Webinar
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Facilitating Partnerships with Financial Inclusion Training Providers: The Supply Side
8-9 a.m (U.S. Eastern)
20 November 2018
CGAP
GATEWAY ACADEMY BETA

Logistics

1. This is an **audio broadcast**. Attendee microphones will remain muted during the entire webinar session.

2. To ask questions during the webinar, please use the **Chat box** on the right-hand side of the Webex session. Please submit your question at any time during the webinar presentation.

3. To ensure your question is seen by the moderator, select "**All Participants**" from the drop down menu when sending your question.

4. The webinar recording will be emailed to all attendees and registrants.

Webinar Speakers

Martin Mbaya

Associate Director for Public Sector Programmes &
Digital Learning at Strathmore University Business School

Mukami Wanjohi

Head of Partnerships Development and Engagement

Thom Sinclair

Senior Operations Officer, Gateway Academy, CGAP

Eliud Chemweno, Moderator

Training Services Manager: Gateway Academy, CGAP

GATEWAY ACADEMY

Webinar Overview

1. What is Gateway Academy?
2. Why Facilitate Partnerships?
3. Gateway's TSP Partnership Criteria
4. Partners in Development: SBS Case
5. Context, Projects, Insights, Opportunities
6. Q & A

GATEWAY ACADEMY

Planned Webinars in this Series: Partners in Development

CGAP

What is CGAP?

Our vision

A world where everyone has access to and can use the financial services they need to improve their lives.

Our mission

To improve the lives of poor people by spurring innovations and advancing knowledge and solutions that promote responsible, sustainable, inclusive financial markets.

GATEWAY ACADEMY BETA

A digital learning platform focused on financial inclusion

Improving staff performance in a rapidly changing financial inclusion industry by connecting financial institutions with leading training providers to offer cutting-edge learning solutions.

mastercard foundation

CGAP

Where Do We Work?

Seven initial focus countries

- Ghana
- Kenya
- Malawi
- Rwanda
- Tanzania
- Uganda
- Zambia

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The **capacity building market** is not working sufficiently to scale up proven financial inclusion practice. Partnerships and facilitation is needed.

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Why Work with Partners?

Partners are essential to realize these goals:

Impact

- Create a transformative impact on financial inclusion by increasing the reach of high-quality training content.

Reach

- Capture a significant audience by offering a solution that meets the audience's needs in terms of user experience.

Sustainability

- Create lasting impact for those working to advance financial inclusion.

Criteria for Choosing Training Service Providers

- Quality content aligned with Demand Study
- Industry reputation
- On the cutting edge
- Willingness to work and test with us
- Availability of content
- Regional reach
- Working relationship with FSP

Course/Content Development and Testing

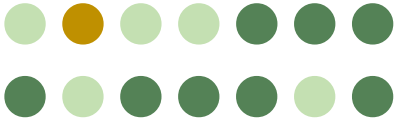
Alpha Courses: Courses tested before final platform selection

Prototype testing of various technologies (platforms), modes of learning and content.

Successful prototypes developed into full courses.

Platform Demo: Full courses delivered on new platform

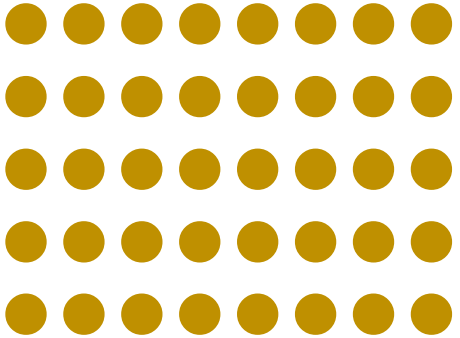
Fully developed courses that were run with a selected group of users before Beta deployment.



Courses refined prior to Beta.

Beta: Full Courses delivered on fully functional platform

Selected learners taking courses that have been refined through feedback and tested prior to full deployment.



