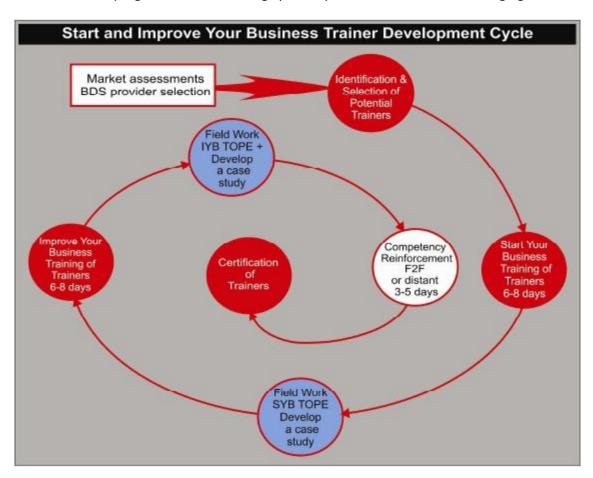


SIYB Trainer Development Programme

After market assessment and the selection of partner BDS organizations, the trainer development and certification process begins with the identification of potential trainers and concludes with the certification of SIYB trainers. The Training of Trainers (TOT) process in the SIYB is logically divided into SYB TOT and IYB TOT programmes. The training cycle may be visualized in the following figure:



The training cycle reflects the understanding that it is not feasible to impart all knowledge about the different training methodologies in one single 12-16 day SYB-IYB TOT seminar. The qualitative approach utilised is based on delivering an initial 6-8 day SYB/GYB TOT seminar to be followed by field work and a second 6-8 day long IYB TOT seminar. The full trainer development programme will be completed by a Competency Reinforcement Workshop in between the seminars, with supervision, coaching and monitoring of the trainer's field activities.

As regards the selection of potential trainers, when carrying out the selection process it is important to stress that the assigned staff require relevant experience in BDS, with further education, qualifications

and their own business to be able to deliver the GYB, SYB and IYB Programmes to entrepreneurs. Besides having an interest in delivering training in basic business management, they are expected to be empathetic, result oriented, systematic and creative.

Pre-seminar, seminar and follow-up activities are carried out by certified Master Trainers, which enables potential trainers to learn directly from their experience and exemplary performance.

Trainer Certification: Certificate of Attendance and Certificate of Competence

After successful participation in the SYB and IYB TOT seminar, participants receive certificates of attendance, also reflecting the contents of the workshop. This is a document indicating that participants attended the TOT actively and successfully, which should not be confused with an SYB or SIYB trainer certificate of competence.

To ensure the continuous quality and credibility of SIYB trainers, competency based certification is given to those who have successfully met all the requirements for the SYB or SIYB competency certificate. These requirements include participation in both the SYB TOT seminar and IYB TOT workshop (scoring sufficiently on the trainer observation record), successful participation in a Competency Reinforcement Workshop, conducting of GYB, SYB, IYB seminars (for training programmes for entrepreneurs) and the development of case studies and reporting of their results (in addition to other SIYB activities) both promptly and correctly.

SIYB Master Trainer Development Programme

The SIYB Master Trainer Development Programme is the critical factor for the sustainability and multiplier effect of any SIYB programme. The concept of 'multiplier' should be handled with care as Training of Trainers should never be an isolated income generating activity, but rather be part of a development strategy and a careful market and needs assessment.

Potential Master Trainers are developed from the pool of active SIYB trainers. As SIYB certified trainers have fulfilled all requirements and continue to develop their skills as competent and senior trainers, they may eventually be nominated as potential Master Trainers. This can occur on their own initiative (by simply applying) or based on the acknowledgement by a programme partner of the trainers exceptional training and programme facilitating qualities.

Master Trainer Developers are either Senior Master Trainers, SIYB consultants or project teams. Senior Master Trainers are Master Trainers directly trained, coached and accredited by ILO staff to train new Master Trainers and to recommend them for certification and licensing. At present, all Senior Master Trainers in the global SIYB programme are prepared for this assignment of Master Trainer Development by the ILO, experienced SIYB consultants or ILO SIYB projects. Both SIYB Master Trainers and Senior Master Trainers are certified by the SIYB Global Coordinator based at the ILO headquarters in Geneva.

Master Trainer Development is rarely the responsibility of one single expert. Master Trainer Developers normally operate under the responsibility of SIYB project staff, who provide different competencies which add to the competency areas of a team of Master Trainer Developers.

The training cycle for Training of Master Trainers programme is similar to the one on TOT level, but with one important difference – the certification of Master Trainers requires demonstration of competencies in both training packages – SYB and IYB. There cannot be Master Trainers only on the SYB programme. The following figure illustrates the steps to be followed in the Master Trainer Development process:

