

Implementation Course

Introduction

The Implementation Course provides the staff of the CYCI lead agency and implementing agency with the information they require to implement a CYCI programme. It may also be useful for government personnel and representatives of commercial banks and financial institutions, in order to deepen their awareness of how the CYCI works.

The material presented in the course is covered in detail in Modules 2 and 3 of the CYCI Toolkit. It is recommended that trainees read the modules before the training takes place; however, this is not essential. In any case, the modules serve as reference manuals for both trainers and trainees during the course, and for ongoing use throughout CYCI implementation.

The course presented here is only an outline. Users are strongly advised to develop their own orientation course, adapting this course, where appropriate, to suit their specific needs and context.

Course Overview and Objectives

Overview

The sample outline course provided here consists of six units:

- Unit 1. Introduction
- Unit 2: Programme Design
- Unit 3: Building Operational Capacity
- Unit 4. Mobilisation and Development
- Unit 5. Loan Disbursal and Management
- Unit 6: Monitoring, Evaluation and Reporting

Each unit could take anything from half an hour to half a day, depending on the time/resources available and the particular

needs of the participants. Also, units may not all require the same amount of time. For example, it may be desirable to spend more time on Unit 6 than on some of the others, since this presents the action points that must be taken in order to establish the CYCI.

Each unit of the proposed outline includes the main topics to be covered, some suggested activities, and review questions. The suggested activities are only suggestions, and should be adapted to suit local needs and priorities. Activities include trainer-led activities (e.g. lectures with visual aids) class activities (involving the whole class), and group activities (in which the class divides into groups of two to five persons). The review questions can be used to stimulate discussion in executing the suggested activities, or can be provided as hand-outs or used in a general class discussion at the end of each unit.

Objectives

By the end of this course, participants should have an in-depth, hands-on knowledge of the major actions required to implement a CYCI programme, including programme design, building operational capacity, mobilisation, development, beneficiary training and the formation of credit groups, loan disbursal and repayment collection, providing ongoing business counselling and support, and monitoring, evaluation and reporting. Specific skills acquired should include designing the loan and savings package, operating a portfolio tracking system, and calculating a range of indicators for monitoring and evaluation. Participants should be able to implement a CYCI at the programme level, based on knowledge gained in this course and information contained in the CYCI Toolkit.

Unit 1. Introduction

Topics covered

- I. Welcome and introductions
- II. Scope and objectives of the training
- III. Overview of the CYCI Model
- IV. The role of the implementing agency
- V. Overview of the CYCI Programme Cycle

Suggested activities

- The trainer makes some general introductory remarks and introduces herself/himself.
- Participants introduce themselves in turn and identify at least one specific thing they expect to obtain from the implementation course.
- The trainer gives a brief description of the CYCI and an overview of the Implementation Course, using Overhead nos. 1 and 10.
- *Group activity:* if desired the class may divide into groups for an ice-breaking activity such as forming pairs and sharing information about themselves, their experiences of micro-enterprise development, their expectations, things they would like to change, etc. Different pairs can then be formed and the same kind of information shared again.

The trainer presents an overview of the CYCI Model, the role of the implementing agency, and the CYCI programme Cycle, using Overhead nos. 5, 6 and 9 and hand-out B.

- *Class activity:* the class brainstorms about how the CYCI should be implemented in the specific context of the geographical area selected and the implementing agency's past experience.

Review questions

1. What does the CYCI have in common with

previous activities undertaken by your agency? How does it differ from previous activities undertaken by your agency?

2. What capacities of your agency can be drawn upon in the implementation of the CYCI?
3. What capacities need to be developed by your agency in order to implement the CYCI effectively? How can that capacity building be achieved?
4. What are the principal elements of the CYCI programme cycle?
5. Who are the other stakeholders in the CYCI? What role can they play?