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Course/Content Development and Testing

Alpha: Courses tested before final platform selection

Prototype testing of various technologies (platforms), modes of learning and content.

Successful prototypes developed into full courses.

Alpha Information:

- Timeline from November 2016 – August 2017
- ~100 Learners from 5 financial service providers tested courses

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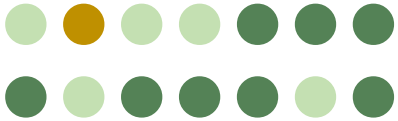
Course/Content Development and Testing

Demo: Full courses delivered on new platform

Fully developed courses that were run with a selected group of users before Beta deployment.



Courses refined prior to Beta.

Demo Information

- Tested from: June – July 2017 (Overlap with Alpha)
- ~100 users from 8 financial institutions in 5 countries testing content

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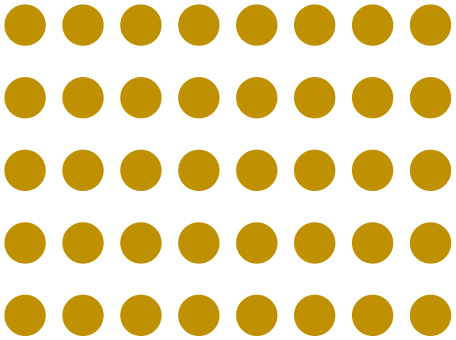
Market Co-Creation and Co-Curation

Course/Content Development and Testing

Following the Demo phase, the platform moved into the Beta phase with fully built out functionality.

Beta: Courses delivered on final platform

Learners taking courses that were refined through feedback and tested prior to full deployment.



Beta Information

- Began November 2017
- +300 learners from 8 financial institutions taking 8 courses
- Began charging fees based on tiered packages in October 2018

GATEWAY ACADEMY

Who are our Supply-Side Partners?

