies

## Country Report: Angola (continued from page 1)

project, also showed that training was needed in basically all aspects of business planning and management, especially in marketing and financials. Most entrepreneurs did not apply even simple tools of bookkeeping, pricing and financial planning, and had no overview of their actual income and expenditures.

Based on these findings the C<sup>3</sup> START training course on business planning was adapted to both the training needs and to the educational level of the rural, small scale entrepreneurs in four districts of the Huila Province – the ‘municipios’ of **Caluquembe, Caconda, Cacula and Quilengues**. For this phase, the C<sup>3</sup> Training Unit could draw on a vast pool of training materials and exercises for different topics and levels to adapt course modules to the specific training needs.

In a next step **local trainers were identified, selected and trained**. For this purpose, about 40 potential trainers were invited to participate in two standard C<sup>3</sup> START courses held by two international C<sup>3</sup> trainers in the provincial capital Lubango. The objective was, on the one hand, that the local trainer candidates get to know the training contents and methodology. On the other hand, the two week seminar allowed the international trainers



*Typical entrepreneurs in Lubango, Angola*

to evaluate both the technical capacities of the participants, as well as their understanding of the methodology and group work skills. Based on the participants’ performance, a selection of 17 candidates attended a five-day C<sup>3</sup> TRAINER seminar on training and moderation techniques. During this seminar they were further familiarized with the hands-on learning method and the structure, contents and procedures of the C<sup>3</sup> START course. Finally, based on selection criteria such as technical skills, training skills and availability, 10 candidates were selected to become **local C<sup>3</sup> trainers**. To complete their training program and assure the quality of future trainings, these local trainers were coached by an international C<sup>3</sup> trainer during their first implementation of a standard START training to small entrepreneurs in Lubango. Some of these C<sup>3</sup> master trainers were then hired to work for the project as permanent staff and took on further responsibilities.

After the completion of this extensive training of trainers, the project now has at its disposal a pool of highly qualified and certified, local START trainers. These local trainers have been implementing numerous START courses to small entrepreneurs not only in Lubango, but also in more rural villages of the Huila Province. Overall, more than **300 entrepreneurs**

have attended START training seminars. During the training seminar and as part of the course concept, half the time was used to develop own business ideas and corresponding business plans. Thereby they were constantly coached and accompanied by the trainers. As one of the final parts of the course, these plans were presented to a panel of experts for comments and in order to receive external feed-back. For some entrepreneurs it was a chance to put their existing businesses on more solid ground (e.g. small shops, hair dressers, mechanics), for others the business plan was a tool for making their business ideas operational, for example the setting up of a bakery or a mobile phone shop.

This success story would not have been possible without the commitment and support of the GFA project team in Lubango, headed by team leader Antonio Lima. The project team assured all training logistics such as the organization and preparation of the venue, invitation of participants, provision of training materials, lunch arrangements, printing of manuals and many other things. Not least the project sustains the impact of the startup training by allocating one staff member full time for reviewing business plans together with the entrepreneurs, and assisting with the implementation of the tools learned, as well as many other activities.



*Elements of financial planning*

## C<sup>3</sup> COMPLIANCE – Training in Bangladesh’s Garment Industry



Workers in a textile factory in Dhaka, Bangladesh

### C<sup>3</sup> COMPLIANCE - Introduction of C<sup>3</sup> training courses on social compliance in Bangladesh’s garment industry.

Since July 2006, GFA has been implementing trainings on social compliance for the GTZ PROGRESS program in Bangladesh. This program aims to improve social, environmental and production standards in the country’s Ready-made Garments (RMG) sector. The program cooperates with a multitude of stakeholders and addresses training beneficiaries at macro, meso and micro levels. Based on the structure of the existing C<sup>3</sup> training manuals and the proactive training method, GFA consultants developed a training of trainers (ToT) and multipliers course on social standards for service providers and factory in-house trainers. The course consists of four modules:

1. Social Standards (incl. national Labor Law, International Codes of Conduct, Occupational Health & Safety)
2. Industrial Relations
3. Security Compliance and
4. Factory Monitoring

Each module provides a trainer guide, background material, exercises and hand-outs for trainees. Many exercises have been developed anew and follow the steps

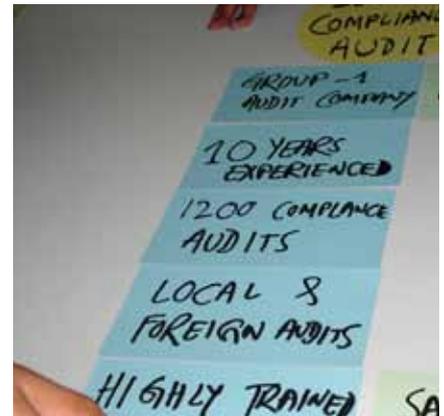
of the experimental learning cycle (introduction, action, publishing, processing, generalization, application) whenever it seemed suitable. Course duration is four days and includes one factory (field) visit. All hand-outs are available in Bangla.

