

**START AND
IMPROVE
YOUR
BUSINESS**

*Business Management
Skills for Rural Nepal*

Level 1
National Programme
Facilitator
Guide



INTERNATIONAL LABOUR
ORGANISATION

Guide for National Programme Facilitators to conduct SIYB-Level 1 Training of Local Programme Facilitators Seminars¹

List of abbreviations and symbols

GYBI	Generate Your Business Idea
ILO	International Labour Organisation
IYB	Improve Your Business
L1	Level 1 – Business Management Skills for Rural Nepal
LPF	Local Programme Facilitator
M&E	Monitoring and Evaluation
MFI	Micro Finance Institution
NPF	National Programme Facilitator
RPO	Regional Project Office of SIYB, in Harare
SIDA	Swedish International Development Authority
SYB	Start Your Business
SIYB	Start and Improve Your Business
TOT	Training of Trainers
TOMT	Training of Master Trainers
TNA	Training Needs Analysis



At the opening of each Chapter of brief summary of the key learning points is presented.



Rule of thumb: very important rules or components of the SIYB programme, indicated in each Chapter.

Box A

Like in the SIYB Trainers Guide, practical information is being presented in boxes. Boxes can include an illustration, a checklist or a list of useful tips that will assist Master Trainers with the implementation of SIYB-TOT interventions.

¹ The Guide is based on SIYB Master Trainers Guide 2003, developed by ILO SIYB Regional Project in Harare, Zimbabwe, and on SIYB Master Trainer Guide for Sri Lanka, developed by ILO SIYB Sri Lanka project, 2003.

Table of Contents

Level 1	1
National Programme Facilitator	1
Guide.....	1
START AND IMPROVE YOUR BUSINESS	1
Business Management Skills for Rural Nepal	1
INTERNATIONAL LABOUR ORGANISATION	1
Table of Contents.....	3
ANNEX (Volume II of the master trainer guide)	Error! Bookmark not defined.
INTRODUCTION	5
PART I FOCUS ON SIYB-LEVEL 1 NATIONAL PROGRAMME FACILITATORS	6
What is an SIYB-Level 1 National Programme Facilitator?	6
Roles and Competencies of Level 1 National Programme Facilitator	6
National Programme Facilitator certification process.....	7
The link between National Programme Facilitators and SIYB-Level 1 program sustainability	9
National Programme Facilitators: custodians of technical sustainability	13
PART II THE SIYB LEVEL 1 TRAINING OF FACILITATORS CYCLE	15
What is the SIYB Training of Trainers/Facilitators cycle?	15
Part III Marketing: Competency 1 of National Programme Facilitator	16
The concept of the SIYB Marketing	16
The SIYB Marketing Management Process.....	17
Identifying Market Opportunities (step 2).....	17
SIYB target groups and market segmentation (step 3).....	19
Develop SIYB Marketing Plans (step 4).....	19
Managing your SIYB Marketing efforts (step 5).....	22
How to get started with your SIYB Marketing efforts (step 0)	23
Rapid BDS Market Appraisal.....	24
The rapid BDS market appraisal will help the National SIYB Association, Master Trainers and the SIYB Training Service Facilitators to operate strategically on the BDS market and more specifically on the training market for entrepreneurship development. This appraisal is carried out in limited geographical area, possibly selected as a first, a next or pilot region for the SIYB intervention programme. The following are the steps to follow in this appraisal and will provide the required information for the SIYB marketing process:	24
Part IV Selection and Organisation: Competency 2	25
The SIYB-TOT selection process	25
SIYB-TOT selection criteria.....	26
SIYB-TOT Selection tools.....	28

Training Needs Analysis of future SIYB trainers	29
SIYB-TOT Training Needs Analysis tools.....	29
Preparing and organising SIYB-Level 1 training interventions.....	29
Drafting the SIYB-TOT seminar programme	34
Action Planning	39
PART V CONDUCTING SIYB-TOT SEMINARS: Competency 3	40
Before the official opening of the SIYB-TOT	40
Conducting the opening session.....	40
Conducting SIYB-TOT Sessions.....	42
Conducting the closing session	43
PART VI FOLLOW-UP and Coaching: Competency 4	44
Coaching SIYB trainers	44
Monitoring initial SIYB seminars.....	44
Certifying SIYB trainers	45
Program management support to SIYB- BDS by NPFs.....	45
How to analyze the flow of work in the SIYB training cycle	46
How to improve the training productivity	48
Main cost drivers in the SIYB training cycle.....	49
Productivity improvement measures for the training function	49
How to design a productivity improvement action plan	53
<i>Training output</i>	55
Facilitation of BDS networks.....	58
PART VII Impact, M&E and Quality control: Competency 5	65
Planning for SIYB programme impact.....	65
Linkage between Reporting and Marketing	65
Client Case Development.....	66
Quality control and master trainers	66
1.Quality control tools for trainers	67
During training	68
Before training	68

INTRODUCTION

Welcome to the SIYB-Level 1 National Programme Facilitators (NPF) Guide for Business Management Skills programme in Rural Nepal. This Guide has been developed to assist NPFs to implement SIYB Training of Trainers (TOT) seminars. Trainers are called Local Programme Facilitators in the Level 1 Business Management Skills programme.

Who is this Guide for?

The SIYB-Level 1 NPF Guide is for regular use by National Programme Facilitators who have attended an ILO/SIYB Training of Master Trainers seminar (TOMT), also called Training of National Programme Facilitators workshop.

How to use this NPF Guide?

The NPF Guide has been developed for SIYB-Level 1 Facilitators who will, or have already, become National Programme Facilitators. SIYB-Level 1 Facilitators are expected to have in-depth knowledge and experience with the SIYB-Level 1 programme for entrepreneurs. The training cycle that assists SIYB-Level 1 facilitators in implementing TOPE, TOSE, TOEE, and TOGE seminars at entrepreneurial level, applies to a large extent also to conducting Training of Local Programme Facilitators (TOLPF) seminars. This Guide therefore follows a set-up that is similar to the SIYB-Level 1 Trainers Guide. To avoid repetition, the NPF Guide will often refer to the Trainers Guide and will not present details that can be found in the Trainers Guide.

Your suggestions

The ILO and SIYB Secretariat in Nepal strive to constantly improve the SIYB programme. This new SIYB-Level 1 NPF Guide should be fully relevant to you, the SIYB-Level 1 National Programme Facilitators in Nepal. Your comments, suggestions for improvements and creative contributions are always welcome and are highly valued. You can send us an email: iedied@mos.com.np, asanbaeva@ilo.org, iedisti@mos.com.np, sievers@ilo.org, or check our website at www.ilo.org/siyb

PART I FOCUS ON SIYB-LEVEL 1 NATIONAL PROGRAMME FACILITATORS



This Chapter briefly describes the role and competencies SIYB-Level 1 National Programme Facilitator and NPF certification process.

What is an SIYB-Level 1 National Programme Facilitator?

The concept of Level 1 National Programme Facilitator is fairly new. The NPFs come from 2 distinct sources:

- ❖ Local programme facilitators of Level 1 that had substantive experience of training entrepreneurs using Level 1 modules. Local facilitators that were trained at the Training of NPF workshops, and demonstrated competencies of Level-1 programme (please refer further for more details on NPFs' competencies), have a right to be certified by ILO as Level-1 National Programme Facilitators.
- ❖ Classic SIYB (also called Level 2) programme Master Trainers that were introduced to the Level 1 material, and certified by ILO as Level-1 NPFs after demonstration of relevant Level 1 training of facilitators experience.

Roles and Competencies of Level 1 National Programme Facilitator

The first immediate objective of the SIYB-Level 1 programme is to enable local public and private sector organisations involved in business development to effectively and independently implement SIYB-Level 1 training and related activities for potential and existing entrepreneurs.

SIYB-Level 1 National Programme Facilitators play an essential role in the achievement of this objective. Roles of NPF are confirmed by ILO as those responsible for planning and conducting SIYB-Level 1 facilitator development process, safeguarding the SIYB standards, and marketing the SIYB-Level 1 training service on local BDS markets.

Performance of different roles of National Programme Facilitators depends on level of competencies in 5 areas, that are described as follows:

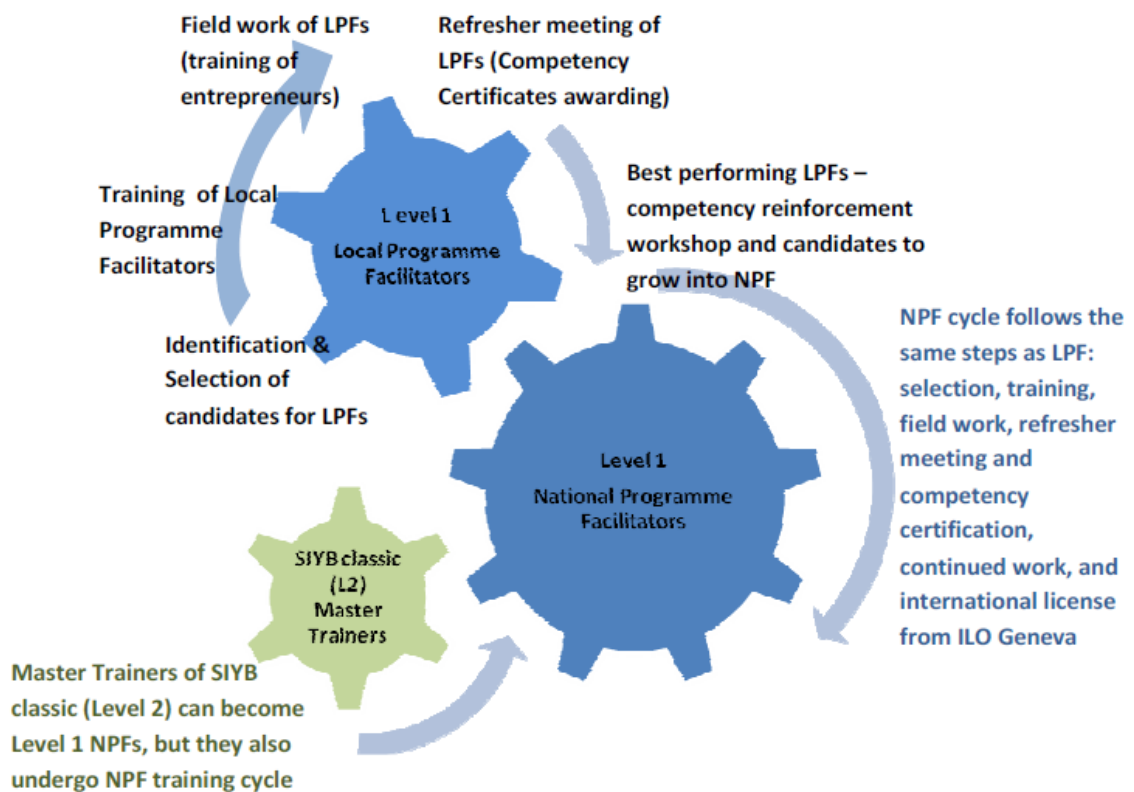
- Competency 1: Market assessment, needs assessment, gap analysis and programme design
- Competency 2: Selecting potential Level 1 facilitators and BDS partners, and organisation of Local Programme Facilitator development process;
- Competency 3: Training Level 1 Local Programme Facilitators:

- Competency 4: Coaching and monitoring newly trained Level 1 facilitators when they conduct L1 seminars at entrepreneurial level;
- Competency 5: Impact planning, case development and impact assessment.

National Programme Facilitator certification process

The certification process of National Programme Facilitator is rooted in training of Local programme facilitators and follows the same training cycle (first entry point). More details on how to become Local programme facilitator are given in the *Guide for Trainers of Level 1 program*. The facilitator training and development program is performance oriented and meant to safeguard and further improve the current technical standards of the national SIYB program: to graduate through the various steps of the program, trainers/local facilitators satisfy certain selection criteria and performance benchmarks.

Another alternative entry point into Level NPF is through SIYB classic (Level 2) programme. Master Trainers of SIYB can become Level 1 National Programme Facilitators through training and development process, similar to those for Local facilitators.



Training of National Programme Facilitators seminars are always carried out by a Senior Master Trainer from ILO. ILO reserves the right to sub-contract the services of a Master Trainer with senior experience from the global network to facilitate these TOMT seminars for other, future master trainers.

During training, potential National Programme Facilitators are familiarized with the global SIYB program and its components and quality standards, with the components of the trainer/local facilitator development program and how to organize and conduct training of local facilitators seminars and refresher training of facilitator seminars. They also learn how to provide follow-up advisory services and coaching to newly trained facilitators after the seminar and how to monitor their performance.

Training of National Programme Facilitators seminars take between one and two weeks, depending on the needs of the participants.

After graduation from the training of National Programme Facilitators seminar, the future SIYB-Level 1 NPFs are expected to organize and conduct at least one (1) training of local facilitators seminar, with technical support from, and under supervision of, the coaching ILO senior NPF. Provided satisfactory performance, they are then certified as SIYB-Level 1 National Programme Facilitators.

Continued successful performance as Level 1 NPF allows to receive the ILO international license of SIYB Master Trainer/National Programme Facilitator. The international license issued by ILO certifies that the National Programme Facilitator has the required competencies described above. The certificate is revocable in case of under-performance.

The five steps of the SIYB trainer/facilitator development “ladder” are illustrated overleaf. The illustration shows that the average time lapse between entry in the trainer development program and licensing as a master trainer is about two years.

The steps of the SIYB-Level 1 NPF development program

Step	Year 1	Year 2	Year 3
NPFs...			
5....are issued with an International SIYB license			
4....continued successful work as L1 NPF (evidences, reports)			
3....graduate from a refresher TOT seminar & are issued with an NPF certificate			
2....Field work: training of Local programme facilitators (at least 1)			
1. ...graduate from a TO-NPF seminar			

The link between National Programme Facilitators and SIYB-Level 1 program sustainability

An SIYB program is defined to be sustainable if SIYB training and related services are provided for an extended period of time (5-10 years) after direct donor agency support has come to an end. SIYB programs can run sustainable in a given geographical context, i.e. on district-, national-, or regional level, and/or on any level of an institutional hierarchy, i.e. on the level of a single organization or the level of a national association of SIYB training providers.

For analytical purposes, three dimensions of sustainability are distinguished in the SIYB program:

- Technical sustainability
- Financial sustainability
- Institutional sustainability

Technical sustainability relates to program quality standards and requires availability of training materials and of qualified trainers/facilitators. For a training offer to be

sustainable, it must satisfy minimum quality expectations of the customers in the market, but better anticipate and exceed these expectations. Only if customers are satisfied with the quality of services received, will they continue demanding them.

Since SIYB training is sometimes subsidized by a sponsor, i.e. a donor agency or government, the training standards also have to satisfy the expectations of that market intermediary.

That observation is critical, because the expectations of market intermediaries and end-users might vary quite substantially. For example, market intermediaries might emphasize on concerns like gender balance while end-users likely expect training to be as cheap as possible and not interfering with their business operations. These sometimes conflicting interests have to be balanced in a technically sustainable program.

Institutional sustainability relates to the division of labour among program stakeholders and sustainable BDS partners of the SIYB program. Organizations - and individuals for that matter – with a stake in the SIYB program need to be clear about who is doing what in SIYB programme implementation.

These institutions and individuals also must have put in place a mechanism to maintain institutional memory, i.e. how program management know-how is retained if individual SIYB facilitators, National Programme Facilitators or SIYB training coordinators should leave.

Institutional sustainability concerns prominently SIYB partner organizations, ILO and the consultative bodies of SIYB facilitators and National programme facilitators (if any); institutional sustainability can also concern local publishing houses printing of the SIYB materials, and/or apex bodies of the business community for brokering access to SIYB training and others.