ACCION

CGAP

MicroSave HELIX INSTITUTE OF DIGITAL FINANCE

PHB Development
towards financial inclusion

sbs

Working with SBS: Evolving Partnership

Alpha + Beta

GATEWAY ACADEMY

Martin Mbaya
Associate Director Digital Learning, SBS

Mukami Wanjohi
Head of Partnerships, SBS

Strathmore Business School

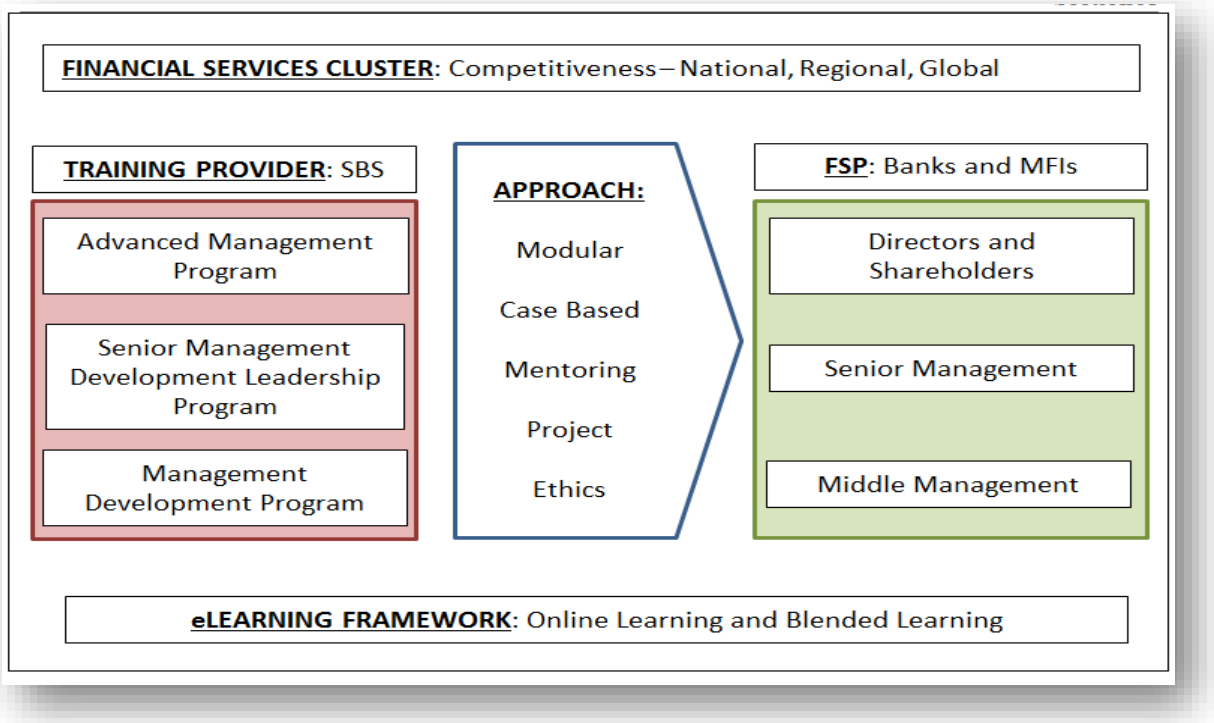
Outline

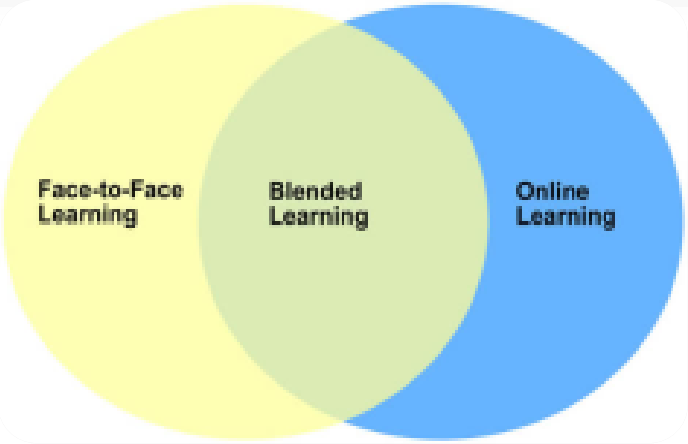
1: Context

2: Projects

3: Insights

4: Opportunities





CONTEXT

Strathmore University & Digital Learning Innovations

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SBS: Over a decade of leadership development

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http://www.strathmore.edu

Context

- Strathmore started in 1961 as a post high school college offering arts and sciences courses
- Established in 2005, SBS is one of ten Schools and Faculties at Strathmore University.
- SBS endeavours to transform leadership in Africa in the 21st Century, by influencing leadership of public and private sectors in the continent.
- SBS' overarching mission is Service to Society through the development of international executive business management and leadership programs.

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Context

Strathmore University Key Pillars of Collaboration

An incubation ground: for new entrepreneurs and new industries in the age of new economy

A hub: of business networks and knowledge exchange among stakeholders (information circulation)

An enabler: of knowledge and innovation in the age of knowledge economy

Source of interdisciplinary knowledge creation and regional economic development

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Context

Digital learning is a global innovations

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Context

Digital Learning at SBS is a strategic priority

- From 2012, Strathmore has actively focused on establishing an eLearning Framework that spans online learning and blended learning.
- Digital Learning at SBS is systematic
  - Paradigm
  - Dimensions
  - Projects