The trainer qualification on social standards is complemented by an additional C<sup>3</sup> TRAINER course which relates to the particular needs of trainers working in Bangladesh’s garment industry. A number of exercises have been re-designed to cover sector-specific topics.

These are e.g. negotiation and dialogue between workers and management, the problem of rumor spreading in factories and presentation of audit findings to the management.

Another exercise concentrates on the improvement of marketing skills of training service providers, taking the country’s largest garment sector fair, the annual Bangladesh Apparel and Textile Exposition (BATEXPO) as its setting.

Three trainers from the Bangladesh Insti-



ToT on Social Standards, Bangladesh Institute of Management, November 2008

tute of Management have been selected and trained by GFA as master trainers and are now certified to train trainers in the C<sup>3</sup> method. The Institute is interested to offer this training on a commercial basis under its new training calendar, starting from August 2009 onwards.

In total the program prepared and trained over 300 people, of which more than half were sent directly by factories from the RMG sector. 24% of participants in the training schemes were women. 110 participants were trained in proactive C<sup>3</sup> training techniques, to enable more effective distribution and absorption by workers in-company. An evaluation conducted after two years of C<sup>3</sup> activities showed that 60% of participants are still using the skills and knowledge acquired in the training for their work today as trainers or consultants in RMG companies.



Participants comment: “translation of C<sup>3</sup> TRAINER into Bangla much appreciated”

## Outlook 2009 - 2010

So far in 2009 training courses for the intermediaries are being implemented and further trainers coached in Germany, the Philippines and India. In addition, high priority is being given to the structuring and further development of two additional course concepts:



### **C<sup>3</sup> LOCAL – Local Economic Development**

Participatory Local Economic Development (LED) has proven to be an effective approach for mobilizing

local stakeholders for change. As such, it is not new in development cooperation and GFA has implemented it and thus enabled key stakeholders throughout the world in our projects during the last decade. The training manual was compiled

based on this experience and on the ongoing discussion with respect to the topic, as well as on the C<sup>3</sup> training method. LED is about making a local area fit for economic growth. In the end it targets existing entrepreneurs, external investors and business start-ups in a given setting. Local administrations, business membership organizations and civil society together shape the conditions that make or break local economic development. Hence, C<sup>3</sup> LOCAL is a process-oriented training targeting all those who shape the local economy.

### **C<sup>3</sup> PUBLIC - Public Management for better Service Delivery**

This package addresses public administration staff at all levels of government and to some extent non-state actors. Based

on the C<sup>3</sup> proactive learning principle and on experience from training methods applied in the private sector, this course takes on the New Public Management Principles and aims at improving public service delivery. It is structured in a modular way comprising the following topics: The Public Administrative System, Strategic Planning, Project Management, Public Finance Management and Change Management. Based on GFA's longstanding experience in the field of decentralization and public sector reform, pilot courses using the C<sup>3</sup> methodology were conducted in South Africa and Ethiopia. *Please refer to the respective brochures available as from September 2009.*



## The People - From our Pool of Selected International Trainers

The pool of international C<sup>3</sup> trainers today consists of over 60 professionals with different technical backgrounds and language skills.



**Christine Peter-Fenz** has been a C<sup>3</sup> trainer since 2003, when she first applied facilitation methods and experiential learning centred on the participants.

Last year she piloted the newly developed training module C<sup>3</sup> PUBLIC for provincial and municipal officials in the framework of the "Urban Renewal Program" in South Africa. She has been a permanent staff member of GFA since 2001.

Languages: Arabic, English, French.

**Rolf Speit** has been initiating and accompanying LED processes in countries such as the Philippines, Mongolia and Ghana since 2004. Within GFA he is not only available as a short-term consultant and trainer but also as a resource person for the design of LED programs or components within complex private sector programs. Rolf is very familiar with action-oriented training methods and has worked as a trainer since 1992.

Languages: English, Portuguese.



**Arno Boerger** is an agricultural economist and has worked for GFA since 2002 as director for the GFA offices in Bonn and Berlin.

He started as a C<sup>3</sup> trainer for C<sup>3</sup> START and GROWTH in 2005. His focus was on an EU project "Export Promotion in Ecuador", where he implemented both modules as well as training of trainer courses. Arno also gives C<sup>3</sup> TRAINER courses at GFA headquarters.

Languages: English, Portuguese, Spanish.