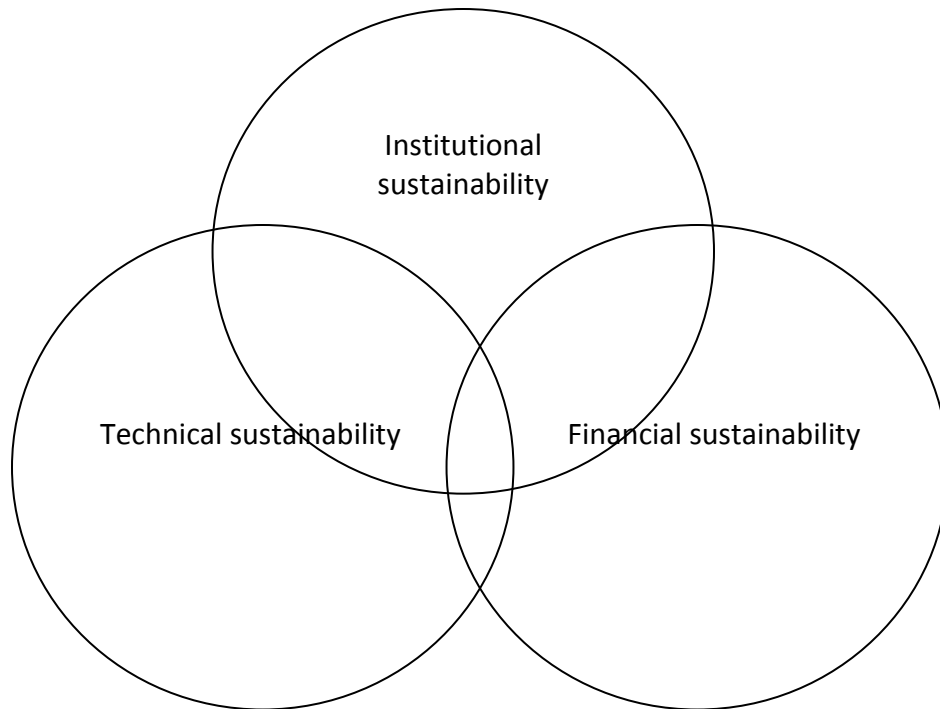
Financial sustainability refers to the capacity of program stakeholders to recoup their investment in the SIYB program. For example, SIYB training providers will need (at least) recovering their training costs to be able to continue providing SIYB training courses over the long-term.

Empirical evidence also indicates that financial incentives drive both individuals and organizations in SIYB programs to perform; accordingly, financial sustainability also refers to a situation where all program stakeholders derive some form of monetary benefit from their continued involvement.

The link between the three dimensions of program sustainability is illustrated overleaf.

The illustration shows that the four dimensions are considered separate but closely inter-linked. In fact, their link is *dialectic* in the sense that one dimension enforces the other, and vice-versa..

The dimensions of SIYB program sustainability illustrated



To better grasp the concept of program sustainability, it is necessary to specify each of its dimension further. To that purpose, it is useful to define a set of indicators for each dimension measuring progress towards sustainability.

Illustrated on the next page are core indicators for each dimension of program sustainability, together with performance benchmarks valid for the SIYB national programme. Please note that the list of core indicators and performance benchmarks is likely to vary from country to country.

The scheme introduces the fourth dimension of sustainability – Motivational.

Institutional sustainability

Indicator	Benchmark
Human resources	
<ul style="list-style-type: none"> ▪ % of training organizations using SIYB training five years after the project has come to an end 	75%
<ul style="list-style-type: none"> ▪ Division of labour among program stakeholders 	SIYB charter in place, spelling out the roles, privileges and duties of every stakeholder Mediation body established
<ul style="list-style-type: none"> ▪ Level of formalization of interest mediation 	
<ul style="list-style-type: none"> ▪ Formalization of knowledge management within training organizations 	Training organizations establish and operate a system meant to retain knowledge on the SIYB program

Technical sustainability

Indicator	Benchmark
Human resources	
<ul style="list-style-type: none"> ▪ Qualification level of SIYB facilitator/trainers and NPFs/master trainers 	Trainers/master trainers meet selection and graduation criteria spelled out in the trainer development program
<ul style="list-style-type: none"> ▪ % of TOPE trainees generating a feasible business idea 	50%
<ul style="list-style-type: none"> ▪ % of TOSE trainees completing a business plan 	50%
<ul style="list-style-type: none"> ▪ % of TOEE and TOGE trainees visibly applying the newly acquired business management knowledge in their businesses 	70%
Training materials	
<ul style="list-style-type: none"> ▪ Quality of training materials 	Training materials printed on 100mg semi-gloss paper, off-set with two colours, perfect binding
<ul style="list-style-type: none"> ▪ Effectiveness of the material distribution system 	100% of SIYB trainees have access to (and actually receive) the original training materials

Financial sustainability

Indicator	Benchmark
Training services	
<ul style="list-style-type: none"> ▪ Degree of cost recovery from SIYB training 	100% of costs can be recovered from various funding sources; >50% of costs recovered directly from the client
Training materials	
<ul style="list-style-type: none"> ▪ Amount of revenue generated from materials sales 	Income at least sufficient to meet all costs for revision, printing and distribution of materials

Motivational sustainability

Indicator	Benchmark
On the level of facilitators/trainers	
<ul style="list-style-type: none"> ▪ Trainer activity ratio (% of trainers conducting at least one training activity per year) 	75%
On the level of training organizations	
<ul style="list-style-type: none"> ▪ % increase in annual training turnover in the SIYB program (no of seminars per year) 	10% per year

National Programme Facilitators: custodians of technical sustainability

National Programme Facilitators play a key role in sustaining the national SIYB program.

They are expected to work on the following key tasks:

- develop new SIYB trainers and upgrade the capacity of existing trainers/facilitators;
- train and advise training coordinators in SIYB training organizations how to set up and run sustainable SIYB programs on organizational level;
- facilitate BDS networks among SIYB training organizations and other BDS organizations, BDS sponsors and BDS brokers in the market;
- monitor the quality of the training offer and encourage trainers and training organizations alike to voluntarily comply with the program standards;
- review the existing SIYB training materials edition in periodic intervals and develop sectoral adaptations and translations of these materials.

All activities described above are meant to safeguard and further develop the quality of the training offer. Thus, these activities contribute directly to the technical and ultimately financial sustainability of the SIYB program. At the same time, National Programme Facilitators play a key role in ensuring high levels of motivational sustainability among SIYB trainers/facilitators, leading them by example.

To mediate the interests of the various parties in the SIYB national program, a legal entity might be created. This entity would provide some of the in-lieu mediator and facilitator services between NPFs. That 'SIYB quality assurance' body would not compete with training organizations or National Programme Facilitators in the physical delivery of training services, but provide the logistical and management back-up to their work. The back-up would focus on

- SIYB quality control database management
- printing, sales and distribution of training materials
- information dissemination among stakeholders
- program marketing
- lobbying and advocacy
- network-facilitation among trainers and training organizations
- mediation in case of conflict between stakeholders.

The legal body could be established in the form of Guarantee Ltd. non-profit company or as a trust, with all training organizations subscribing as members/shareholders. The legal body might be entrusted a license from ILO to print and distribute the training materials. The head of the organisation might be a full-time professional supported by a small secretariat, and supervised in his work through a board of directors elected by the annual general meeting of shareholders/members. The board would be composed of directors and National Programme Facilitators, with a minority representation from Local Programme Facilitators/trainers and other stakeholders like ILO. The head would

be accountable to the shareholders and paid a composite salary with a monthly base rate topped by a performance-based remuneration.

Operational costs of the body would be financed through income from marketing of training materials throughout the country, and through membership fees and commissions on facilitator services (i.e. for proposal writing). The body might also levy a small charge on TO-LPF seminar budgets. Income might also be generated by carrying out similar facilitator/mediator tasks for related business development services other than SIYB training. Particularly this last option should be pro-actively explored.

PART II THE SIYB LEVEL 1 TRAINING OF FACILITATORS CYCLE



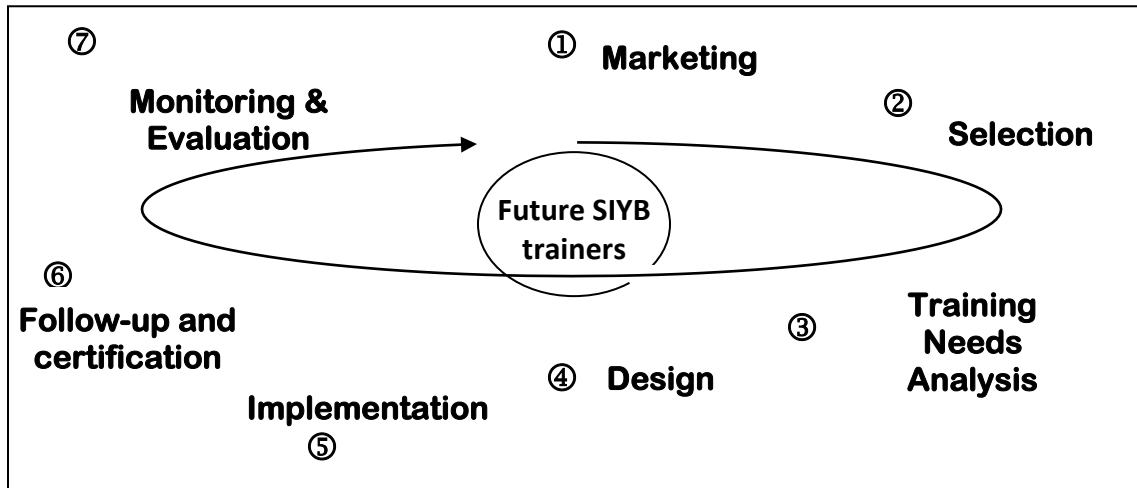
This Chapter introduces the SIYB Training of Trainers/Facilitators cycle and briefly describes its steps. National Programme Facilitators of Level 1 will learn that developing SIYB Level 1 facilitators is a process that consists of a series of interlinked activities (similar to SIYB classic Training of Trainers cycle).

What is the SIYB Training of Trainers/Facilitators cycle?

The SIYB Training of Trainers cycle follows the same steps at the training cycle that has been presented in the SIYB-Level 1 Trainers Guide for training entrepreneurs. It is called a cycle because ideally the final results of one training TOT are fed back into the planning stage for the next. This feedback will allow for improvements to be made, thus enhancing the quality of the SIYB programme over time.

The steps of the SIYB Training of Trainers/Facilitators cycle are illustrated below.

Box A Steps in the SIYB-TOT Cycle



In the following Chapters, you will be taken through the various steps of the training cycle.

Part III Marketing: Competency 1 of National Programme Facilitator



In this Chapter you will learn how SIYB can be promoted at institutional level; by making the SIYB Training of Trainers/facilitators product available, for the right price, in the right place, to the right training providers and trainers

The concept of the SIYB Marketing²

In general terms, marketing stands for a social and managerial process by which individuals and groups obtain what they need and want. This happens through creating, offering, and exchanging products of value with others. Thus, marketing the SIYB programme is about providing potential and existing SIYB Training Service Providers – BDS organizations - with an training package that is customized to their needs and/or wants and in turn helps the SIYB Training Service Provider to meet own objectives (gain in market share, sales revenues, status, etc.).

The SIYB National Programme Facilitators must recognize that the needs and wants of the regular BDS will depend very much on the needs and wants of the target groups of these BDS, in order for the BDS institution to easily sell the SIYB product to the entrepreneurs. They must therefore ensure that the SIYB product and services remain accessible and relevant for the owners and managers of micro and small enterprises, and convince potential partners that it is quite easy to adapt the programme for its use with further specified (segmented) target groups.

In addition, it is important to understand the concepts of external and internal SIYB marketing.

External SIYB marketing

This is done towards the potential and actual clients of the National SIYB Programme (BDS, their trainers and their clients) to sell the SIYB products and services and as it is a general strategy to deliver SIYB through a network of SIYB Training Service Providers, external marketing needs to happen at two levels of clients:

1. Potential SIYB Training Service Providers
2. Both, potential and existing owners and managers of small and micro enterprises

As we introduce the concept of market research, market segmentation and the 4Ps to entrepreneurs, we will apply these principles also to our “own business”.

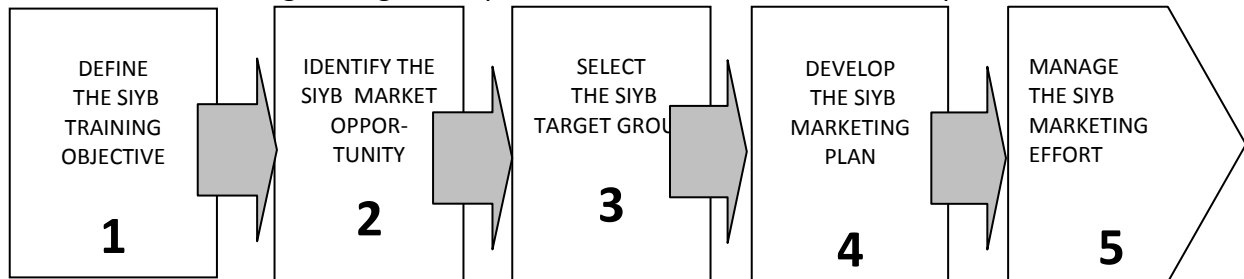
² Marketing part is taken from ILO SIYB Programme Management Guide 2009.

Internal SIYB marketing

We distinguish the internal marketing concept as this is the marketing effort done within the existing SIYB network of TSPs, TSFs, Master Trainers and the National SIYB Association itself. Internal marketing is extremely important and will enable all programme partners to maintain its “image”, brand and quality standards nationwide towards clients at all levels. Examples of internal marketing activities are: production and distribution of standard SIYB brochures, regular network meetings and distribution of information (such as technical newsletters, internal circulars, membership platforms on the web page, etc.).

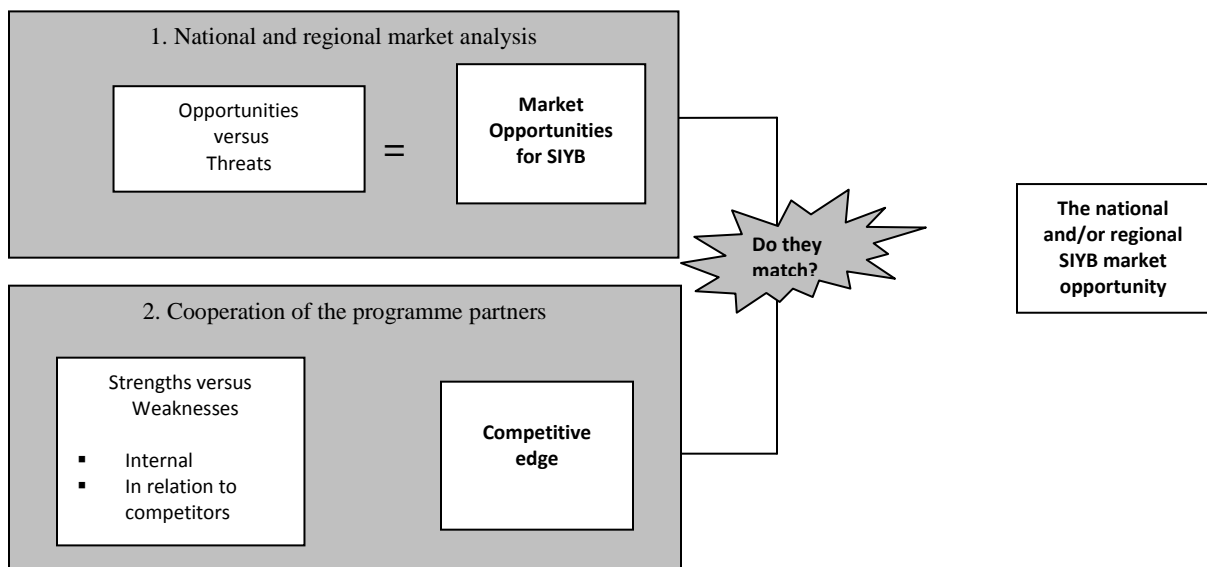
The SIYB Marketing Management Process

The SIYB marketing management process can be described in five steps:



Identifying Market Opportunities (step 2)

It is not always easy to identify interesting national, regional and local market opportunities for the SIYB Programme that match with the so-called “competitive edge” of the National SIYB Association and the National Programme Facilitators. The competitive edge is related to the internal strengths and weaknesses of the cooperation of the key programme partners compared to possible competitors on the BDS market. You can apply the method of SWOT analysis to evaluate a market opportunity for SIYB that should suit all national programme partners:



To know the strengths and weaknesses of the national programme and its key programme partners, each of the partners is first advised to do a quick self-assessment. It will allow to identify on which aspects you could best focus your SIYB marketing effort and in which areas you can distinguish yourself and the SIYB programme from the competition (your competitive edge).

The main areas to consider for self assessment are:

- Your knowledge and understanding of the client market (in the case of the National SIYB Association, the Master Trainers and the SIYB Training Service Facilitators, the ability to do an assessment of the local, regional or national BDS providers market, or more specifically the Training Service Providers market),
- Your training and service provision capacity,
- Your programme management capacity for national coordination, visionary management and quick response to opportunities,
- Your own reputation, status and credibility in the national and regional BDS market,
- Your financial means to maintain and expand your market position.

In the annexes you can find a form that can help to do the organizational self-assessment in relation to effective SIYB programme marketing. The same form can be used to do an analysis of the competitors.