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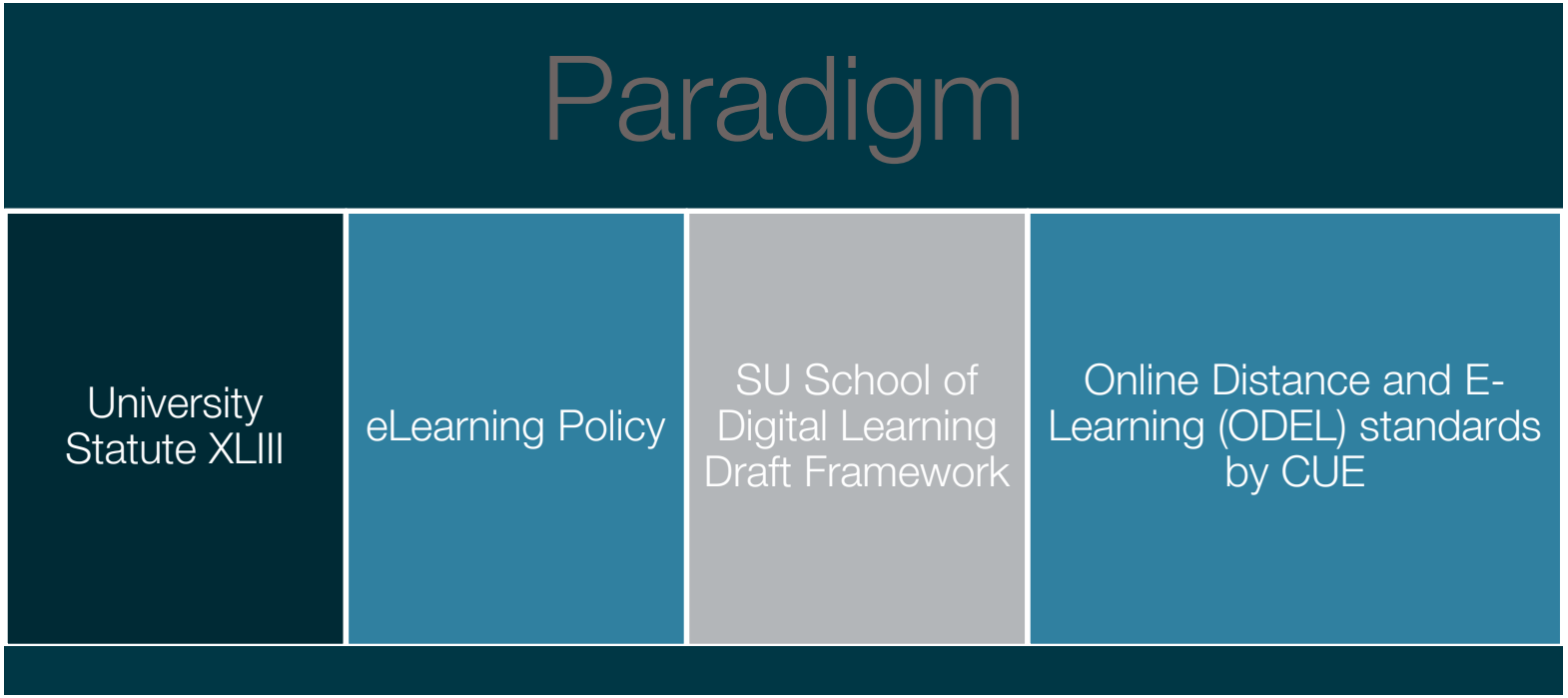
Context

Paradigm: Guided by cascaded strategies and policies

VISION: "… To claim a significant stake in this new learning environment and to lead and own a part of this new environment with our principles and values ..." (2014).



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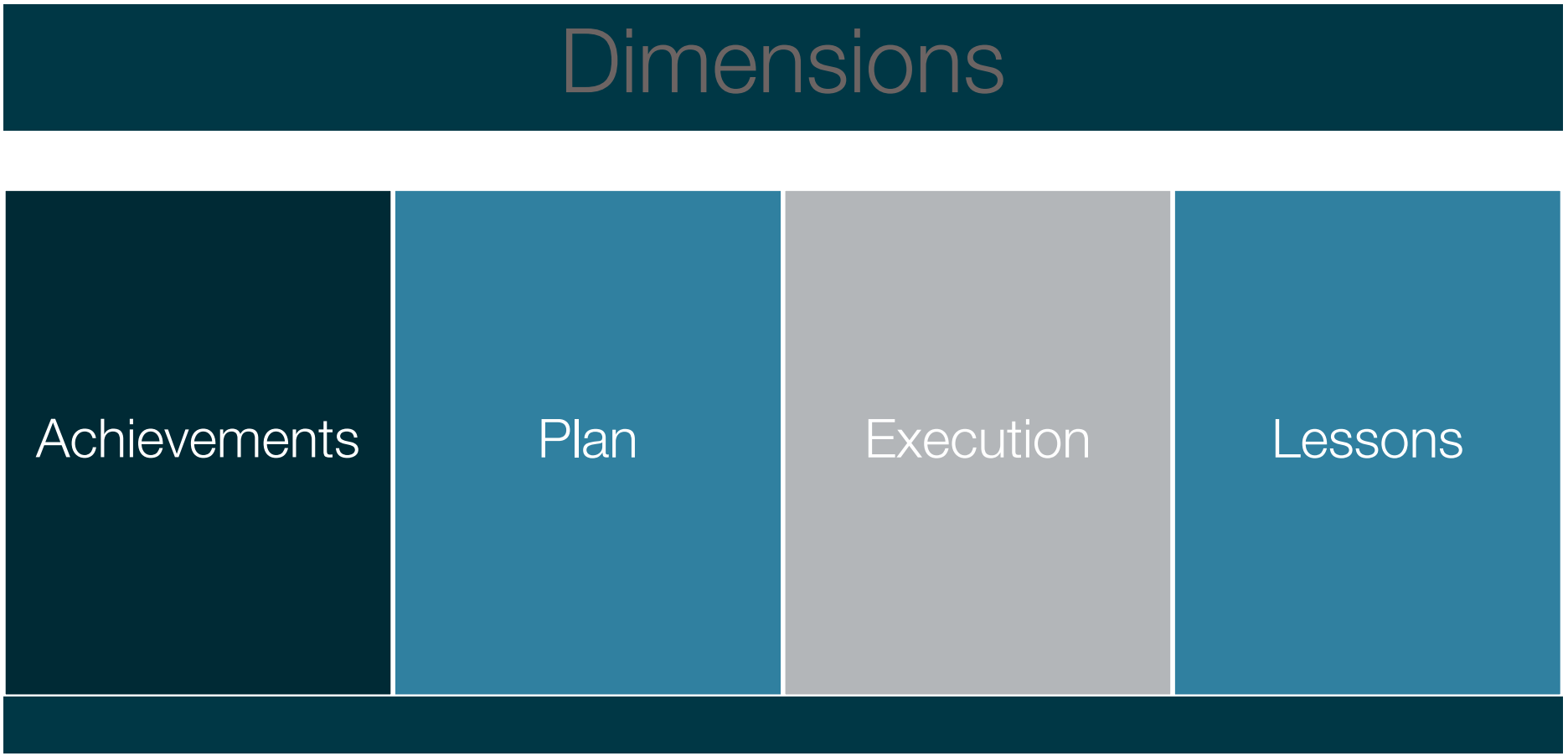
Context

Dimensions – Evaluated using clear indicators:



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Context

Projects: Executed through programmatic themes

PROJECTS

Executive Development: Gateway Academy

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Projects

Achievements

- Developed and executed 1-15hr blended SBS Executive Leadership course deployed in:
  - Kenya, Malawi and Zambia (future targets - Uganda, Tanzania, Rwanda and Ghana)
- Impacted junior to senior financial services sector managers in five financial institutions.