Unit 2: Programme Design

Topics covered

- I. The importance of client participation
- II. Baseline survey
- III. Identification of potential beneficiaries and needs analysis
- IV. Designing the loan and savings package
- V. Business plan
- VI. Budget

Suggested activities

- The trainer gives an introductory talk on the importance of client participation in the design of programmes. Using Overhead no. 11, the trainer presents an overview of techniques and good practice in Participatory Rural Appraisal (PRA).
- *Class discussion:* class members share their experiences and perspectives on PRA and discuss how these can be brought to bear on CYCI implementation.
- *Group activity:* in small groups, participants develop strategies for carrying out a baseline survey using the techniques discussed. These are then presented to and evaluated by the whole class.

- *Class activity:* the class discusses criteria and techniques for the identification of potential beneficiaries, and for carrying out a needs assessment in the local context.
- *Class activity:* the trainer leads a discussion of the main issues to be decided in designing the loan and savings package, using Overhead no. 12.
- The trainer presents the main elements of the business plan and budget, using hand-outs C and D. This could then be compared with the business plan submitted by the implementing agency as part of its proposal.

Review questions

1. What techniques of PRA are most appropriate to the locality in which the CYCI is to be implemented? Why?
2. What criteria should be used in identifying potential beneficiaries of the programme?
3. How can the credit, training and other needs of the target beneficiaries be assessed?
4. What is the difference between the flat rate and declining balance methods of calculating interest rates. Which method is preferable for your organisation? Why?
5. What costs have to be covered by interest received on loans?
6. What information is missing from the implementing agency's current business plan? How can that information be obtained and added to the plan?

Unit 3: Building Operational Capacity

Topics covered

- I. Staff training requirements
- II. Staff roles and responsibilities

Suggested activities

- *Group activity:* in small groups, participants evaluate their own or each other's training needs using checklist in hand-out E. They identify their areas of strength and weakness. These can then be shared and discussed by the whole class.
- The trainer presents the main staff roles in implementing the CYCI, using Overhead no. 13. If desired these can then be discussed with specific reference to the implementing agency in question.

Unit 4. Mobilisation and Development

Topics covered

- I. Promoting and publicising the programme
- II. Assessment and selection of beneficiaries
- III. Beneficiary training
- IV. Formation of beneficiary groups

Suggested activities

- *Class activity:* the trainer asks for suggestions on how the programme could be promoted. These are discussed by the class. If necessary, the trainer provides some suggestions, using Overhead no. 14.
- *Group activity:* participants draw up a draft communication plan to publicise the programme. These can then be presented to and discussed by the whole class.
- The trainer presents the criteria for assessing applications as shown in Overhead no. 15.
- The trainer presents an overview of the elements to be covered in a trainee beneficiary programme, using Overhead no 16.

[Note: the amount of detail entered into here, and for the section below on formation of

credit groups, will depend on the level of experience of participants. If they already have extensive experience of designing and implementing entrepreneurship training programmes for young people, it may be necessary simply to outline the training requirements and draw participants' attention to the following elements of the CYCI Toolkit:

- *Beneficiary Training Course* in this Module
- *Mobilisation and Development* in Module 2

If the requisite experience is lacking, it may be necessary to provide a greater focus on how to design and implement the beneficiary training, as described in the module sections mentioned above.]

The trainer presents good practice guidelines for the formation of credit groups, using Overhead no. 17.

Review questions

1. What are the main elements of a communications plan to promote the CYCI?
2. What criteria can be used in assessing applications to join the programme?
3. What are the essential areas to be covered in a CYCI beneficiary training programme?
4. Name five principles of good practice in forming credit groups.
5. What are the main roles, rights and responsibilities of credit group members?