The information on the competitors strengths and weaknesses can be found through talking to partners in the business development service community (many SIYB TSPs are using various competing training programmes besides SIYB), study their promotional materials and web-sites³, order copies of their annual reports, inquire about price lists, etc.

Market opportunities and trends

For identification of market opportunities the national, regional and/or local market must be scanned for management skills training for owners and managers of micro and small enterprises. Again, this must be done at two “client” levels:

- the level of SIYB Training Service Providers → their need and want to deliver management skills training and their ability (financial means and capacities) to do so;
- the level of individual (potential and existing) entrepreneurs → their need and want to gain business management skills and their access to relevant training in this field and their possible interest in and appreciation of the SIYB programme.

SIYB target groups and market segmentation (step 3)

In the third step of the marketing management process, you select and specify the training target group. After having selected the most relevant, feasible and attractive SIYB market opportunity (or opportunities), the national programme partners need to zoom in on the corresponding part of the full spectrum of clients, both Training Service Providers and entrepreneurs. This is the identification of the market segment. The two main segments are known. These are:

1. Current and potential BDS and their trainers → these are considered to be the *direct clients* in relation to the SIYB programme. The aim is to expand and strengthen this group, to motivate them for the programme and to keep them satisfied, by providing them the expected services: updates of quality training materials and tools, technical assistance and training. It concerns *internal and external marketing*.
2. (Aspiring) Owners and managers of small enterprises → these are the *indirect clients or ultimate beneficiaries*, as their needs and wants for SIYB goods and services will mainly be provided through the network of SIYB Training Service Providers/BDS. Despite being *indirect clients*, potential and existing entrepreneurs are the *core clients (main group)* and the essence of the SIYB programme is directed at this level. The marketing approach towards this group is *external marketing*, as it is focused on the creation of a broader awareness on the existence and operation of the SIYB Programme in the country, and linkage to existing SIYB trainers in respective geographic locations.

It must be clear that the marketing approach that needs to be applied for each client group is very different, and the market for both groups should be further segmented.

Why Market segmentation?

Market segmentation relates to the process of dividing the spectrum of clients in different target markets (different market segments) with each of them having clear and distinguishable characteristics. Market segmentation will allow you to choose the segment that your organization or group of SIYB providers can serve best.

As soon as the SIYB programme is widely introduced and well known in the country, SIYB market segmentation seems to become even more important. It will create a stronger demand and appreciation for the SIYB programme by certain segments of the market that the programme then needs to respond to in order not to lose its momentum and impact.

Develop SIYB Marketing Plans (step 4)

Once the marketing objective is defined, marketing opportunities and target groups are identified, you are ready to develop your national, regional or sector specific SIYB marketing plan.

The marketing plan is a written document that outlines the objective, target group, main pillars of the marketing plan, implementation strategy, tasks list and cost implications of your marketing effort. All national (or regional) key programme actors (the national coordinating unit, master trainers and the SIYB Training Programme Facilitators) should elaborate their own tasks in this marketing plan, submit their concrete proposals for (eventual) approval by the National SIYB Association before being diffused and finally integrate the required actions into their day to day operations.

Keeping in MIND the FOUR P's

Just as described in the marketing manual, after market segmentation, one needs to focus on the four P's of marketing. This will structure and reinforce the SIYB marketing effort. For developing the SIYB marketing plans, a few tips and reminders are given in relation to each of the four Ps.

Product

- Be aware of the fact that the SIYB programme is a methodology, combining different concepts, features, products, services, tools and methods;
- Market the SIYB as a complete package that can be customized, with possibilities of adaptation of all components to the needs and wants of clients (but without compromising the quality and international standards of the SIYB training and taking into consideration the costs of such adaptations);
- Integrate the international SIYB quality standards of training into the National SIYB Programme Marketing Effort;
- Use tangible goods, such as the promotional kit, bulletins, training materials and case studies, to position your offer of the SIYB product better to clients - adequately presentable at all levels from hi-tech multi-media to simple, affordable and accessible hand-outs - ;
- Position the SIYB product by focusing on its characteristics and/or by developing an image that distinguishes it clearly from other packages or suggest the complementarities and possible and existing synergies with other packages (never discredit other programmes; such a judgment can never be the prerogative of the SIYB network partners; however, clear understanding of competing packages/products is essential for an effective marketing effort);
- Be aware that a strong word of mouth (depending on the quality of the product and your communication) is extremely important to reinforce and/or multiply your marketing effort (also remember that a negative word of mouth can quickly reduce or even nullify the effects of your marketing effort).

Place

- Place in relation to marketing the National SIYB Programme is about reaching your clients on the national, regional and local SIYB markets; this means to enhance the ability to service SIYB clients from a rather decentralized position (geographically and preferably per sector); as the programme matures and develops effective decentralization becomes an important factor for the clients' appreciation and the programme's sustainability;
- Resource people (National Programme Facilitators) should ultimately be available without unsustainable financial consequences and time investment (because of large distances and high accommodation costs) travels and still be able to promote a quality SIYB programme to as many clients as possible, eventually using more cost-effective communication methods;
- Direct links between a National SIYB Programme Marketing Effort and the actual SIYB clients countrywide is extremely important, both from a national programme management perspective (for obtaining management information) and in the interest of the potential and existing SIYB clients (for obtaining the necessary information and assistance). The set up of a broad and operational M&E system for SIYB throughout the country is therefore recommendable and should equally cover essential information with regard to the national and decentralized marketing efforts.

Promotion

- The success of promotion in the marketing effort is highly depending on the chosen communication channels for each identified market segment. One could think of flyers, posters, newsletters, publications, radio, internet, local TV channels, DVDs, demo workshop, exhibitions, contests and awards ceremonies, etc. The distribution of functional gadgets could be quite effective (pens, bags, hats, T-shirts, stickers, etc.), but generally require substantial budgets. Each of the promotional tools has to be evaluated i) on its estimated cost: return ratio (how many additional clients can be expected per monetary unit invested), ii) the complexity of its conception and production and iii) the available budget. Some promotional tools may only show their effects after a substantial amount of time (like the website or certain promotional partnerships);
- Promotional efforts are only effective towards targeted groups if these are built around the identified expectations, needs and desires of the clients;
- Substantial efforts should be made to develop linkages with those private sector companies that may have an interest in promoting the national SIYB programme (e.g. because of sharing the same value chain or mission) and that do have budgets for promoting such linkages (e.g. think of airline companies engaged in the struggle against sex tourism and those that encourage a collaboration with small sized enterprises in the catering and cleaning business);

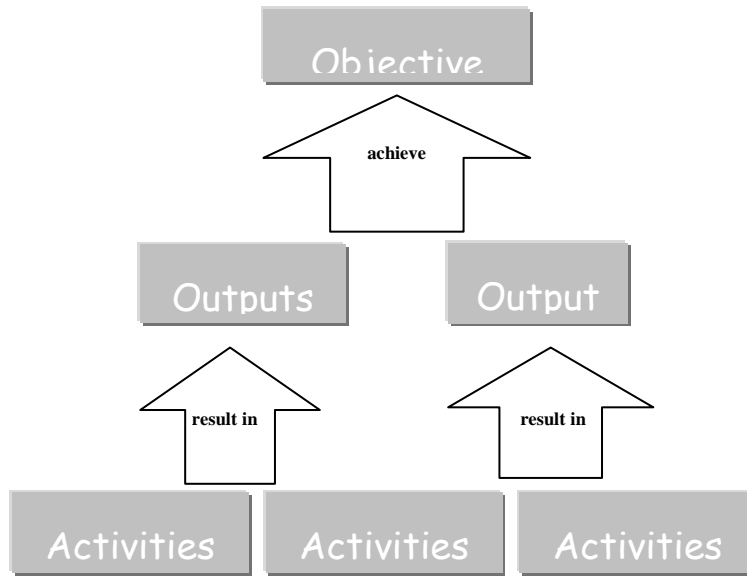
The positive word of mouth will clearly be decisive for the success of the marketing effort and can only be influenced by providing quality services and a substantial amount of rather objective publicity around the programme's success stories.

Price

- The minimum prices of SIYB products and services will have to cover the full costs, less eventual subsidies obtained for the marketing effort. To the total costs of the SIYB training programme (materials, training and follow-up assistance), should in principle be added the costs of marketing and management of a national programme. These costs for the marketing effort can of course vary from region to region and from case to case, but should be fixed by an annual budget;
- Symbolic or full fees are often requested from clients as part of their membership fee to the SIYB networks. Inactive and uninterested BDS will automatically phase out and show this by denouncing their annual membership. Active and committed TSPs will automatically have more and better access to the Programme. In those areas where SIYB has not been introduced yet, free services could eventually be provided by MTs and other local stakeholders;
- The amount that clients are willing to pay for the promotion, management and implementation of the SIYB programme can not simply be imposed and depends on the income, budget and their appreciation for the SIYB training and the additional services provided (standard promotional material, management information, etc);
- A combination of standard prices with varied pricing always enables an incentive system attracting different market segments (for example: try free materials for BDS who deliver their first TOPE within three months after a TOT, provide discount for those TSPs who send in complete TOPE work plans, activity reports and case material, include for certain services and products special membership prices - like a special price for the SIYB Business Game - , etc..). Varied pricing also allows for “skimming the market”, meaning making those pay more who can afford to pay more (standard non-discounted prices). Such a strategy will on the other hand help putting in place a financial flexibility with a budget allowing different promotional strategies (e.g. for those who can afford less and/or for those who belong to a certain chosen SIYB market niche).

Managing your SIYB Marketing efforts (step 5)

When implementing your marketing plans, you should always keep in mind the link between your marketing objective, the required outputs to reach that objective and the necessary activities for obtaining the outputs. This will allow you to reach certain efficiency in reaching your objective.



To know more details about controlling and measuring the different processes and options for the SIYB Programme Marketing Effort, reference can be made to the manual on “Marketing the SIYB Programme”.

How to get started with your SIYB Marketing efforts (step 0)

From the previous it is clear that effective marketing can only happen based on concrete market information, a quality product and a well planned marketing process. We will now focus on how to get started, meaning that you should first dispose of sufficient market information. Two alternative scenarios for a first action plan can be proposed before the described SIYB marketing process can be put in place step by step:

1. Marketing Manual for Trainers and Training Managers of SIYB partner organizations provides detailed information on SIYB Marketing effort. National Programme Facilitators are advised to make use of the Manual for marketing their services as product on the local BDS markets.
2. Rapid BDS market appraisal guide provides a minimum amount of market knowledge required to strategically position the SIYB programme products and to reduce the risk of unnecessary BDS market distortions and loss of scarce resources; this exercise fits in an action learning approach, but is not very costly or time consuming; the available information should be checked and reinforced annually; the results have to be interpreted with care when generalizations are formulated at the national level (in the annexes a model for the Terms of Reference for such rapid market appraisal).

SIYB programme also recommends to undertake a “detailed BDS market assessment”, composed of (i) a client market survey/segmentation and (ii) a supplier diagnosis, and

this at two levels of interaction (client-TSP and TSP-NCU) to position a new SIYB product strategically and competitively on the BDS market; this alternative should be carried out scientifically and generally requires substantial preparation and financial resources; but the outcomes are analytical and provide clear scenarios and hypothesis to choose from, from which the resulting marketing strategy can be well defined and thoroughly evaluated.

As the national SIYB programmes are generally introduced with very limited resources, SIYB market assessment material is represented by the Rapid BDS Market Appraisal.

Rapid BDS Market Appraisal

The rapid BDS market appraisal will help the National SIYB Association, Master Trainers and the SIYB Training Service Facilitators to operate strategically on the BDS market and more specifically on the training market for entrepreneurship development. This appraisal is carried out in limited geographical area, possibly selected as a first, a next or pilot region for the SIYB intervention programme. The following are the steps to follow in this appraisal and will provide the required information for the SIYB marketing process:

Rapid Market Appraisal: Entrepreneur - SIYB Training Service Provider

- | | |
|--------|--|
| Step 1 | Overview of the economy within reasonable boundaries |
| Step 2 | SIYB client market survey |
| Step 3 | BDS supplier diagnosis |
| Step 4 | BDS supply gap analysis |
| Step 5 | Risk analysis and strategic positioning of the SIYB Programme in the region, its SIYB products and the SIYB Training Service Providers |



In this Chapter you will learn the importance of selecting right people and right BDS for the SIYB Training of Trainer/Facilitator interventions. Training needs analysis and organization of TOT is briefly described.

The SIYB-TOT selection process

To make best use of financial and human resources, it is imperative that the trainers participating in the SIYB-TOT have the necessary qualifications to assist potential and existing entrepreneurs, warranting the quality implementation of SIYB seminars. The number of trainers who become active after graduating from the SIYB-TOT, is also likely to be reflected by proper selection.

The process for selecting the right individuals, follows the same steps as for selecting entrepreneurs.

1. Recruiting potential training providers

This is closely linked to the promotional activities you have undertaken to reach potential SIYB training providers. Consider the criteria for selection of institutions and trainers set by the ILO/SIYB programme. Also take into account your own organisation's mandate. Once you target the right organisations that has competent staff, you can start selecting people on an individual basis.

2. Selecting potential SIYB trainers

The SIYB-TOT Application Form and the SIYB Guide for Interviewing potential trainers will assist you in selecting quality trainers. Of course you can complemented these tools by your own, if desired, to determine on an individual basis who qualifies for the SIYB Training of Trainers.

3. Grouping potential SIYB trainers

In some cases, you may have selected participants from various types and sorts of organisations, small or large, private or public sector, etc. If applicable, you can group participants from similar types of organisations, and preferably people with similar knowledge and experience levels together to participate in the SIYB-TOT.

SIYB-TOT selection criteria

Criteria for selection at TOT level concentrate at two levels, at institutional level and at the level of the potential trainer as an individual. First you tar

Criteria at institutional level

By training individuals from a certain organisation or company, you are making the SIYB programme available to that institution. It is therefore important that the right organisations, either in private or public sector, are targeted. The SIYB-TOT programme was developed for organisations and companies that:

- Have a mandate for providing services, preferably training services, to small-scale potential or existing entrepreneurs.
- Have the financial and human resources available to independently and effectively implement SIYB training at enterprise level.

Both criteria are extremely important. The first will guide you to find the right type of organisation, the second guarantees the institution's commitment to the SIYB programme.

Organisations that have a mandate to work with small-scale entrepreneurs are diverse. They can be found in the public sector, as well as in the private sector. At the moment, the SIYB programme has a range of partner organisations that provide SIYB training, amongst which:

- Small business associations and federations
- Commercial training providers
- Governmental / semi-governmental business development organisations
- NGOs
- Chambers of Commerce
- Trade unions

In practice however, you may find it difficult to obtain prove for the availability of resources, which is essential for the sustainability of the SIYB programme.

Organisations that are willing to pay the real (i.e. unsubsidised) price for participation in the TOT are most likely serious and committed, and at the same time it could be in indirect indicator for their availability of financial resources. You are therefore always encouraged to charge the real price for the SIYB-TOT product.

Criteria at trainer level

Within the targeted organisation, the SIYB Training of Trainers programme aims to reach people who meet the following specific criteria:

- Have experience in training adults / entrepreneurs

- Have knowledge of business management topics
- Be exposed to the daily operations of running a small business

In addition, there are a few more 'loose criteria', which will help you select the right people. Loose criteria are criteria that are not handled strictly, this means that there are no cut-off points at which a person is selected or not. It is left to the discretion of the National Programme Facilitators to take the criteria into account, based on the discussions below.

Age

The age of participants is generally related to maturity, life experience and ability to comprehend new knowledge. When dealing with mature persons, the training must, to a greater degree, be based on their experience.

Educational background

Participants should have a solid formal educational background. However, there is no official minimum level because the experience and knowledge of business and training that was acquired through informal education should also be considered.

Language level

SIYB-Level 1 targets illiterate groups, but trainers/facilitators come from with adequate education background and knowledge of official national language. It might be important for SIYB to have facilitators trained in the languages of minority groups.

Gender

The ILO-SIYB project strives for gender balance amongst the SIYB trainers. National Programme Facilitators are expected to make all the necessary efforts to ensure that gender balance is achieved during the SIYB-TOT of future SIYB facilitators.

Training experience

The focus of the SIYB-TOT seminar is on introducing the SIYB programme to the future trainers. Although some time will be spent on how to train adults, it is important that participants have previous training exposure.

Knowledge of business management topics

Very important, through their education or experience, participants must have a sound knowledge of business topics, such as the SIYB topics. During the SIYB-TOT there is really not much time to go deeper into concepts such as costing, record keeping or financial planning.