FMB Your Friendly Bank

JamiiBora BANK Tunaamini Ni Wakati Wako

AB Bank ZAMBIA For You - With You

National Bank of Malawi

musoni Next Generation Microfinance

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Projects

Achievements

Alpha:

- June 2016 – June 2017
- USD50K grant

Beta:

- June 2017 to present
- USD 50K grant; over 20 participants
- @ USD 400-600

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Projects

Plan

- Design and execute a proof of concept
- Scale globally
- Deepen offering

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Projects

Execution

- Involved faculty and project team
- Strong project support
- Global best practice
- Organizational change management

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Projects: Team and Partners

Project Director

Dr. George Njenga

Project Manager / Researcher

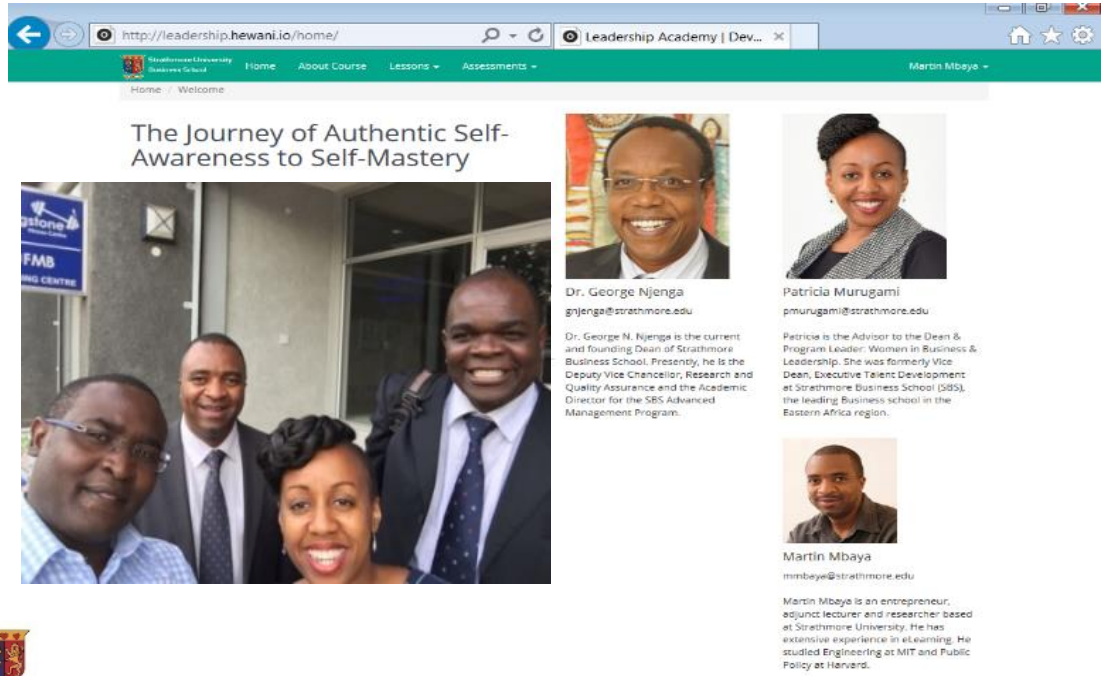
Mr. Martin Mbaya

Subject Matter Experts

Dr. Patricia Murugami
Mr. Thomas Mundia

Instructional Designer and Developer

Mr. Julius Bwibo



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Projects: Team and Partners

LEARNING MANAGEMENT SYSTEM

- Mark Infosys Ltd / Strathmore University - Hewani eLearning Platform
- Humentum - Gateway Academy eLearning Platform

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Projects: Team and Partners

STRATHMORE UNIVERSITY INTERNAL PARTNERS

- Strathmore Research and Consultancy Company (SRCC)
- SBS Partnerships Office
- SBS Operations (Finance, HR and IT)
- SU Legal Office

