



Highlights

Emerging markets
Trainer upskilling
Expert community
Digital transformation

About IFC

IFC—a member of the World Bank Group—is the largest global development institution focused on the private sector in emerging markets. IFC works in more than 100 countries, using its capital, expertise, and influence to create markets and opportunities in developing countries.

In fiscal year 2020, IFC invested \$22 billion in private companies and financial institutions in developing countries, leveraging the power of the private sector to end extreme poverty and boost shared prosperity. For more information, visit www.ifc.org.



Building high-quality training capability in emerging markets

A customer success story



Bridging the training gap

Micro, small and medium enterprises (MSMEs) play a central role in the creation of dynamic and inclusive economies. They are indispensable channels for the delivery of goods and services to the poor in developing countries. Despite their vital role in economic development, most MSMEs face impediments to maintaining and growing their businesses. Many cite a lack of business skills as one of their key challenges.

In 2000, IFC responded to that challenge by developing a capacity-building program to teach MSMEs necessary business and technical skills. Over the next two decades, IFC trained over 170,000 individual entrepreneurs.

Keeping pace with global economy demands, IFC developed a second-generation capacity-building offering in 2018, with a focus on training others to educate MSMEs. These performance and learning professionals - trainers, facilitators, and coaches - ensure that MSMEs in emerging markets can acquire relevant job skills. However, their offerings were often fragmented and underdeveloped. They required significant improvement to expand their reach and create more impact.

Addressing this gap, IFC's program builds human capital in emerging markets and fragile and conflict-affected situations (FCS) by creating a network of qualified local advisory service providers certified to meet the highest professional standards.

The program's goal is to bring world-class learning and development standards and resources to learning professionals and consultants in emerging economies in the

Middle East, Africa, Asia, Latin America, and parts of Europe.

The program is housed on the Grow Learn Connect (GLC) platform that serves as a hub for online training courses, certifications, a directory of training providers, and learning resources provided by the World Bank Group and other development actors. It is also home to the 'Principles for Learning' that represent foundational qualities that make performance-improvement projects effective and impactful, as well as the 'Guide to Training' that provides a roadmap for each phase of a training project.

Upskilling training professionals in emerging markets

Having set aspirational goals, the GLC team identified a performance and learning certification framework that could be offered to training professionals by an internationally recognized organization. The LPI's Trainer Performance Monitoring and Assessment (TPMA) certification ticked all the boxes for IFC: developed by industry experts, recognized globally, and adapted for diverse training needs and geographies. Together, IFC and LPI utilized three strategies to enhance the program's uptake:

1. Leveraging 'assessors' to expand the community of learning professionals.

IFC invested in the creation of a large pool of assessors who could offer TPMA assessments in a variety of languages and across diverse emerging markets. The certification was offered to training professionals with varying levels of experience. The demand for training was noteworthy. Trainers and assessors from 23 countries took the opportunity to enhance their skills and knowledge. Feedback was unanimously positive and this encouraged others to inquire about the certification program, resulting in a rapidly growing community of IFC-LPI TPMA certified professionals. The IFC-LPI partnership thus forged an inter-continental network of individuals dedicated to enhancing organizational performance, maximizing human potential, and changing lives through the power of learning.



"I had no idea that the IFC Training of Trainers (ToT) program would drastically change the course of my career. The course introduced me to best practices in training that I never knew existed. I began to see the ways in which my training could be improved, and how I could ensure that participants enjoyed themselves in my classroom and applied the learnings they had acquired on the job. At the ToT, I was identified as a potential master trainer, and was told that I would be recommended for the next Training of Master Trainers (ToMT).

In July 2018, I started conducting ToTs in Accra on a quarterly basis. I have had participants traveling from as far as Nigeria to attend the ToTs and to get assessed for the IFC-LPI TPMA certification. For me, this is just the beginning. I would recommend this certification to all trainers. Confidence in the IFC and LPI brands opens more doors, and I now find that I'm better able to manage a class with mixed abilities – leaving all participants feeling satisfied and fulfilled."