Business exposure

Participants should be exposed to the daily routines of running a small business. Preferably from running their own business, or as an employee, consultant or in other capacity. They must have a feeling for the entrepreneurial drives and drawbacks so that they can guide others.



Carefully selected people have greater opportunities to become quality SIYB trainers. The higher the activity rate of the trainers whom you trained, the better it looks on your own Master Trainers performance record.

SIYB-TOT Selection tools

There are the two selection tools developed by the ILO SIYB Harare office, that will enable you to select candidates within the organisations that you have targeted.

- The SIYB-Level 1 LPF Application Form
- The SIYB Interviewing Guide

These tools, and all other SIYB-TOT M&E Forms can be found in the Monitoring and Evaluation Kit for SIYB Master Trainers.

The SIYB-Level 1 LPF Application Form

During the selection interview, the form can be used to collect information on the selection criteria. Your concern will not only be to collect data but also to *verify* the information given by the candidate. Questions that require special attention and need for verification are:

- What relevant training qualifications have you obtained?
- Who do you normally train / support?
- What experience do you have in adult education?
- Questions on small enterprise development experience

The forms have been designed for use by the SIYB Master Trainer during an interview. It is not recommended that candidates fill in forms without guidance from their Master Trainer.

The SIYB Interviewing Guide

Training Needs Analysis of future SIYB trainers

The aim is to identify both the training wants and the training needs of your clients and to customise the SIYB-TOT accordingly, so that your participants can benefit optimally. This will ensure better quality trainers and a high rate of certification after the TOT seminar.

The ways to fine-tune the Training of Trainers programme based on the results of your Training Needs Analysis, have been described in the Marketing Chapter of this Guide.

SIYB-TOT Training Needs Analysis tools

Through the SIYB-Level 1 LPF Application form, candidates are asked to make a self-assessment on their knowledge of a few SIYB topics. What the future trainers should know about business management is described in the SIYB training materials. However, Master Trainers are strongly recommended to apply additional ways to find out whether their participants master certain topics.

During the selection intervention, you can ask specific questions on SIYB topics, or even develop a short test that allows you to compare results from various candidates.

It is in your own interests as National Programme Facilitator to be fully informed about the knowledge levels of your candidates. To avoid surprises and uncomfortable situations, it is better to detect people's strengths and weaknesses beforehand than during the actual SIYB-Level Training of LPFs.

You can then develop a short list with the key training needs and wants of each applicant. Take this list and place it beside the draft of the customised training programme that you had developed earlier. Now is the time to finalise the structure and contents of the TOT intervention to reflect the needs and preferences of your future SIYB Level 1 facilitators.



The ILO-SIYB project has chosen not to spoon feed Master Trainers by developing forms and tools for each and every activity they have to undertake. It is left to the initiative of the Master Trainer to develop further ways to test your candidates' knowledge and experience levels

Preparing and organising SIYB-Level 1 training interventions

Similar to organising SIYB seminars with entrepreneurs, preparing an SIYB-Level 1 training intervention can present many logistical challenges. Even experienced Master Trainers/NPFs will therefore find it useful to make a checklist for their training preparations.

Box B. Checklist for SIYB-TOT Preparations

Item	
1. Select the training venue	<input checked="" type="checkbox"/>
2. Identify + brief resource persons	<input checked="" type="checkbox"/>
3. Inform and prepare the participants	<input checked="" type="checkbox"/>
4. Buy SIYB Manuals and send to participants	<input checked="" type="checkbox"/>
5. Organise training materials and equipment	<input checked="" type="checkbox"/>
6. Conduct a pre-TOT seminar meeting	<input checked="" type="checkbox"/>
7. Make last minute checks	<input checked="" type="checkbox"/>

Select the training venue

Along with the choices you have made regarding a residential or non-residential seminar, your choice of training venue should reflect two other concerns:

- The training venue should be functional for training
- The training venue should offer your clients comfort.

With regards to the *functionality* of the training venue, think about

- Location:
Non-residential seminars: the venue should be convenient to the selected participants to ensure their full attendance and timely arrival on each day of the training intervention.

Residential seminars: the location should be strategically located for people coming from various places and regions.

Size of the training room:

The venue needs adequate space for the group to function effectively. A room measuring at least 6 meters x 8 meters is recommended for 20 participants.

- Layout of the training room:
Consider the training equipment and comfort of the participants. Effective training requires concentration. To facilitate this, it is recommended that the training room has good lighting and ventilation, has low noise levels and is free from external interruption while the training sessions are in progress.

If you are using a projector or TV/video equipment, make sure there are appropriate electrical plug points and always test the equipment beforehand.

With regards to the *comfort* of your participants think about:

- For residential seminars: whether the venue offers accommodation in rooms that are suitable for individual learning after sessions

- Whether the facilities of the venue are likely to satisfy the non-training related needs and wants of your participants, such as entertainment, shopping etc. For residential seminars, try to find the right balance between comfort and distraction.

Other issues also related to the comfort of your participants that you might want to consider are:

- Could trainees with young children be offered childcare facilities to ease pressure from domestic duties on them?
- Are the facilities accessible to physically disabled trainees?

It is advisable to seek confirmation about the training venue as early as possible, i.e. four weeks prior to the training event, because you need to communicate the details about the place to training intervention participants and resource persons in time.

Inform and prepare the participants

Once they have been selected, it is important to inform the participants well in advance, 3 to 4 weeks at least. Your participants are probably employed by an organisation and most likely they have other tasks and responsibilities to attend to. For them, a two-week period away from their office is quite demanding and they have to plan for it carefully.

In addition to availing themselves in terms of time, your participants will have to prepare themselves mentally for the SIYB-TOT. This means that they have to familiarise themselves with all the SIYB Manuals beforehand.

Study SIYB Manuals

Each selected participant is required to study the relevant SIYB Manuals before the TOT seminar. This allows them to be prepared for when they have to conduct their presentations. You can inform the participant that they are not obliged to know the Manuals in detail, but that they should familiarise themselves with the contents of each chapter. There is of course no full proof way to verify that participants have in fact read the Manuals, but it will most likely show during the TOT and during the assessment for graduation and certification.

Preparing a business plan

Participants are also asked to prepare an SYB Business Plan with a real business idea, either from their own experience or from a business they know well. The business plans will be used and evaluated during the SIYB-TOT. For that reason it is important that the business plans are realistic and thoroughly prepared but the requirements are lower than those of the real life business plans. The purpose is to assess how the business plan has been written and not to assess the viability of the idea. Explain the participants that there will be no time to finalise business plan during the seminar.

Buy SIYB Manuals and send to participants

As described above, you will have to give the participants some time to prepare themselves. As a Master Trainer you will have to make sure that, at least two weeks before the seminar, they have received all the SIYB Manuals they need to read. In addition, ensure that each participant has clear instructions on what the seminar consists of and what is expected from them in terms of their presentations. The selected participants also need to know how to contact you, the Master Trainer in charge, to ask questions regarding the assignments.

Organise training materials and equipment

Checklist in the box below will assist you with preparing for the SIYB-TOT and make certain that you have all the materials you need. Remember that the participants will need some materials to prepare their presentations. You should therefore organise some extra transparencies, felt pens, markers, flip chart paper, etc.

Box C. Checklist Materials and Equipment for SIYB Training of Trainers Interventions

Training materials per participant
Training materials and equipment per seminar

Conduct a pre TOT-seminar meeting

At least 1 week before the training intervention, convene a meeting with the other SIYB-Level 1 NPFs taking part in the training intervention to discuss the training intervention arrangements, including the allocation of topics and practical modalities.

Ensure that the co-trainers are fully briefed on:

- the profile of each SIYB participant selected for the training intervention

- a profile of the organisations or companies they represent
- the training intervention objectives
- the venue and timetable
- training materials and equipment.

It is important that during the pre-training intervention meeting you discuss with the co-trainers the actual training intervention content to be covered, training methods and visual supports. As Master Trainer in charge, ensure that your co-trainers prepare session plans, case studies, exercises and handouts and that they have the necessary training materials.

Make last minute checks

You may need to ensure that the participants are reminded of the seminar dates once the actual dates are approaching and that they confirm attendance. Remind them as well that they have to prepare an SYB Business Plan and go through the other SIYB Manuals.

In addition to communicating with the participant, you should communicate with the co-trainers to:

- ensure availability of training materials and equipment
- check transport arrangements
- ensure timely availability of financial resource.

Check the training venue to:

- ensure that the training room is confirmed and prepared
- check power outlets, plugs and voltage
- ensure that lunch arrangements are in place
- ensure that accommodation, breakfast and dinner arrangements are in place.

Drafting the SIYB-TOT seminar programme

Develop session plans

You have already customised the basic lay out of the TOT intervention and its contents during your marketing activities; you also fine-tuned them in line with the results of the Training Needs Analysis.

The remaining task is to develop particular session plans for each of the various SIYB-TOT sessions you and your co-trainers will conduct. In analogy to developing session plans for entrepreneurial training, you will decide on:

1. which topic you will address in which session
2. what learning objective you plan to achieve during each session (see box)
3. what activities you are going to conduct during the session, in chronological order and roughly how many minutes you plan to spend on each activity
4. which training method and visual supports you intend to use (see next paragraph and next Chapter)
5. which supporting training materials you intend to refer to during the session.

Set learning objectives

As with preparing for SIYB seminars at entrepreneurial level, you will have to set learning objectives at the beginning of each TOT session. Commonly used helpful hints for developing learning objectives is to ensure that they are SMART. Also refer to the Trainers Guide (box 11) to learn more about setting learning objectives.

Box D. SMART Setting of SIYB-TOT Session Objectives

SIYB-TOT Learning Objectives have to be:

- S**pecific
- M**easurable
- A**chievable
- R**ealistic
- T**ime bound

Finalise the training time table

Before deciding on the total seminar duration there are a few more things you will need to take into account. In addition to the actual SIYB-TOT sessions, consider the time needed for the following:

- seminar opening and closing sessions
- programme introduction
- self introduction / participants' introduction
- ice breakers / energisers
- exercises and games
- preparation of action plans
- daily evaluation
- end of seminar evaluation.

The standard duration of an SIYB-TOT is approximately 80 hrs. Remember that this is time needed to train participants in the SIYB methodology and methods and it does not go into the contents of the SIYB Manuals. In other words, in the standard SIYB-TOT, there is no time to discuss or explain business management concepts.



If you feel, based on the TNA, that your participants need to be trained in business concepts, you will have to add time on to the standard SIYB-TOT timeframe. An extra 40 hrs is not uncommon. Master Trainers need to be careful when selecting from this target group because in principle your participants are expected to be well-versed in business management.

The Training Needs Analysis will give you many hints as to how to compose the final time schedule. Some groups may consist of experienced trainers with relatively limited business exposure, other groups may be the opposite. In the SIYB-TOT Session Plan booklet, there are a number of suggested topics for an SIYB-TOT seminar. You can be flexible with the contents and length of each session's timetable. The timeframe for the participants' presentations is however to a great extent fixed: 30 minutes per participant for the presentation and 30 minutes for discussion and evaluation is what you will have to work with.

As stated before, there are standard session plans that describe all the SIYB-TOT topics. Below, a few important TOT session and activities are singled out to explain them into more detail.

Participants' presentations

Presentations of SIYB topics by participants of the SIYB-TOT are an extremely effective method. It permits participants to practise their training skills, study and transfer SIYB topical knowledge, obtain feedback from fellow-participants and as such, prepare themselves for the SIYB seminars with entrepreneurs they are about to conduct.

A list of suggested topics for TOPE, TOSE, TOEE, and TOGE presentations can be included in the presentations of participants. Allocate a topic to each participant individually. The most impartial and efficient way of doing this is through a draw. You choose, in a logical order according to the flow of topics in the SIYB Manuals, as many topics as you have participants, write each topic on a piece of paper and let them draw one. This also decides who goes first, which will avoid a lot of back and forth discussion between participants.

Participants have to be clear on how they will be assessed and evaluated. Participants' Presentation Assessment forms have been developed for that purpose. Usage of video to tape participant's presentation is not uncommon in SIYB-TOT, it is the best way for people to see themselves perform and identify their own strengths and weaknesses.

Whatever you choose, make sure everybody understands all the points on the form, and try to create a climate that allows for open and constructive feedback and discussion. In some cultures, people may have a tendency to not openly discuss or criticise each other's behaviour. It is the task of the Master Trainers/National Programme Facilitators to explain that it is by trial and error that people learn and that improvement can only take place when one is not afraid to give his/her opinion.

Participants will need time to prepare for their presentations. Note that there is no time to prepare during the actual TOT, it will have to be in the evenings etc. It is the responsibility of the participant to prepare training materials, flip charts, handouts etc, and to ensure that their topic fits within the time frame of maximum 30 minutes. The Master Trainers/NPFs will have to be available for any questions and queries that the participants may have.



Always encourage participants to use a variety of participatory and action-oriented methods and various visual supports when they conduct their presentations. You as the NPF will set the example by doing so yourself!

After each presentation, the NPFs facilitate a round of feedback by the fellow-participants. Encourage positive feedback but do not be afraid to point out weaknesses and areas for improvements. You can give your own opinion last, when everybody has expressed their comments. Make sure that participants do not repeat comments already made by others, to save time and avoid monotony. The forms that were filled in by fellow-participants can be given to the presenter for him/her to keep.

The Participants' Presentation Assessment form is included on the next page. You are, as usual, encouraged to adapt the form to suit specific needs.

SIYB Game

During the SIYB-TOT, participants will learn how to facilitate the SIYB Game. Again, this will be done by using the *learning by doing* strategy. Participants will be given the opportunity to play, so that they can use it when training entrepreneurs. Because playing the Game usually consumes quite some time, NPFs should consider evening or weekend sessions. This may sound taxing but you will see that in many cases, participants enjoy playing so much that they will not want to stop!

**SIYB Training of Trainers seminar
Participants' Presentation Assessment Form**

Name of presenter: _____

Topic: _____

Points to consider	Remarks
1. Setting of learning objectives & Introduction of topic	
2. Stimulating participation by the group (adult education)	
3. Usage of (variety) of training methods	
4. Knowledge of the contents of SIYB topics and general business management	
5. Structure and logical sequence of the session	
6. Preparation and use of visual supports	
7. Checking learning	
8. Time keeping	
9. Summarizing the session	

General presentation skills

1. Voice, pace	
2. Eye contact, moving around training room	
3. General posture	

Overall conclusion and recommendations

Action Planning

Making action plans is a key and integral part of the SIYB-TOT. It facilitates implementation of SIYB seminars with entrepreneurs, and allows Master Trainers to follow-up and coach their recently trained SIYB trainers in order to certify them. Each participating organisation should make its own action plan. Individuals who are alone in their organisation or company should be aware that the SIYB seminars have to be conducted with at least 2 SIYB trained trainers. They can link up with fellow-participants.

Note that for certification, participants are required to implement their SIYB training intervention within 4 months after the SIYB-TOT. This is to stimulate them to take prompt action while their knowledge about the SIYB programme is still fresh.

The basis for each action plan is the SIYB training cycle. Participants have to give a detailed description on:

- **Product:** which SIYB product are they going to use, how are they customising it?
- **Promotion:** how are they going to promote the SIYB product, with what tools and within which time frame
- **Price:** preparation of a budget for at least 1 SYB or IYB seminar, and a description of how costs will be recovered
- **Place:** where are they intending to conduct the SIYB training?
- **Selection and TNA:** how are they going to select trainees, with which tools and criteria (bearing in mind the minimum criteria set by the ILO/SIYB project)
- **Prepare and Design:** timing of the SIYB seminar, description of a draft programme and an overview of trainers and co-trainers and other resource persons
- **Follow-up and M&E:** how are participants going to follow-up on their trainees and how will they monitor and evaluate the SIYB seminar, with which tools?

You, the NPF in charge, have to ascertain that the action plans are ready by the end of the TOT seminar. If your schedule allows it, you can allocate time for participants to work on their plans during the TOT seminar. If not, they will have to work on them in the evenings or weekends.



Evaluation research has shown that participants without action plans and follow-up are less likely to pass on SIYB training to entrepreneurs than those with action plans.

SIYB-TOT methods

The SIYB-Level 1 Trainers Guide extensively discusses the use of participatory and action-oriented methods. All of the points that were stressed in the Trainers Guide remain valid for when conducting TOT interventions, the most important being to avoid lecturing over an extended period of time. Rather use discussion, exercises, games and of course, the participants' presentations as methods to transfer major learning points. Below you can find a description of one vital method used during the SIYB-TOT, with some practical tips that will assist you in implementing conducive learning methods.

PART V CONDUCTING SIYB-TOT SEMINARS: Competency 3



This Chapter takes you through the process of implementing SIYB-TOT sessions. You will learn how to structure the SIYB-TOT, from conducting the opening ceremony to the final evaluation.