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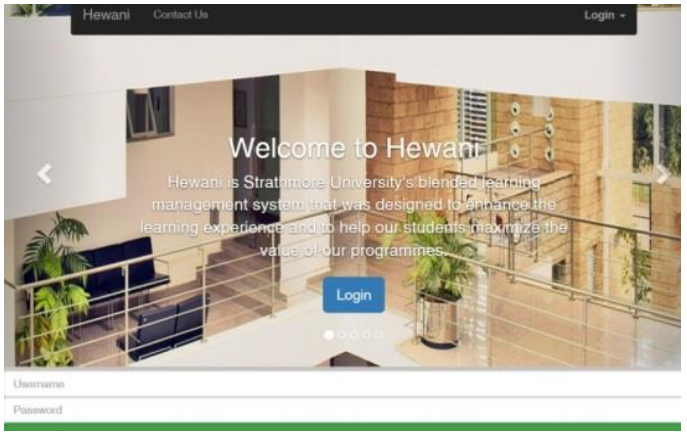
Projects (Academics): SBS Hewani and eLearning

- **Achievements**
  - All MBA courses recorded
  - Pilot phase for Quantitative Analysis & Financial Management course
  - Developed capacity and capabilities to deliver
- **Plan**
  - Ultimately offer all SBS courses at the undergraduate and graduate levels using a blended learning format guided by regulator requirements
- **Execution**
  - Involved faculty and project teams
  - Strong project support

http://digital.strathmore.edu
http://elearning.strathmore.edu



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INSIGHTS

Lessons Learned

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Insights: Challenges in the Partnership Process

- There are **high costs** in conceptualizing, establishing, testing, implementing and evaluating eLearning efforts

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Insights: Challenges in the Partnership Process

- There is a **legal constraint** that all eLearning content developed by the University has to remain its property.

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Insights: Challenges in the Partnership Process

- The **absence of an enabling policy environment** negatively impacts the sustainability of eLearning partnerships irrespective of feasibility and attractiveness

Insights: Partnership Lessons from Gateway Academy

Continuous project review in partnerships is a great ingredient to success

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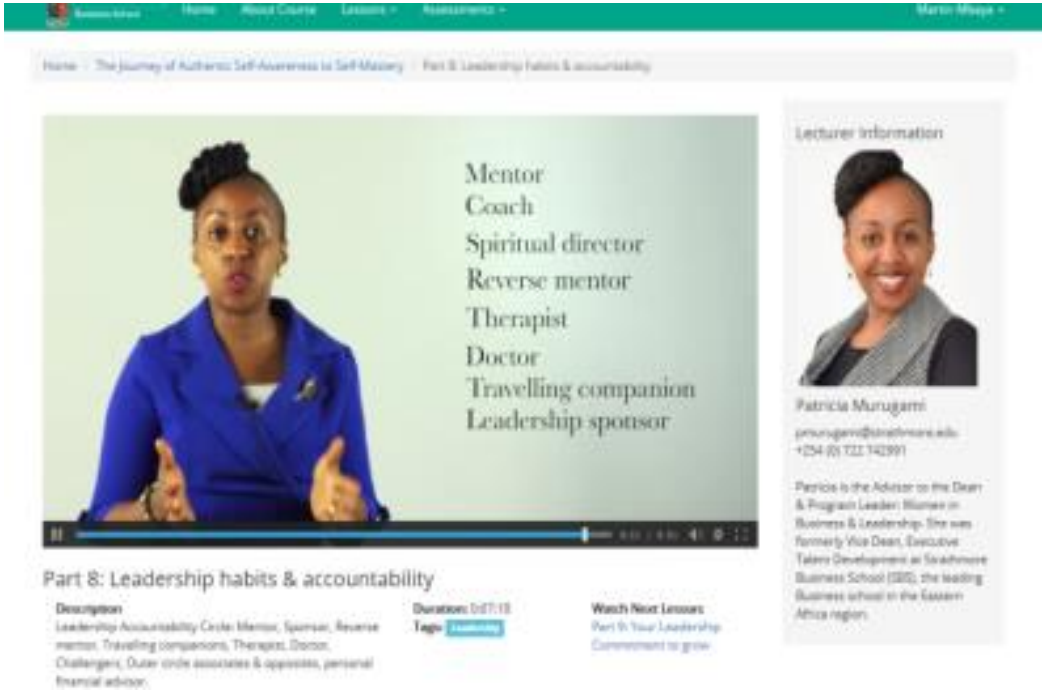
Insights: Partnership Lessons from Gateway Academy

