

FOREWORD

To compete in a rapidly changing world, developing countries must build their human capital. Investing in training and continuous learning provides people with the skills and knowledge to realize their potential. It is vital to ending extreme poverty and creating more inclusive societies. But to keep pace with the skills demanded by the modern economy, the training and learning sectors need to adapt.

Countries provide billions every year in development assistance for capacity building. Yet the impact is often underwhelming or unmeasurable. Many current training programs aren't scalable or cost-effective, and trainers often have limited access to tools and resources to meet the challenge.

That's why we developed this *Guide to Training*. It offers a roadmap for training professionals to design and implement successful learning and skills programs in emerging markets, giving them the tools to strengthen their client companies and help build the skilled workforce of the future. The guide provides detailed steps and advice for each phase of a training project for classroom-based, digital, or blended programs. It is essential reading for trainers, coaches, advisory service providers, and anyone who designs or manages learning experiences.

The information in this guide is especially critical for training programs targeting micro, small, and medium enterprises, which provide the majority of jobs and income in emerging economies. It will help unleash the untapped potential of women entrepreneurs and develop human capital where it is needed most—in areas plagued by fragility, conflict, and violence. The economic downturn caused by COVID-19 has significantly affected micro, small, and medium enterprises and is expected to exacerbate pre-existing gender gaps for women-owned and led businesses. For example, women, including women business owners, are about 20 percent less likely than men to access mobile internet at a time when it can be a determining factor for their survival. In addition, heightened connectivity issues and underdeveloped digital skills make it difficult for most women entrepreneurs to rapidly digitize their businesses in a way that would allow them to timely navigate shocks from the crisis. Therefore, capacity building and training are important now more than ever, and the *Guide to Training* couldn't have come at a more crucial time.

The *Guide to Training* captures knowledge and best practices from a range of learning institutions and specialists. Experts on gender-inclusive initiatives and IFC staff working in emerging markets and regions affected by fragility, conflict and violence, have contributed their experience and lessons learned. The *Guide to Training* also puts IFC's newly-created Principles for Learning into action for training and advisory service providers working in emerging markets. These principles reflect the four key elements of successful training and skill development programs. They should be Impactful, Inclusive, Scalable, and Sustainable.

The guide and the principles can also be used by companies and organizations as screening criteria when identifying solutions, work plans, or vendors for their projects. They will be updated to stay current on best practices and industry needs.



I am confident the framework detailed in these pages will equip training professionals to embrace the opportunities offered by emerging markets—and at the same time help drive growth, job creation, and prosperity in developing countries.

A handwritten signature in dark ink, appearing to read 'Paulo de Bolle'.

Paulo de Bolle

Global Senior Director, Financial Institutions Group, IFC