Before the official opening of the SIYB-TOT

It is common with SIYB Training of Trainers seminars to start before the official opening, e.g. on the afternoon or early evening before the opening day. This is recommended so that participants can get to know each other and to break the ice before the official opening. In your evening session, you can do the welcoming, the trainers' and participants' introductions, the levelling of expectations and the introduction of the TOT programme and objectives. For a description of these programme items, see the SIYB Trainers Guide.

Starting your seminar on the day or evening before the official opening can easily be effectuated when your SIYB-TOT is residential, since participants will anyhow arrive before the official opening. If you choose to start the SIYB-TOT only at the opening day, you should at least make sure that your participants are well-received as soon as they have arrived in the hotel or training venue. A welcome letter, a copy of the TOT programme and other materials should be made available at the time of their arrival.



Remember to ask for the SYB business plans that your participants have prepared in advance. You can collect them on the first day or the night before so that you can ensure they are of required standards and provide feedback.

Conducting the opening session

Perhaps even more so than when conducting SIYB seminars for entrepreneurs, you may want to give your opening session a more ceremonial cachet. You can invite external people to open the SIYB seminar. Depending on the context and the timetable, you can invite your director, representatives from relevant small business organisations or from relevant ministerial departments. You are also encouraged to invite members of the (local) press, e.g. television, radio and newspaper. If your organisation has a communications or public relations officer, you should involve this person. If not, below are a few tips for when you have to deal with the press.

In addition to the opening session components that are described in the Trainers Guide, e.g. welcome, introductions, expectations and TOT objectives and programme, you can take a few minutes to jointly with the participants establish some ground rules. Let them come up with the rules, they will mention things like time keeping, use of cellular phones etc. Also discuss what will happen if these rules are broken.

Box E. Ten Tips for Dealing with the Press when conducting an SIYB-TOT

1. Start inviting the press 2 or 3 days before your SIYB-TOT. Longer than that and they will have forgotten. Journalists are used to making last minute decisions.
2. Write a press communiqué (no more than 1 page), with a captive title. Include an introductory paragraph (in bold letters) that explains the background and objectives of the TOT, a body that says something about the participants and the impact of the TOT and a conclusive paragraph that explains how this training will benefit participants and what will happen after the training. In the bottom, always include a footnote that mentions a contact person and details for more information. Communiqués are usually sent by fax.
3. Journalists are bringers of news. Make sure that your press communiqué is newsworthy by making it specific. For example, add dates, mention names of high profile people who will do the opening, stress the importance of the TOT for your particular region, etc.
4. Ensure that the communiqué is well written and free of spelling errors. Some newspapers do not make the effort to edit it so there are chances that it will be printed just as you wrote it.
5. When dealing with TV or radio journalists, make sure that you have a few phrases about the SIYB-TOT readily in your head, in case they want to interview you. Journalists do not always announce their interviews.
6. You can also ask one of the participants to give an interview. It will be interesting to have the views of a future SIYB Trainer. Your participants can expect questions such as: why are you participating, what do you expect of the training, who is paying for it, etc.
7. When being interviewed for TV, ensure that your appearance is neat and well groomed. Avoid wearing clothes with small and busy patterns, such as a checked jacket, as it will look odd on the TV screen.
8. Have your business card on hand for distribution to journalists. Like that you can be sure your name is properly spelled.
9. Try to obtain the names and contact numbers of the journalists who interviewed you, so you can add them to your network.
10. Keep copies of newspaper clippings or tapes of radio/ TV interviews in your archive. The ILO also appreciates to receive a copy.

Conducting SIYB-TOT Sessions

You have already made your SIYB-TOT programme, based on standard session plans which you have adapted to suit the specific needs of your participants. You have also allocated enough time for the participants' presentations, to play the SIYB Game and to prepare action plans.

Similarly as to when conducting SIYB seminars with entrepreneurs, you are using a variety of visual supports, energisers and ice breakers and you encourage your participants to do the same. For more information, see the SIYB Trainers Guide.

Master Trainers can also use the List of Good Habits of Highly Effective SIYB trainers, presented in box 15 of the Trainers Guide, as a handout to discuss expert presentation skills to guide their participants, and evidently, to show the good example themselves.

Recap and most important lesson learned yesterday

One of the key principles of learning is through repetition. When dealing with adult learners however, Master Trainers have to stay away from repetitive and tedious training methods. The two above statements may seem to contradict each other, but experience has shown that there are sound ways to repeat information bearing adult education techniques in mind.

One way is to make brief recaps of what has previously been presented and have them presented on the beginning of each new training day of the TOT programme. Another way is to stimulate participants to summarise what they have learned at the end of the day. They can do this by writing down, in one phrase, the most important lesson they learned today. It is important to be brief and to synthesize the information learned into ONE single lesson. At the beginning of each training day, you or a participant can start with an overview of the most important lessons learned yesterday. This will refresh people's memories and for the Master Trainers it is an excellent way to see how effective the day was.

Daily and Seminar evaluations

At the end of each day of the training intervention, ask the participants to make their own evaluation of the day's proceedings. This procedure is similar to SIYB interventions with entrepreneurs. However, because you are now dealing with future trainers, you can ask them to do the recap of the evaluations of the previous day.

There are two types of forms that you can use for this purpose. The first one is the Daily Reaction Evaluation Form, discussed in the SIYB Trainers Guide, which can also be used when training entrepreneurs.

Master Trainers can also use the SIYB-TOT Session Evaluation form, in which participants comment on specific session and the use of new materials. Ask the participants to fill in the name of the session or the particular material they want to comment on.

Whether you use the Daily Reaction or the Session Evaluation form depends of course on the contents of the training day. If it is a day with participants' presentations only, it does not make sense to use the Session Evaluation form because participants have already commented on the sessions. In that case you can simply use the Daily Reaction form.



To involve your future trainers as much as you can in the SIYB-TOT, ask them to do the summary of daily evaluations and lesson learned yesterday at the beginning of each day. Make a schedule for the whole duration of the TOT, so that every participant gets his/her turn.

At the end of the training intervention, ask the participants to make an evaluation of the TOT. Organise a verbal feedback round and let them complete the End of SIYB-TOT Evaluation form.

The training evaluation forms can be found in the M&E Kit for Master Trainers.

Conducting the closing session

The focus of the closing session is on:

- summarising the main learning points of the training intervention
- assessing whether the expectation of the trainees were met
- clarifying the use of action plans and the logistics of the SIYB follow-up activities.



Do not forget to finalise the SIYB-TOT Activity Report after the completion of the training intervention and to send a copy to the SIYB – senior Programme Facilitator or SIYB Secretariat, to document your training activities.

Refer to the Chapter on Monitoring and Evaluation in this NPF's Guide for more information on the SIYB-TOT Activity Report.

PART VI FOLLOW-UP and Coaching: Competency 4



This Chapter explains in detail what is expected from the NPF in terms of follow-up. You will learn how to coach the recently trained facilitators when they are going to conduct SIYB-Level 1 seminars with entrepreneurs, which is the basis for their certification.

Coaching SIYB trainers

After they have left the SIYB Training of Trainers seminar, your participants will go back to their organisations and dive into their routine working life again. Conducting an SIYB seminar may not be the first priority activity on their list. It is the NPF's role to keep in contact with them and to motivate them to commit themselves to implement their action plans within 4 months after the SIYB-TOT.

During the implementation process, the NPFs have to be available to support and assist the recently trained trainers. You coach your trainers by regularly contacting them to inform after their progress and provide a listening ear. You are on stand-by, so to say, to provide any help you can. Perhaps trainers want to have a meeting with you again or they may invite you to meet with their director to discuss the implementation of SIYB.

It is no use putting too much pressure on the trainers. Even if it seems that they can not, for one reason or the other, get their act together to be certified within 4 months, your aim is to remain positive and understanding. In spite of the fact that it may not look good on your own performance record as an NPF, you should keep in mind that, after all, it is in their own best interest to receive their SIYB trainer certificate.

Monitoring initial SIYB seminars

Because you are in regular contact with your SIYB trainers, you will know exactly who will conduct what SIYB seminar and when. There are no rigid rules on how often you should visit the initial SIYB seminar, but you must make sure that you have at least seen all the trainers in action. During the seminar, you will get an impression of the profile of the trainees, which will tell you something about the marketing and selection process. You also observe how the training was designed and how trainers conduct their individual sessions. You can monitor their performance by evaluating the points from the Participants' Presentation Assessment form.

By simply observing and talking to trainers and participants, you should be able to obtain sufficient information about the trainers' competencies in implementing SIYB seminars.



Obviously, the monitoring visits will come at a cost. To be certain that you can afford to monitor initial SIYB seminars, you should include the costs in the total budget and recover them from the participants.

Certifying SIYB trainers

The success of the SIYB programme depends largely on the competencies of the SIYB trainers. In the past years, there has not been a clear set of rules to define the standard of competence that makes up a good SIYB trainer. Trainers would be trained during an SIYB-TOT after which they would receive their certificate. This approach sometimes failed to produce active and high-quality trainers. The ILO/SIYB Regional Project Office then decided to develop a set of competencies based on the expected abilities of SIYB trainers during and after the SIYB-TOT. The project developed a number of functional areas on the basis of which trainers will be assessed for certification:

- Marketing the SIYB programme
- Needs identification and proper selection of participants
- Designing training programmes
- Facilitating learning
- Evaluating learning
- Providing follow-up services
- Establishing referral systems to financial and non-financial services

Certificates of competence are awarded to participants who adequately and effectively demonstrate the above competencies.

There are no clear cut-off points or benchmarks with which trainers can assess these competencies. Master Trainers are expected to have sufficient SIYB programme knowledge and experience to be able to, on a case-to-case basis, assess their trainers.

Certification confirms that the trainer has demonstrated sufficient competency in delivering SIYB training to entrepreneurs. Based on their assessment in the classroom and in the field, NPFs can recommend to the ILO/SIYB Association which trainers should be certified. They will do this by sending a brief report of the SIYB seminar that they have observed, discussing the above mentioned functional areas.

The report should mention the names of the trainers, their organisations, the number and a brief profile of the participants and the Master Trainers' opinion about the adequate implementation of all the required competencies

Program management support to SIYB- BDS by NPFs

Support and advisory services for training organizations emphasize on increasing the efficiency and effectiveness of the “production” process for a service unit of SIYB

training. Unlike marketing training, where focus is on attracting clients to the training offer, management advisory services look at the training inputs required by an organization to actually create and deliver the service.

The idea, in a nutshell, is to increase the productivity of a training organization by assisting it to cut costs of training inputs.

Master trainers are encouraged to follow these three steps when advising training organizations on productivity improvement measures:

1. Analyze the training “production” workflow

Although training organizations do not function like a manufacturing plant, the transformation process for their SIYB training services follows a workflow with a number of steps and related procedures. In the first step, master trainers have to advise training organizations how to visualize that training production workflow

2. Identify productivity improvement measures

Next, the main cost centers are located in the workflow of the training cycle; each cost center represents a potential intervention point for productivity improvement measure.

3. Design a productivity improvement action plan

Next, a productivity improvement action plan needs to be developed, fixing a strategic goal of the exercise with productivity indicators of achievement and performance benchmarks, defining outputs and activities with deadlines, and allocating tasks to staff members. Then, the planned activities are carried out and the results and impact of the productivity improvement effort are evaluated against the set targets. Ideally, the results of the productivity improvement effort are documented and the experience gained is fed back into the design and implementation of a second-generation productivity improvement loop.

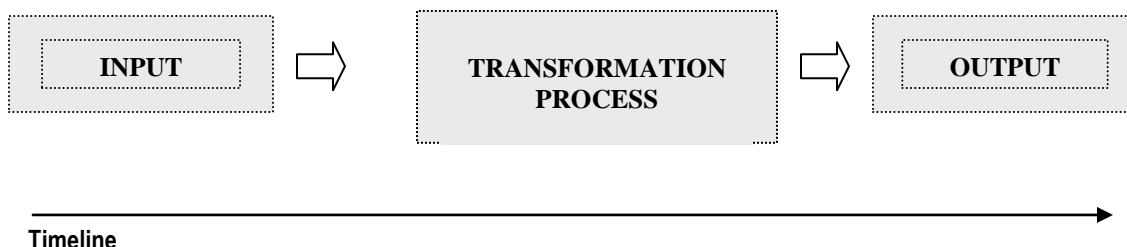
How to analyze the flow of work in the SIYB training cycle

The mandate of master trainers is to strengthen the training capacity of selected local BDS organizations, the so-called SIYB training providers; accordingly, the focus of productivity improvement measures implemented in conjunction with SIYB training is on the training function of these partner organizations and within this training function on the delivery of SIYB training.⁴

⁴ The training function comprises all processes required to translate inputs like labour and materials into training outputs, i.e. training courses and related customer support. It is acknowledged that such an approach is not systemic; the analysis focuses on one system component only, not on the entire organization and its interaction with the system environment. Accordingly, the full potential for productivity improvement, i.e. by seeking inter-departmental synergy effects, remains untapped. Yet, as will be shown in the following, the analysis of the training function alone can still result in the identification of significant productivity improvement potential. Furthermore, such a sectoral

Illustrated below is the process of translating training inputs into training outputs. The timeline illustrates the cycle time needed to complete a standard training programme, from first customer contact to the submission of the final report. Listed overleaf are the steps of the production process for training (i.e. the steps of the training cycle), and the inputs needed to produce a standard SIYB training programme.

The production process for a standard SIYB training intervention



The following inputs are usually required to create a training service:

- **Labour:** translated into costs for wages and fees for training staff and external resource persons
- **Training equipment:** The equipment needed for the implementation of the planned training program, such as an OHP, a multimedia projector, etc.
- **Promotional materials:** i.e. posters, brochures and flyers to attract customers
- **Training materials:** The original SIYB manuals developed by ILO, namely the GYB manual, SYB manual and business plan booklets, the IYB manuals, the EYB manuals, the SIYB Business Game and the EYB business simulation
- **Transport, food and accommodation:** for trainers before, during and after training; transport, food and accommodation for entrepreneurs are not considered essential input costs and, where applicable, should be born by the clients
- **Stationery:** All stationery items needed for the training such as writing pads, pens, flipchart paper and markers etc.
- **Overheads:** A fraction of the overall running costs of the BDS organizations, i.e. for telephone, electricity, rent and insurance

analysis can serve as a model case for productivity improvement measures in other functions, or across functions, of the organization.

The transformation process entails the following steps:

- **Marketing:** All activities meant to attract and inform customers about the training offer, and, where applicable, to attract and inform potential training sponsors about the planned activity; marketing, here, is not considered an end-of-pipe activity but a strategic function to collect vital intelligence about the customer segment *prior* to the design of the training intervention
- **Selection/TNA:** Refers to the identification of course participants that can fully benefit from training and, where applicable, have the resources to pay for these service; in the SIYB program, selection goes hand in hand with the training needs analysis; candidates are expected to complete an application form and a separate TNA questionnaire to assess their training needs and wants
- **Training** refers to the actual training activity but also to a number of steps related to training logistics and preparations, like requesting quotations for training venues, sending invitation letters to participants and external collaborators, customizing the course curriculum to client needs, and others
- **Follow-up:** Customer support after training, such as:
 - the follow-up check with GYB participants five weeks after the training
 - group counseling four weeks after the SYB course
 - group counseling/individual counseling after the IYB course
- **Quality control** All activities carried out to monitor and evaluate the quality of the training effort, such as:
 - the end-of-seminar evaluation done by the participants
 - the completion of activity reports through trainers
 - the evaluation of post training performance six months after training

How to improve the training productivity

To identify the intervention points for productivity improvement measures, first the main cost drivers in the production process for SME management training have to be located. A cost driver is any factor in the production process that causes significant costs, for example a particular type of material input. Each cost driver is a potential intervention point for productivity improvement measures. The table below lists the main cost drivers in the production process for training services⁵:

⁵ The list refers to the situation in Sri Lanka but it can be assumed that similar cost drivers apply to other countries. For a quick check, one has to compare the recommended sequence of activities in the SIYB training cycle (specified in the Trainers Guide) with the de facto sequence of activities implemented by local partner organizations. The steps in the training cycle visibly dodged by some of these organizations (e.g. the individual selection interviews) indicate cost drivers.