Margaret Jackson, an IFC-LPI TPMA Certified Assessor in Ghana, speaks to how the certification program enhanced her visibility and credibility as a trainer, and subsequently expanded her client base.

2. Prioritizing training professionals from vulnerable and marginalized identities and communities.

Recognizing that women entrepreneurs and those from fragile and conflict-affected situations face significant barriers to accessing capital and training - GLC prioritizes trainers from these identities and communities. Adopting a gender-inclusive framework, the program is designed to overcome any systemic barriers to women's full participation. The program similarly accounts for the influence of community, social mores, gender perceptions, political events or affiliations, religious beliefs, economic stability, laws, policies, infrastructure, available technology, and collective safety - when designing, delivering and assessing performance improvement programs.



Adnan Mohammed Al-Sada, an IFC-LPI Master Trainer in Yemen, shares how the certification program accounts for challenges within fragile and conflict-affected situations and provides trainers with additional tools necessary to deliver performance enhancement programs in challenging situations. Unable to leave Yemen, Adnan availed the online version of the IFC-LPI TPMA certification program

"Yemen has suffered from conflicts since 2011 and the situation worsened with the war in 2015. This situation has had a negative impact on the training industry and the provision of training programs in all governorates of Yemen.

GLC's online resources provide trainers and small companies with the resources that they need. These capacity-building courses are not available elsewhere and the new, high-value webinar courses are interesting and well-delivered."



3. Harnessing digital tools for upskilling learning and performance professionals.

Global events have caused an accelerated adoption of virtual classroom technology as a replacement for face-to-face interventions. However, many training professionals around the world are still unfamiliar with the technology or best practices associated with designing and facilitating live online events. The LPI, as a recognized world leader in virtual-classroom and live-online-learning certification, was the first industry body to introduce professional certifications, namely, the **Certificate for Online Learning Facilitation (COLF)** and the **Certified Designer of Online Learning (CDOL)**. By making COLF and CDOL certifications available to IFC-LPI TPMA trainers and assessors, the LPI engages audiences across large geographical areas and leverages the power of digital platforms and skills to revolutionize the performance of MSME's across emerging markets.



The way forward

The collaboration between IFC and LPI keeps growing—expanding communities of learning and development professionals. By 2020, **32 IFC-LPI TPMA assessors had leveraged the GLC platform and resources to certify over 292 trainers across 23 countries worldwide, primarily in the Middle East and Africa.**

The IFC-LPI partnership is not only enhancing high-quality training capability in emerging markets, but also, fostering networks of training professionals that are taking the program forward—ensuring sustainability. In 2020, a community of IFC-certified master trainers and LPI launched the first virtual learning and development conference in Africa. The initiative created a platform for African L&D professionals to meet as one unified body and share home-grown ideas and solutions to their own challenges, within the context of international best practices.

Both partners endeavour to improve capacity building of learning professionals, leading to enhanced business and technical skills of MSMEs in emerging markets.

Links

IFC's website

<https://www.ifc.org>

IFC SME Advisory Training

https://www.ifc.org/wps/wcm/connect/industry_ext_content/ifc_external_corporate_site/financial+institutions/priorities/sme+finance/sme-advisory-training

IFC's Grow Learn Connect website

<https://www.growlearnconnect.org>

Grow Learn Connect - joint IFC-LPI certification

<https://www.growlearnconnect.org/certification>

Grow Learn Connect - The Principles of Learning

<https://www.growlearnconnect.org/principles-learning>

(C) LPI (The Learning & Performance Institute)

Learning & Performance Institute
Institute House
Mercia Business Village
Coventry CV4 8HX
United Kingdom

Registered Number: 3114795

Tel +44 (0)2476 496 210

Twitter @YourLPI

Email colf@thelpi.org

Web www.thelpi.org

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