

Phase 2. Building Operational Capacity

The CYCI implementing agency will have been selected on the basis of its suitability to deliver the programme, including its operational capacity. In all cases, staff will require basic training on the workings of the CYCI as outlined above.

Step 7. Staff Training Requirements

The CYCI implementing agency requires a staff with a particular set of skills and knowledge, all of which are necessary for the successful implementation of the programme. The implementing agency's staff require:

- A working knowledge of the CYCI, including:
 - goals and objectives
 - basic terms and concepts
 - key defining features
 - key stakeholders
 - institutional arrangements
 - structures and procedures
- financial management skills for the management of the loan fund, including:
 - negotiations with formal financial institutions, e.g. commercial banks
 - screening and approval of loan applications
 - setting of interest rates for loans and savings
 - determination of loan sizes and repayment schedules
 - loan disbursement and repayment collection
- the capacity to provide training to the beneficiaries in such areas as:

- formation and maintenance of credit groups
- financial management of loans and businesses
- entrepreneurship and business skills
- marketing
- personal development and motivation
- the capacity to enter the areas where the communities of beneficiaries are located and carry out:
 - baseline surveys and participatory rural appraisal
 - promotion and marketing of the credit programme
 - recruitment of potential beneficiaries
 - business counselling
 - ongoing mentorship and guidance
 - assistance in developing the technical skills of beneficiaries
 - monitoring, evaluation and reporting
- language and communications skills
 - in areas where a range of different local languages are spoken
 - in areas where literacy rates are low and communication with beneficiaries must be carried out verbally or using visual signs, maps, models, etc.

Step 8. Staff Roles and Responsibilities

The following staff roles and functions are key to the implementation of a micro-credit scheme:³

³This section draws on UNDP (1997).

Programme manager

The programme manager is a senior staff member of the NGO, a university graduate with considerable experience in project management. The programme manager's responsibilities include:

- providing overall leadership and guidance for the programme
- hiring and supervising programme staff
- overseeing finances and programme administration
- establishing linkages with donors, banks and other organisations
- supervising programme development, policies and guidelines
- being a member of the CYCI Management Advisory Board.

Loan Supervisor

The loan supervisor is responsible for the day-to-day running of the operation, including:

- designing and implementing field activities
- hiring and supervising field officers
- reviewing loan applications and approving loans
- managing loan disbursement and repayment collections (in collaboration with field officers and the book-keeper)
- meeting regularly with field officers and other programme staff.

Field Officers

Field officers are responsible for the implementation of the programme at the grassroots level. They are normally youth and development workers experienced in motivating, counselling and organising young people. They should be fluent in local languages and should have extensive knowledge of the communities where

beneficiaries are located. However, they should not be involved in processing loans in their own home communities.

The responsibilities of the field officer include:

- promoting and developing the programme in the target communities
- assisting in the formation and training of credit groups
- assisting beneficiaries in making loan applications
- collecting loan repayments and following up on late payments/defaulters
- providing business counselling, motivation and ongoing support to beneficiaries.

Trainers

The implementing agency needs to have staff that can deliver training to programme staff, field officers and beneficiary groups. Trainers should be able to:

- train programme staff, field officers and programme beneficiaries in the workings of the CYCI;
- train field officers in entrepreneurship development, business counselling and motivation;
- train beneficiaries in financial management, entrepreneurship, business skills, marketing, personal development and self-esteem.

In some cases, trainers may have to impart technical skills relating to the business activities of the beneficiaries, for example, operation of a sewing machine, techniques of food preservation, or use of new agricultural technology.

Support staff

Support staff may include an administrative assistant, secretary and receptionist. Support staff, who should speak the local languages,

are responsible for:

- assisting in communications between the loan supervisor and the field officers
- general administrative duties.

Depending on the size of the implementing agency, many of the roles and responsibilities

outlined above can be shared between several staff members, or conversely, combined so that two roles are undertaken by one individual. For example, in a small NGO the programme manager will also serve as the loan supervisor and field officers may also be trainers.