Main cost drivers in the SIYB training cycle

Production step	Main cost drivers
Marketing	Conducting market research
	Customizing the training offer
	Promoting services
	Following up on potential clients
	Drafting funding proposals (where applicable)
Selection/TNA	Conducting individual selection interviews
Training	Transport, food and accommodation for course participants
	Transport, food and accommodation for trainers
	Training materials
	Preparation of visual aids
Follow-up	Transport, food (and accommodation) for trainers
	Food and transport for participants
Quality control	Evaluating training impact six months after training

Listed below are productivity improvement measures, for each cost driver separately. As the list shows, productivity improvement, here, does not mean stripping away some of the steps of the training cycle – still a common practice among many BDS organizations that results necessarily in a compromise on quality of training.

The aim of these productivity improvement measures is to increase the efficiency of resource utilization and to cut the cycle time in the production process while at least maintaining the essential service standards defined in the Trainers Guide. The productivity improvement measures were formulated after analyzing particularly the capacity of key performers in the sample of SIYB partner organizations in Sri Lanka. The idea, here, was to benchmark the production process for training and to identify productivity improvement measures that work on the ground.

Productivity improvement measures for the training function

Cost driver	Productivity improvement measure
MARKETING	
Conducting market research	<ul style="list-style-type: none"> ▪ Build&operate a market information

<p>Customizing the training offer</p>	<p>system</p> <ul style="list-style-type: none"> ▪ Joint market research with other POs ▪ Swap market information with other POs ▪ Share R&D costs and -results with other Pos ▪ “Imbed” training offer (offer training as part of a package, together with other BDS; i.e. IYB marketing training together with market linkages services) ▪ “Piggy-back” training on other BDS (i.e. make training a condition to receive a loan)⁶
<p>Promoting services</p>	<ul style="list-style-type: none"> ▪ Systematically plan the marketing effort ▪ Implement the marketing effort according to plan, measuring impact and fine-tuning the next marketing loop accordingly ▪ Base the promotional mix on cost-benefit analysis of tools, not gut feeling ▪ Use low cost/no cost promotional tools ▪ Share production costs for promotional tools among PO’s ▪ Aim for publicity ▪ Unlock cost-savings potential of e-commerce over traditional marketing channels ▪ Use systematic mouth-to-mouth propaganda ▪ Conduct joint promotional activities with other POs
<p>Following up on potential clients</p>	<ul style="list-style-type: none"> ▪ Build&operate a simple tracer system to follow-up on <ul style="list-style-type: none"> - new customer contacts (potential clients) - on existing clients (retain customers)⁷

⁶ Another technique of packaging and delivering the training offer is to break up training in small units that are sold separately to the client (“salami tactics”). The technique is principally applicable to the IYB package where the modules can be delivered separately in short bursts of training. Slicing standard programmes into small units is not listed as a productivity improvement measure here, because the technique does not cut total input costs, it merely hides them by making customers pay for training in tranches. In fact, this packaging technique often results in higher total production costs since certain steps of the training cycle (i.e. follow-up on participants after training) have to be effectively repeated for each module

	<ul style="list-style-type: none"> ▪ Measure impact of tracer effort (i.e. in telemarketing no. of dials, - calls, - sales) ▪ Cross-refer clients among POs ▪ Respond to inquiries from clients and potential training sponsors within two working days and maintain records of each inquiry
Drafting funding proposals (where applicable)	<ul style="list-style-type: none"> ▪ Develop computerized macros ▪ Utilize available in-house intelligence from the market information system ▪ Submit proposals within five working days ▪ Follow-up on the proposal first in writing and next over the phone after 14 days and 21 days
SELECTION/TNA	
Conducting individual selection interviews	<ul style="list-style-type: none"> ▪ Merge TNA and selection in a single activity ▪ Sub-contract district-based SIYB trainers from other POs ▪ Plan calling action and interviews in time to avoid hand-deliveries of letters to remote areas and to organize joint interviews nearby the villages
TRAINING (LOGISTICS)	
Transport, food and accommodation for course participants	<ul style="list-style-type: none"> ▪ Organize non-residential courses (choose venues close to where participants live) ▪ Ask participants to bring their own food provisions ▪ Insist on self-transport or, organize transport on a fee basis
Transport, food and accommodation for trainers	<ul style="list-style-type: none"> ▪ Sub-contract district-based SIYB trainers from other POs ▪ Conduct two training courses simultaneously at the same training

⁷ It is generally accepted wisdom that winning a new customer is up to five time more expensive than retaining an existing one

	<p>venue (at least two trainers needed)</p> <ul style="list-style-type: none"> ▪ Organize boarding facilities rather than hotel accommodation ▪ Use public transport, or organize group transport
Other training logistics	<ul style="list-style-type: none"> ▪ Inform candidates about training logistics directly after selection where applicable ▪ Use the checklist in the trainers' manual ▪ Purchase stationery and training material well in advance and buy in bulk, possibly together with other POs ▪ Hire training equipment locally, or negotiate with the project office and other partner organizations to hire equipment from them ▪ Use standard letters for quotations, reservation of training venue, invitation of external resource person, calling letter to participants ▪ Maintain a database on external resource persons/suitable training venues with costs/ where and how to hire training equipment and others ▪ Order materials in bulk (i.e. in cooperation with other POs)⁸
Training materials	
Preparation of visual aids	<ul style="list-style-type: none"> ▪ Follow the checklist in the trainers' manual ▪ Prepare customized sets of training aids well in advance (ZOPP cards, transparencies, flipcharts, slides) ▪ Use the material for several seminars
FOLLOW-UP	
Transport, food (and accommodation) for trainers	<ul style="list-style-type: none"> ▪ Sub-contract local SIYB trainers to carry out follow-up, or, assign, specialized follow-up counselors in your own organization ▪ Focus on group counseling rather than individual counseling ▪ Where feasible, establish customer-

⁸ The project office offers discounts of 10% for bulk purchase orders of more than 50 SYB/IYB sets at a time

<p>Food and transport for participants</p> <p>Other</p>	<p>care service via telephone or internet</p> <ul style="list-style-type: none"> ▪ Ask participants to bring their own food provisions ▪ Insist on self-transport, or, organize transport on a fee basis ▪ Where appropriate use thick paper for certificates instead of laminated normal paper (but consider the quality loss) ▪ Use the checklist for SIYB follow-up workshops in the trainers guide, including a list of equipment and stationery needed ▪ Use standard calling letters with applications for GYB follow-up and for the SYB follow-up workshop
QUALITY CONTROL	
<p>Evaluate training impact</p>	<ul style="list-style-type: none"> ▪ Subcontract district-based SIYB trainers from other POs to track trainees ▪ Carry out evaluation together/share evaluation costs among POs ▪ Use the M&E data to market training services to new clients ▪ Use the evaluation occasion to market new services to existing clients (retain customers)

How to design a productivity improvement action plan

The productivity improvement measures listed above offer a good entry point for quickly increasing the efficiency of resource utilization process in the training cycle.

Yet, to fully unlock the possible productivity gains it is highly recommended to design a systematic productivity improvement programme. Such a productivity improvement programme will enable SIYB training providers to

- rationalize the production process for training
- re-model the production process around quality management principles and to achieve sustained productivity gains as a result of saving on input costs and quality

costs, i.e. the costs to maintain and further improve the quality of the production output⁹.

The starting point for the development of a productivity improvement programme for SIYB training is to define the strategic objective of the exercise. Productivity improvement aims at enhancing the competitiveness of a company through substantial cost-reductions (higher efficiency), and a better overall performance to meet customers' demands regarding price, quality, and availability of goods and services (higher effectiveness). Accordingly, the strategic objective of a productivity improvement programme targeting the training function of a BDS organization is to produce SIYB training services that satisfy or better exceed the standards set in the SIYB Trainers Guide at the least cost possible.

Next, master trainers should assist the training organizations to define performance targets for the training department. As indicated earlier, it is more difficult to measure productivity gains in service organizations because each step in the production process is determined by the particular needs and want of the clients; these services "are consumed as they are produced", and the exact specifications of the produced service can (actually should) change from client to client.¹⁰ Therefore, many of the "hard" productivity metrics from the manufacturing sector are not easily applicable.

Therefore, to measure productivity gains in the training department, and particularly with regards to SIYB training, it is necessary to follow a modified approach. It is recommended here to, first, define key productivity improvement areas that are of critical importance to the organization and, second, to measure productivity gains in these critical result areas with the help of productivity indicators and against set targets or benchmarks.

To identify the key productivity improvement performance areas, it is necessary to look at the strategic objective of the productivity improvement programme discussed earlier. Key productivity improvement areas are derivatives of the strategic objective and relate either to training quality, volume/value of training output and/or resource utilization. The main challenge, here, is to focus the productivity improvement effort: Is it focusing mainly on realizing cost savings, or is emphasis laid on increased outputs, increased service quality, or both?

⁹ Quality costs arise from ensuring that a good or service meets established quality standards. Three types of quality costs are known that are relevant at different stages of the production process:

- prevention costs are relevant at an early stage, for example expenses of effective employee training, or working with suppliers to ensure that materials are of high quality – they are the least expensive component of quality costs
- appraisal costs are costs for quality inspection and testing during manufacturing
- failure costs occur once a defect is produced. Has the defect been identified prior to delivery, failure costs are internal (costs of rework, scrap material); is it found by the customer, then failure costs are external (customer complaints, damaged image) – they form the most expensive part of quality costs.

For more information on quality costs refer to Donnelly 1995: 537; Hill 1995: 108; Cartin 1998: 142

¹⁰ Quoted from Mac Donald, Malcolm et.al. 2000: 83

The productivity indicators measure progress made in the implementation of the productivity improvement action plan (see below), by assessing (improved) service quality and/or service output and/or (decreased) service input costs against set targets or benchmarks. It is important to keep in mind that many productivity gains might be realized only once (i.e. savings on materials costs) and that a certain core quantity of each input will always be needed to deliver quality services. In fact, productivity improvement programmes follow the law of diminishing returns; the first loop is likely to result in significant savings and visibly improved service quality while any successive loops will likely render marginal returns on the investment in effort and time. Yet these marginal returns are likely to make the difference between a training industry leader and the average performance standard.

Illustrated below is a list of possible productivity indicators; some of these indicators are already widely used in BDS programmes to measure training output and impact; others might be less familiar to training coordinators.

Productivity indicator	Benchmark
<i>Training output</i>	
No. of training programmes conducted <ul style="list-style-type: none"> ▪ TOPE ▪ TOSE ▪ TOEE ▪ TOGE 	<ul style="list-style-type: none"> ▪ Increase by 20% over previous year ▪ “ ▪ “ ▪ “
No. of entrepreneurs trained <ul style="list-style-type: none"> ▪ TOPE ▪ TOSE ▪ TOEE ▪ TOGE 	<ul style="list-style-type: none"> ▪ Increase by ...% over the previous year ▪ “ ▪ “ ▪ “
<i>Training impact</i>	
Satisfaction level of first time customers with training	At least 90%
% of repeat customers (measure of brand loyalty)	30%
Satisfaction level of repeat customers with training	At least 90%
No of TOPE trainees developing a feasible and concrete business idea	50%
No of TOSE trainees starting their business after training	30%
No of TOEE trainees improving their business operations after training	70%

Level of resource efficiency	
% decrease in average costs for a standard <ul style="list-style-type: none"> ▪ TOPE ▪ TOSE ▪ TOEE ▪ TOGE programme 	10% over the last year 20% “ 20% “ ?
% decrease in average labour costs for a standard TOPE, TOSE, TOEE, TOGE programme	10% (TOPE) and 20% respectively for TOSE and TOEE, TOGE
% decrease in average materials costs for a standard TOPE, TOSE, TOEE, TOGE programme	10% over the last year
% decrease in average stationery costs for a standard TOPE, TOSE, TOEE, TOGE programme	3% over the last year
% decrease in average overhead costs of the training department	5%
% decrease in average costs for trainer transport and accommodation for a standard TOPE, TOSE, TOEE, TOGE programme	10% (TOPE), and 20% respectively for TOSE and TOEE, TOGE
Others	
% increase in revenue from (SIYB) training	10% (?)
% increase in profit margin (where applicable)	5% (?)
In the consumer market: % of training costs directly recovered through client fees	40%
Business clients: % of training costs directly recovered from corporate clients	100%

The average training costs referred to above relate to internal benchmarks of SIYB training providers; these benchmarks are calculated by adding total training costs and/or separate input costs for all SIYB programmes conducted over a given time period.

Alternatively, SIYB training providers can aim for a more ambitious approach and benchmark their own resource efficiency and service quality against training industry leaders in the pool of partner organizations. External benchmarking among SIYB training providers requires a level of mutual trust and a certain coordinative effort but it can render significantly higher yields particularly for the weaker organizations. The SIYB association can facilitate such a benchmarking exercise.

Finally, SIYB training providers can go one step further and benchmark their own productivity with best practice in other service industries. At this stage, though,

organizations have to adapt a more holistic approach to quality production management beyond the training function and comprising the whole institution.

This final step on the productivity improvement ladder is described further.

Next, master trainers have to assist training organizations to design and implement a productivity improvement action plan. To implement a productivity improvement programme aiming at efficient resource management in the production process for SIYB training, SIYB training providers will need on average six months, the exact timeframe largely depends on the volume of their training operations. An example of a timetable for a “typical” productivity improvement programme is illustrated in the box on the next page:

<u>Example of a workplan for a systematic productivity improvement program</u>	
<u>Data gathering: 1-3 months</u>	
Output 1:	The organization is aware of improvement gaps and goals
Activity 1.1:	Set up an organizational structure (task force) that is in charge of implementing the programme
Activity 1.2:	Formulate the objectives of the programme
Activity 1.3:	Define focus, scope, and schedule of improvement programme
Activity 1.4:	Conduct an assessment of the current organizational performance for the selected improvement area
Activity 1.5:	Develop a measurement system with indicators and benchmarks/targets
Activity 1.6:	Gather relevant data for a selected reference period
Activity 1.7:	Analyse the improvement potential (performance gaps and improvement goals) on the basis of the data
Activity 1.8:	Develop detailed improvement measures
Activity 1.9:	Analyse effect of planned measures on organizational structure
<u>Improvement and standardization: 3-6 months</u>	
Output 2:	The improved process is organizational standard and yields cost savings
Activity 2.1:	Inform staff about the results of the data analysis and discuss planned measures, schedule and anticipated results
Activity 2.2:	Implement measures on a trial basis and monitor progress
Activity 2.3:	Implement full improvement programme and monitor progress
Activity 2.4:	Assess impact and adjust measures if necessary
Activity 2.5:	Report back to staff about progress concerning cost savings

Productivity improvement programmes require upfront investment and only start paying off after three to six months. SIYB training providers have to invest time and effort in the exercise, by delegating a trainer or training coordinator to carry out the workflow assessment.¹¹ This “productivity improvement officer” then must be

¹¹ In some cases, SIYB training providers will also have to invest in basic computer software and computer training to standardize and computerize administrative procedures related to SIYB training

empowered to establish one or several productivity improvement teams with other trainers and support staff and to design and implement with these teams the action plan discussed earlier.

Facilitation of BDS networks

National Programme Facilitators (Master Trainers in classic SIYB) are also expected to facilitate business development services (BDS) networks or clusters between SIYB training organizations and other BDS organizations, BDS sponsors, and BDS brokers. In this field, they are expected to work closely together with the legal body entrusted with materials marketing, program advocacy and interest mediation in the SIYB program (refer to chapter II.3. for details).

What is a BDS?

A BDS is a non-financial service meant to assist entrepreneurs to start, better manage and grow their businesses.¹²

Two categories of BDS are usually distinguished:

- Operational services: Services needed to facilitate day-to-day business operations, such as communication services, courier services, secretarial services, money transfer and others.
- Strategic services: Services addressing medium- and long-term business growth issues, in order to improve the performance of the enterprise, its access to markets, and its ability to compete.¹³

For the scope of this guide, **only strategic BDS** are considered.

The following types of strategic services are distinguished:

- Management training: Short-term, mid-term and long-term group courses on
 - business idea generation
 - business start-up
 - business management (including leadership skills and self-management)
 - strategic management
- Vocational training: Short-term, mid-term and long-term group courses facilitating vocational and technical skills, including computer skills¹⁴

¹² Financial services are excluded by definition, since they are thought to require largely different delivery mechanisms and skill sets

¹³ Also refer to Committee of donor agencies for small enterprise development 2001: Business development services for small enterprises: Guiding principles for donor intervention, Washington D.C., p.1

¹⁴ Apprenticeship schemes run by companies are excluded by definition

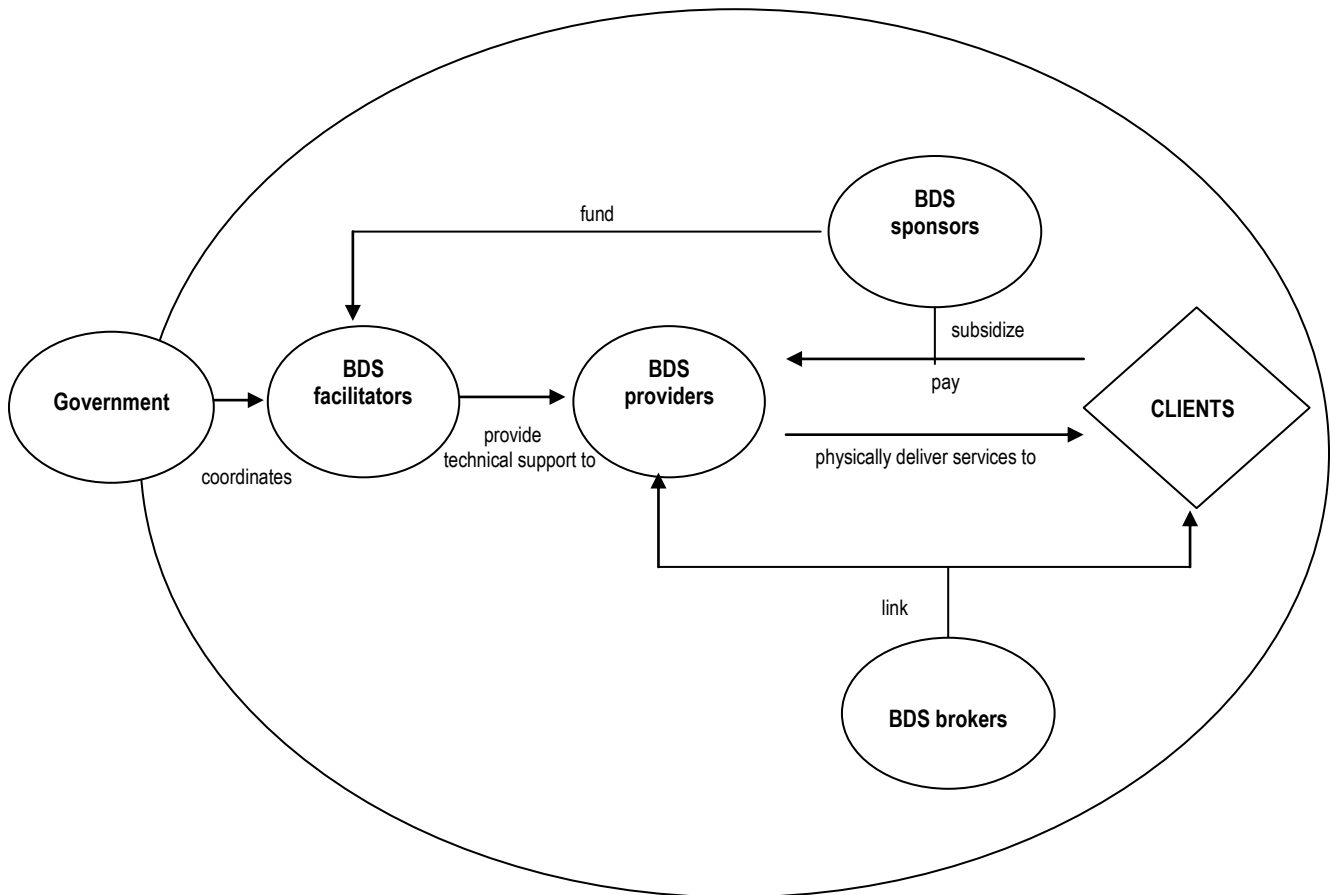
- Business consultancy and advisory services: One-by-one support to individual clients meant to offer customized solutions for specific business issues
- Marketing assistance, i.e. facilitation of market linkages through
 - Fairs and exhibitions
 - Business exchange programmes/business tours
 - Matching schemes
 - Enterprise information
- Technology transfer
 - Research and development
 - Transfer and advisory services
 - On-site commissioning.

“Hybrid” services like the commissioning of machinery (falling under technology transfer or vocational training?), should be classified according to their closest match with “typical” BDS in any of the categories listed above.

What is a BDS network?

A BDS network is system of informal and/or formalized linkages between institutions involved in the supply chain for BDS. Illustrated below is a model of the supply chain for BDS developed by the SIYB Sri Lanka project to analytically transcend the subject.

The supply chain for BDS



The illustration shows that for the market exchange to be initiated and maintained, various players intervene, namely ...and sets the political and legal framework

- **Government:** The Government sets the regulatory framework for the market exchange and coordinate and backstop the activities of the BDS facilitators. Government agencies with a mandate to regulate the market for BDS in Sri Lanka are for example the Ministry of Enterprise Development, the Ministry of Industrial Development, and the Ministries for Regional Development.
- **BDS facilitators:** BDS facilitators are international or local institutions operating in the market with the primary aim to promote the development of local BDS markets/services. Currently, most BDS facilitators are NGO's or project offices of donors, usually funded by governments or donors.¹⁵
- **BDS providers:** BDS providers are any type of lawfully registered institutions physically delivering a BDS to entrepreneurs

¹⁵ Definition quoted from: Miehlbrand, Overy 2001: Guide to Market Assessment for BDS Program design, a FIT manual published by the International Labour Organization, Geneva, p.XI

- **BDS brokers:** BDS brokers are institutions operating in the market with the primary aim to link its associated members/potential new members to critical BDS. Currently, most BDS brokers are trade associations, and chambers of commerce and industry, sometimes also banks, trade unions and employers' federations. The distinctive feature of a broker is that the institution markets but not physically delivers the services.
- **BDS sponsors:** BDS sponsors are institutions that intervene with the prime objective to (cross-)finance the development costs and transaction costs of a service. Most BDS sponsors are government agencies, multi-bilateral donor agencies and NGO's, but sometimes also corporate businesses and charity organizations. As illustrated above, BDS sponsors can either subsidize BDS facilitators to develop new services or subsidize BDS providers to deliver these services, or do both.
- **BDS clients:** Clients comprise the population of businesses in a given market.

The illustration above depicts a somewhat ideal picture of the market set-up. In the practice of the field, the roles of BDS facilitators, providers, sponsors, brokers and regulators tend to overlap.

For example, many BDS facilitators directly intervene in the market exchange, sometimes competing with their local counterpart organizations. Also, Government often intervenes directly in the market exchange as a sponsor of these services. Or, BDS brokers do not only link clients but actually set up their in-house service departments and compete with providers.

What is the purpose of a BDS network?

The purpose of BDS networks is twofold:

- To enable SIYB training organizations and other BDS providers to add value and to better position their offer
- To enable clients to make an educated choice and to receive more impact-oriented services.

In a well-functioning BDS network, all parties in the supply chain realize productivity gains through higher effectiveness and efficiency; the client, finally, receives higher quality services at lower rates. This becomes possible because the parties on the supply side enter into formal and informal linkages that enable them to divide labour more intelligently and to cut (production) costs of the training service by realizing economies of scale.

How to facilitate BDS networks

Master trainers can follow these four steps to facilitate BDS networks:

1. Carry out market research about the local supply chain for BDS
2. Classify the institutions intervening in the market exchange
3. Group institutions with complementary mandate
4. Initiate and moderate network linkages between these institutions.

1. In a first step, master trainers have to carefully analyze the institutional spectrum on the supply side of the market for management training.

For a start, master trainers need gathering information about the location, institutional capacity and any service provided by local SIYB training organizations. Furthermore, they have to collect information about training services provided by direct competitors. In addition, they should seek an overview of the spectrum of non-management training related BDS, and who is providing them. In particular, they need to gather information about BDS organizations that do not compete with SIYB training organizations but provide complementary services, i.e. marketing assistance and technology transfer. These BDS providers have intrinsic demand for entering into a referral system with SIYB training organizations (also refer below under step 3).¹⁶

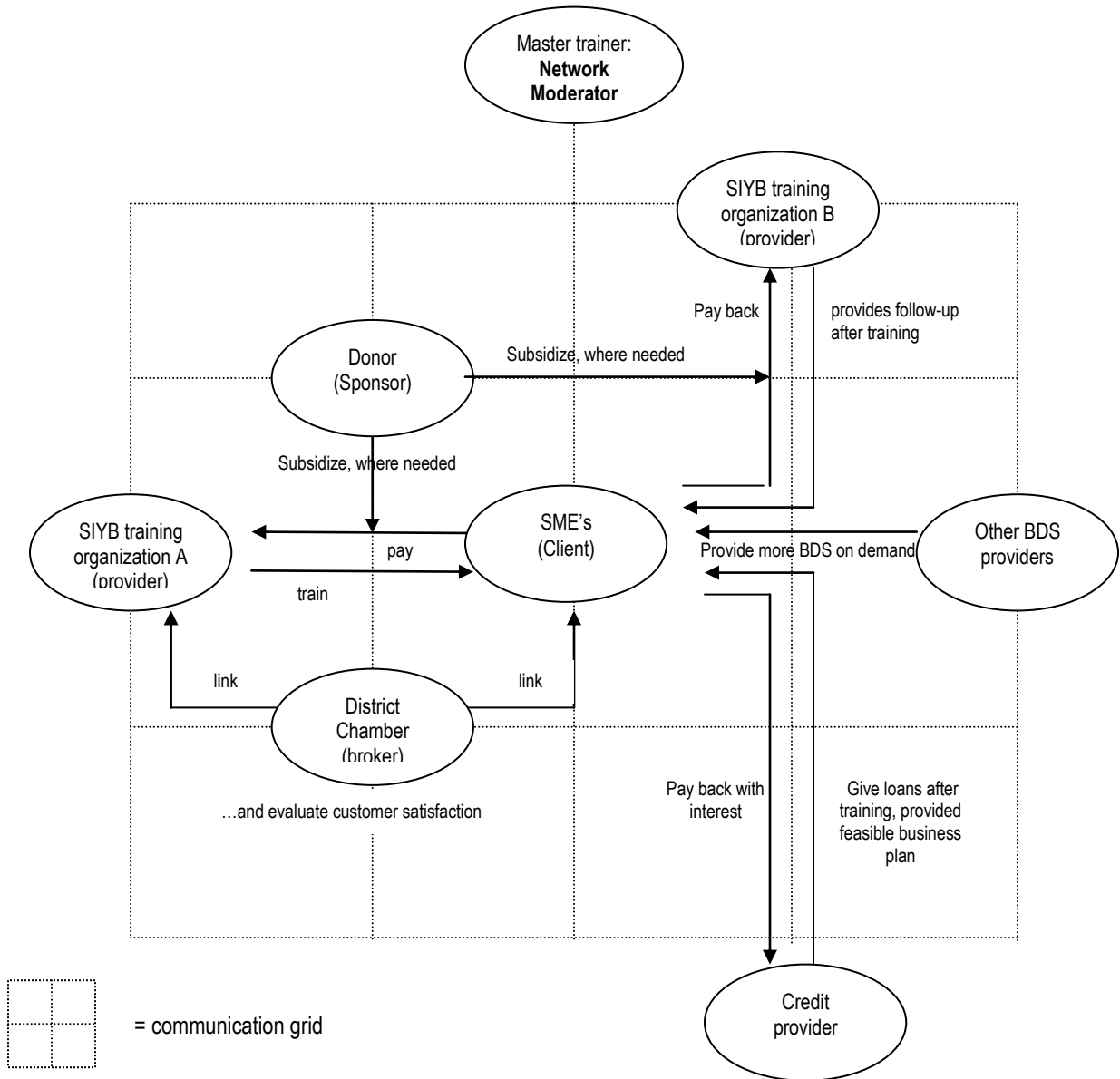
2. In the second step, master trainers have to classify and group the various institutions intervening in the market exchange. As discussed earlier, institutions can be classified either as facilitators, providers, brokers or sponsors. In case of overlapping roles, these institutions should be grouped according to their core mandate, i.e. what they are mostly and prominently doing. For example, a commercial bank running ad hoc management training courses for its clients would not be classified as a BDS supplier but as a financial service provider – the bottom line service is credit, not training.

3. In the third step, master trainers group different types of organizations with a complementary mandate. Below is an example for a simple network of BDS organizations with complementary mandates. The diagram shows two SIYB training organizations, one BDS broker and one BDS sponsor. The diagram also includes a financing institution providing credit after training; while financing institutions are not classified as BDS organizations, they play an important role; the prospect of access to credit after training makes or breaks the decision of many entrepreneurs to seek a training offer.

The master trainers appear as an extra-network party with the role of moderator; their main task is to moderate communication and mediate conflict among network parties – and not to directly intervene in the market exchange.

¹⁶ To facilitate the information intake, the SIYB Sri Lanka project has compiled a directory of BDS organizations in the Southern Province of Sri Lanka. A national directory of BDS organizations was due for publication in August 2002.

BDS networks illustrated



4. In the fourth step, master trainers make contact with the BDS organizations, raise their awareness about the benefit of collaboration and link them up with one another. The challenge, here, is to seek a common ground of understanding about the purpose and expected output of the networking effort, and to clarify roles and tasks of the networking parties. To that end, networking parties need to agree on a workplan, specifying who is doing what by when, and who meets the costs, if any!

The key role of the master trainer is to moderate the communication flow among parties and to facilitate the implementation of activities at the critical early stage, when

networking linkages are still fragile. Once the network is up and operating, and once the benefits become tangible for all parties, master trainers can retreat to the background and seek exit from the network.

The following hints help to moderate BDS networks:

- BDS networks have an open-platform design. New parties with a complementary offer can be added any time, i.e. to bundle BDS in a package. Master trainers should keep in mind, though, that the moderation challenge increases with each new network party added to the grid. In fact, small and simple networks often function more efficiently and effectively than large all-inclusive networks
- Master trainers should avoid trying to network BDS organizations targeting largely different sectors and market segments. While the services of these organizations might be complementary, their target group focus and sector expertise often is not; as a result, the expectations of networking benefit may differ too widely
- Master trainers should always retain impartiality, notwithstanding their effort to link up SIYB training organizations – otherwise they will not be able to mediate conflict or ensuing confusion between network parties
- No rigid institutional super-structure is required to form and operate a BDS network. Networks are dynamic and subject to constant change, and network parties should not be pressed into formal meeting routines.
- Yet, systematic information management and formal moderation mechanisms are imperative. To seek a consensus on these mechanisms, it has proven to be very useful to negotiate brief Memorandum of Understanding between the network partners. The MoU specifies the objective of the exercise, the roles of parties, what type of corrective action is planned in case of network malfunction and an exit strategy in case of network failure. The MoU should also specify performance indicators and benchmarks, and determine a clear exit strategy in case of network failure.

Planning for SIYB programme impact

The SIYB Programme aims and plans to have an impact at:

- the level of the individual entrepreneur and their business: by enabling access to practical and low-cost competency based enterprise development training;
- the level of trainers: by developing and reinforcing their capacities to use the SIYB materials and conduct quality training and consultations for entrepreneurs;
- the level of Partner Organisations by broadening their package of business services to their target groups with the SIYB training programme.

For effective marketing, it is important to keep in mind why we have decided to manage and implement a National SIYB Programme (the overall SIYB objective). All national programme partners, including the individual SIYB consultants, must subscribe to what a National Programme needs to achieve and how its own efforts corresponds with the mission statement of the National SIYB Association. This mission statement could be the following:

“to develop the private sector through small business development, in order to contribute to the socio-economic development of the country and to promote the national SME sector to be competitive on a global scale ”.

In line with the above mission statement it is the strategy of the National SIYB Association to strengthen its role to represent the small business sector in the country. For that purpose, and while keeping in mind the mission statement, the national programme partners need to determine the national or regional SIYB marketing objective by asking:

“How can our SIYB training contribute to this mission? “

To answer this question, we must think of:

- the kind of positive change that the SIYB programme partners could collectively impose in the pursuit of the mission statement;
- how the SIYB programme could fit best into the current services/product portfolio that the National SIYB Association and its national partners have (at national, regional and/or local levels).

Linkage between Reporting and Marketing

Effective National Programme Facilitator maintain a database of activities of local facilitators and is aware of numbers of entrepreneurs trained and results achieved. It is logical that this is the kind of information that is crucial during marketing effort as an

evidence of success and achievement of tangible results. It is therefore ultimately crucial to maintain and reinforce reporting by facilitators to National Programme Facilitators on all SIYB-Level 1 related training and development interventions.

Client Case Development

Level 1 NPFs are expected to undertake Client Case Development using the PAIRVOR monitoring tool. PAIRVOR stands for *Programme Approach, Impact reinforcement and Visualisation of Results*, was developed and tested in West Africa for Level Two and Level One programmes. It is to develop client cases and to boost provider performance resulting in certification. More details can be found in the Guidelines on Client Case Development.