Unit 5. Loan Disbursal and Management

Topics covered

- general management of the programme
- processing of loan applications
- issuing the loan
- repayment collection
- dealing with delinquent payments

- providing ongoing business counselling and support

Suggested activities

- Using Overhead nos. 18 and 19 and hand-out D, the trainer present the main elements of the management of the programme. The importance of hiring a professional accountant is emphasised. The key elements of the accounting system are outlined (the portfolio tracking system is dealt with later in the unit). Using Overhead no. 20, the trainer highlights some key considerations in selecting appropriate computer software.
- *Class activity:* the class discusses strengths, weaknesses, opportunities and threats regarding the general management of the programme.
- The trainer outlines the procedure for processing loan applications and issuing loans, using Overhead no. 21. Drawing attention to the sample promissory note, passbook and beneficiary record presented in *Appendices B, C and E of Module 3 of the CYCI Toolkit*, the trainer explains the use of these forms and answers any questions.
- Using Overhead no. 21, the trainer outlines the procedure for collecting repayments and dealing with delinquent payments. *The trainer explains the use of the sample transfer report in Appendix D of Module 3 of the CYCI Toolkit.*
- *Class activity:* using Overhead no. 21 as a prompt, the class discusses ways of dealing with delinquent payments.
- The trainer present an overview of providing ongoing business counselling and support, using Overhead no. 22.
- *Group activity:* in small groups the participants brainstorm on the best ways to provide ongoing business counselling and support. Their findings can then be shared by the whole class.

Review questions

1. What are the two main record keeping systems required for CYCI implementation? To what extent are these systems already in place in your organisation?
2. Who processes loan applications? What is the purpose of a promissory note?
3. What is the difference between a beneficiary record and a beneficiary passbook? Who uses these documents?
4. Why is it important to deal promptly with delinquent loans?
5. What is mentoring? How can it be employed by your organisation?

Unit 6: Monitoring, Evaluation and Reporting

Topics covered

- Types of indicators
- Portfolio performance indicators
- Productivity and efficiency indicators
- Financial sustainability indicators
- Impact indicators
- Interpreting indicators
- Tools for monitoring and evaluation

Suggested activities

- The trainer presents an overview of the various types of indicators, using Overhead no. 23. The purpose here is not to enter into great detail about each of the indicators shown on the overhead, but rather to draw the broad distinction between implementation indicators and impact indicators, and the different types of indicators that fall under each of these categories.
- Using Overhead no. 24, the trainer gives a detailed presentation of portfolio

performance indicators and answers any questions.

- *Group activity:* the trainer states a hypothetical case of an implementing agency's loan package and the progress of repayments. Based on this, participants work in small groups to calculate the portfolio at risk, the loan write-off ratio and the current repayment rate. Results from the different groups are compared by the whole class. (*Examples of the kind of hypothetical case that can be used are found in the discussion of portfolio performance indicators in Module 3 of the CYCI Toolkit.*) Results are then compared with the rest of the class.
- The trainer presents in detail the productivity and efficiency indicators as shown in Overhead no. 25.
- *Class activity:* the trainer writes hypothetical situations on a flip-chart or chalkboard, and invites participants to provide productivity and efficiency ratios based on those examples.
- The trainer presents the indicators for financial sustainability, using Overhead no. 26.
- *Class activity:* class members discuss all the indicators so far presented, and raise any questions.
- Using Overhead no. 23, the trainer discusses the various kinds of impact indicators.
- The trainer presents the main tools for monitoring and evaluation, using Overhead no. 27. *Drawing attention to Appendices F, G and H of Module 3 of the CYCI Toolkit*, the trainer shows how the indicators can be used in the compilation of monitoring and evaluation tools.
- *Group activity:* in small groups, participants draw up a monthly report, based on hypothetical information supplied by the trainer. The reports are then compared with

the remainder of the class.

- The trainer present the logical framework, using Overhead no. 28.
- *Class activity:* using a flip-chart or the chalkboard, the trainer and participants together fill out a log-frame based on their current knowledge of their organisation, the CYCI programme, and the probable target area for implementation of the programme.

Review questions

1. What is the most important indicator of portfolio quality? Why should this figure not be viewed in isolation?
2. What is an acceptable level for programme staff productivity?
3. What indicators show the operational efficiency of an organisation?
4. How close is your organisation to attaining financial sustainability? How close will it be in one year? Three years?
5. What impact indicators would you select in order to gauge the impact of a CYCI programme in your area? Why?