Quality control and master trainers

Quality control is another key task of master trainers. Due to their sectoral expertise about the SIYB program, master trainers are in the best position to monitor and further develop the quality standards of training, both for entrepreneurs and trainers. Master trainers are also in a position to monitor program management performance of training organizations – they are the ones who advised these organizations on marketing strategies in the first place. In turn, master trainers will be monitored closely on the job by training organizations and trainers. Furthermore, their performance will be subject to evaluation by the ILO.

The emerging picture is one of a system based on checks and balances between the two gravitational centers of the SIYB program, i.e. the master trainers and the training organizations and trainers working for them. The system is not confrontational by design, the checks are voluntary and compliance with standards is to be achieved through an incentive scheme, not by means of sanctions – except where performance of master trainers is concerned. ILO reserves the right to revoke the master trainer certificate from individuals persistently under-performing on the job. Refer below for more details

II. 4.2. The quality control system of the SIYB program

The quality control in Level 1 is expected to function similarly to SIYB classic program. The following is an excerpt from SIYB classic implementation in Sri Lanka.

System set-up

The quality control system of the SIYB program operates similarly to a management information system in a business.

It provides the stakeholders with the information necessary to measure progress towards set targets, assess the efficiency and effectiveness of their activities, undertake corrective action to optimize the implementation path, and plan ahead in future.

The quality control system has three inter-linked levels and one extra-system level:

- The level of local BDS organizations supplying information about SIYB training interventions for entrepreneurs.
- The level of the master trainers supplying information about SIYB training of trainers and training of training coordinators activities
- The level of the SIYB project office measuring project performance against the set project objectives and outputs, feeding in the M&E data received from the local BDS organizations, and other data collected directly from the entrepreneurs.
- The extra-system level of the global SIYB program coordination unit in ILO Headquarters that tabulates information from national SIYB programs and activities of trainers and master trainers, and feeds them back into the local system

The system level of the project office is transitory; once the office has closed down, master trainers will directly liaise with the global SIYB program unit and/or ILO's regional bodies and permanent missions.

Quality control tools

Listed on the next page are the quality control tools used on the different system levels. The quality control tools for master trainers follow the familiar format used by SIYB trainers, to facilitate their use. Blank forms for master trainers are attached to this guide.

Quality control tools used in the SIYB Sri Lanka program

1. Quality control tools for trainers	Purpose	Filled in by	To be completed when
SIYB TOPE/TOE Entry Form	1. Selection of participants 2. Training Needs Analysis 3. Collect baseline data on participants personal and business background	Trainers	Before SIYB training course
TOPE/TOE Daily Training Evaluation forms	Assess satisfaction level of participants on a daily level	Entrepreneurs	During SIYB training
End of TOPE/TOE Training Evaluation Form	Assess overall satisfaction level of participants with services rendered	Entrepreneurs	During SIYB training
SIYB TOPE/TOE Activity Report	To track activities of trainers and collect baseline data about the entrepreneurs for later evaluation purposes	Trainer in Charge	After each TOPE/TOE
SIYB Business Performance Card	To track performance of individual entrepreneurs after training	Trainers	At least 6 months after training

1. Quality control tools for master trainers	Purpose	Filled in by	To be completed when
SIYB TOT seminar application form	To pre-select suitable candidates for the SIYB trainer development program	Applicants	Prior to TOT seminar
TOT seminar selection questionnaire	To select suitable candidates for the SIYB trainer development program	Master trainer interviewing applicants	Prior to TOT seminar
TOT seminar daily training evaluation form	Assess satisfaction level of participants on a daily level	TOT seminar participants	During TOT seminar
End-of-TOT seminar evaluation form	Assess overall satisfaction level of participants with services rendered	TOT seminar participants	Right at the end of the TOT seminar
SIYB TOT seminar activity report	To track master trainer activities and record baseline data about seminar participants for later evaluation purposes	Master trainer	Within one month after the training event
SIYB Trainer Performance Card	To track performance of individual trainers over time	Master trainer	Updated periodically

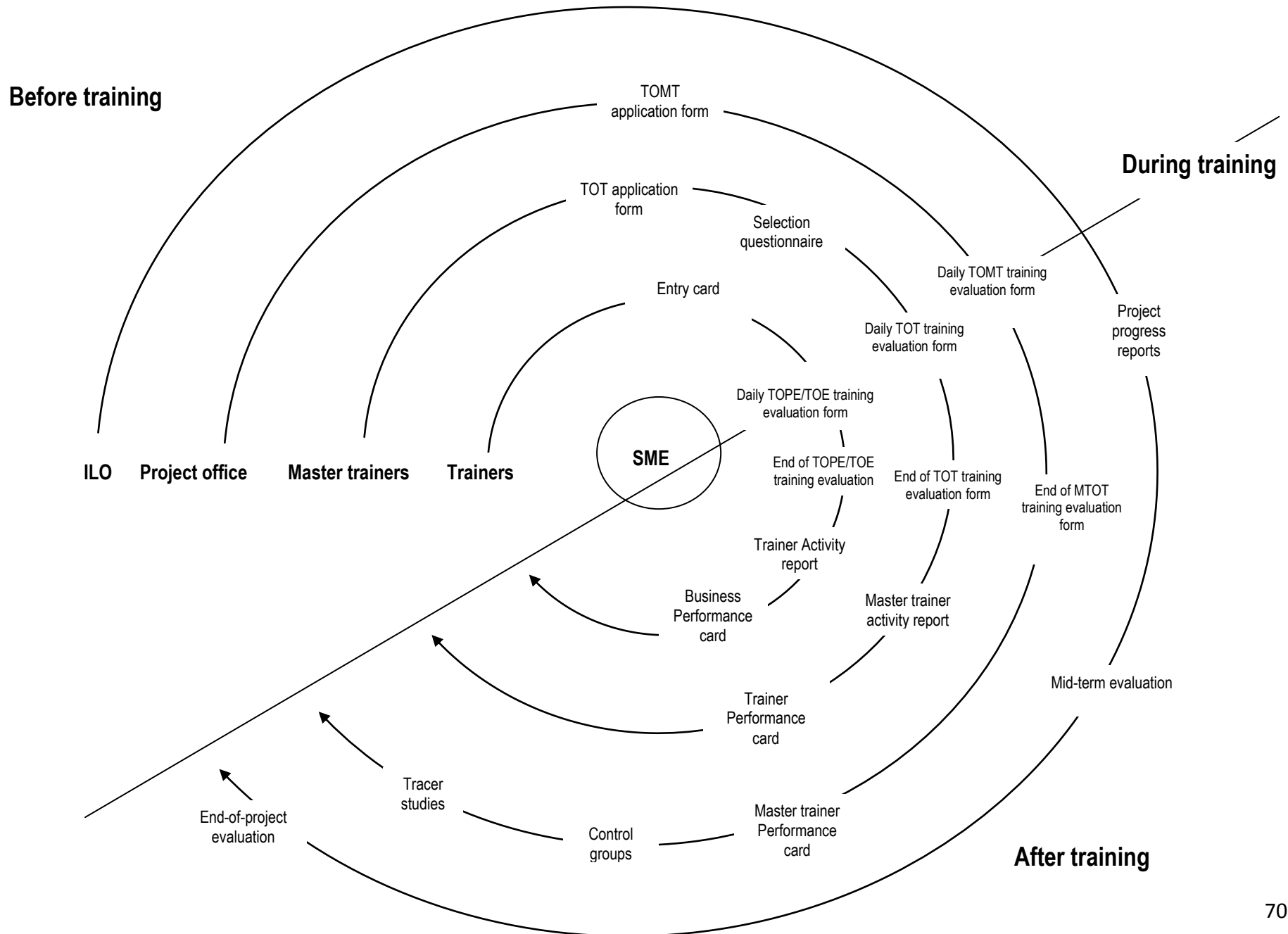
3. Quality control tools for the SIYB project office	Purpose	Filled in/prepared by	To be completed when
TOMT application form	To pre-select suitable candidates for the SIYB TOMT seminar	Potential master trainers	Prior to TOMT seminar
TOMT daily evaluation form	Assess satisfaction level of participants on a daily level	TOMT seminar participants	During the TOMT seminar
End-of-TOMT seminar – evaluation form	Assess overall satisfaction level of participants with services rendered	TOMT seminar participants	During the TOMT seminar
MT performance card	To track performance of individual master trainers after training	SIYB project office	Updated periodically
Tracer studies	To evaluate training impact on selected trainees	SIYB project office and master trainers	Before mid-term project evaluation Before end-of-project evaluation
Quasi-experimental control groups	To proof correlation between SIYB training and improved business performance	SIYB project office	Measurement once at the beginning and once the end of the project life cycle

4. Quality control tools of the ILO global SIYB program unit	Purpose	Filled in by	To be completed when
Semi-annual progress reports	To monitor progress made by the project towards achievement of the project objectives, against the set performance indicators	Project manager	See above

Mid-term project evaluation	To evaluate training impact, against set performance indicators	External evaluators	Half way through the project life cycle
End-of-project evaluation	To evaluate training impact against set performance indicators and to conclude whether the project objectives have been achieved	External evaluators	After the end of the project life cycle
Regional focus group discussions	To evaluate satisfaction level of master trainers	ILO officials	Bi-annually (?)

The graph on the next page illustrates who is using which quality control tool when.

Who is using which quality control tool in the SIYB program, and when



Quality standards

As indicated, the quality control system is meant to track performance of entrepreneurs, trainers and training organizations, master trainers, and the project office on the various levels of the SIYB program.

The performance of these parties is measured by first defining a set of performance indicators and -benchmarks, and next by collecting and tabulating relevant training output and training impact data.

The performance indicators of the quality control system are derived from the set of core quality standards of the SIYB program. For the SIYB program to be ultimately financially, technically and institutionally sustainable, these core quality standards need being satisfied.

Listed below are the core quality parameter of the SIYB Sri Lanka program for trainers, master trainers and training organizations, complete with performance indicators and suggested benchmarks. For more information about the performance indicators and performance benchmarks of the SIYB Sri Lanka project, refer to the project document.

Master trainers are expected to stick to these performance standards and they are monitored in the process by the SIYB project. Master trainers are also expected to encourage trainers and training organizations to voluntarily comply with these standards. Refer to the next sub-chapter for hints how to encourage voluntary compliance.

Performance indicators and –benchmarks for SIYB trainers and master trainers

Parameter	Indicator	Benchmark in the SIYB Sri Lanka program (per trainer)
TRAINERS		
Training outreach	Number of entrepreneurs trained per trainer	At least 50 per year (GYB/SYB/IYB)
Training standards	% of entrepreneurs going through a selection interview based on the entry card	100%
	% of entrepreneurs receiving their personal copy of the original SIYB training materials, or an approved sectoral adaptation	100%
	Minimum duration of training	GYB: At least 16 hours (sessions can be spread over various days) SYB: At least 40 hours (sessions can be spread over various days/weeks) IYB: At least 5 hours per IYB module, and 16 hours for the IYB productivity improvement module EYB: At least 40 hours
	% of entrepreneurs receiving follow-up after training	>75%

continued on next page

Training impact	% of entrepreneurs proceeding with business start-up training after graduating from GYB	>50%
	% of entrepreneurs completing a business plan after training	>50%
	Business start-up rate six months after training	>30%
	% of entrepreneurs demonstrating improved business management knowledge after training	>80%
	% of entrepreneurs that apply that new business management knowledge in practice	>60%
	% of GYB, SYB, IYB seminar graduates at least satisfied with services received through training organizations	>80%
MASTER TRAINERS		
Training standards	% of trainers receiving a personal copy of the SIYB trainers guide	100%
	Minimum duration of the TOT seminar	10 working days for trainers with at least satisfactory knowledge of business management +5 days pre-seminar crash course in business management for trainers with poor subject knowledge
	No. of participants admitted to the TOT seminar	<20, but preferably not more than 15
	% of participants delivering at least one training session during the TOT seminar	>100%
	% of women in the seminar	35%
	% of participants passing the final exam	>75%
Training outreach	Number of trainers trained	> 15 per year
Training impact	% of TOT seminar participants at least satisfied with services received	80%
	% of TOT seminar graduates carrying out at least one SIYB training activity according to set training standards (see above)	90%
	Impact of training activities carried out by these trainers	See above

Note: The performance benchmarks listed above were reviewed, revised and then formally accepted by master trainers during the TOMT seminar.

The hierarchy of performance indicators shows that master trainers are principally held responsible for the performance of trainers in local training organizations (while the SIYB project on its part is held responsible for the performance of master trainers).

In other words, the performance of master trainers is a measure of the performance of trainers! This is an important observation with implications for the selection of suitable candidates for the trainer development program. Master trainers should think twice before they liberally admit weak candidates – these future SIYB trainers might turn out to be non-performing assets and negatively impact on the overall performance of the master trainer himself/herself.

The list of performance indicators also shows that training outreach is of comparatively subordinate importance for a master trainer. Master trainers should not aim at training as many trainers as possible – this maximum proliferation strategy almost certainly backfires on the technical sustainability of the SIYB program and undermines the long-term very competitive advantage of all SIYB training providers, trainers and organizations alike.

The answer to the question of *at least how many* trainers a good master trainer should train per year is difficult and largely depends on market size and -saturation. As a rule of thumb, master trainers need practicing to retain and further develop their knowledge base and therefore should carry out at least one TOT seminar per year.

How to encourage compliance

How can trainers, and training organizations employing them, be encouraged to comply with the quality standards of the SIYB program and to perform at least satisfactorily?

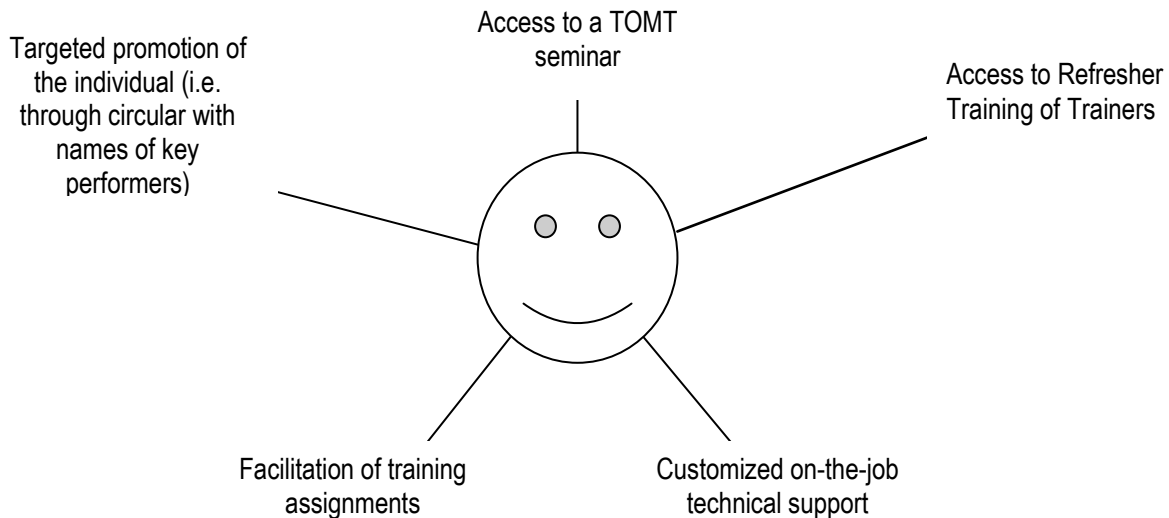
Empirical evidence from the SIYB Sri Lanka project shows that trainers are most likely to perform if they are motivated – another indication for the close link between technical sustainability (through quality) and motivational sustainability.

Master trainers play a key role in sustaining the motivation of SIYB trainers over time. The starting point for motivational sustainability is – to lead by example. Master trainers, in a nutshell, have to work harder, know more and train better than the trainers that they are meant to further develop.

Leadership skills and knowledge alone will likely not suffice to motivate trainers over time, though. Therefore, it is recommended to further encourage compliance with program standards through an incentive scheme for best performers.

Listed on the next page are incentives that can stimulate the voluntary compliance of trainers. Master trainers should always remember that these incentives need being provided indiscriminately and non-arbitrarily! Also, the incentive scheme needs being synchronized with the training organizations employing the trainers, to avoid any loyalty conflict.

Performance incentives for trainers



And who motivates the master trainers? Master trainers need as much performance stimulation as trainers - and it is the task of the project office to provide these incentives to reward commitment and good training results. Once the project office has closed down, these incentives might be facilitated through the SIYB re-insurance unit (refer to chapter II.3.) or directly through the global SIYB program unit in ILO Headquarters. Below is a list with incentives for master trainers.

Incentive schemes for master trainers