Continuous update of e-learning content is imperative (this informed the royalty fee model for content developers resulting in long life ownership of the content)



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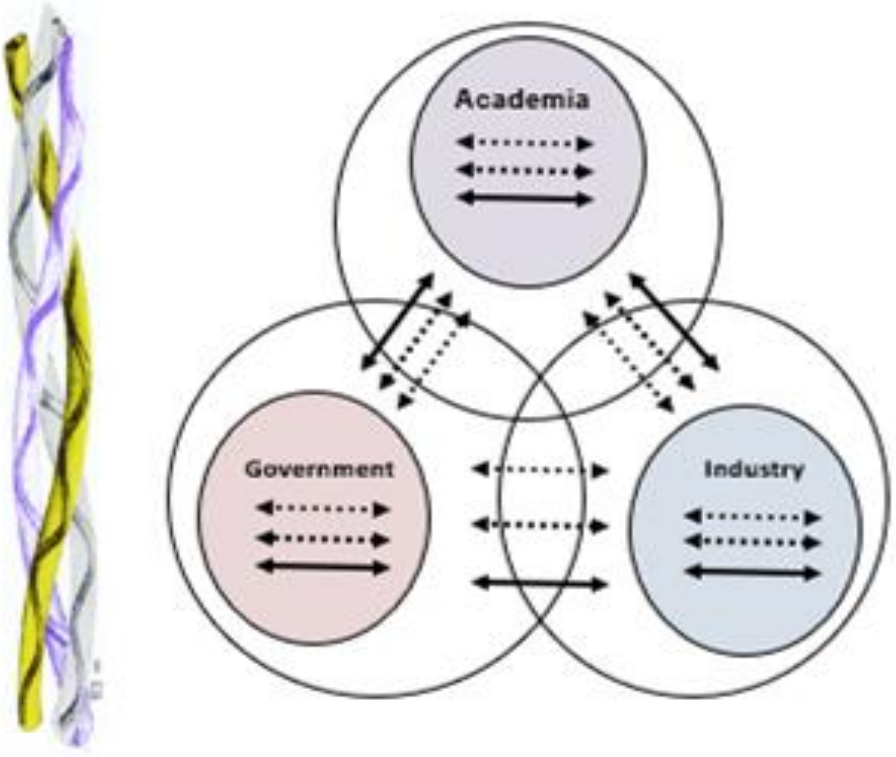
Insights: Partnership Lessons from Gateway Academy

Triple Helix Model partnerships are key to successful digital revolution due to coherence in policy development



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INSIGHTS

Lessons from a Project Design Perspective

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Insights: Lessons from Project Design Perspective

A contractual relationship between CGAP and partners on both the supply (TSP) and demand (FSP) side ensures clarity & buy-in.

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Insights: Lessons from Project Design Perspective

The course design process needs engagement with senior management and potential participants.

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Insights: Lessons from Project Design Perspective

FSPs prefer an online learning format that allows for applied learning and participant interactions.

Insights: Lessons from Project Design Perspective

Technology cuts both ways – it eases learning but infrastructure may pose a challenge.

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Insights: Lessons from Project Design Perspective

Instructional design is an iterative process.

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Insights: Lessons from Project Design Perspective

Measuring impact is important.

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INSIGHTS

Wins from a project execution perspective

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Insights: Wins from Project Execution Perspective

FMB Your Friendly Bank

FSP executive support was high and enabled quality visionary interviews and focus groups.

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Insights: Wins from Project Execution Perspective

JamiiBora BANK
Tunaamini Ni Wakati Wako

Design of the course content was customized to meet FSP client needs.

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Insights: Wins from Project Execution Perspective

National Bank of Malawi

FSP executive sponsorship was key to ensure teams had dedicated time for learning.

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Insights: Wins from Project Execution Perspective

musoni Next Generation Microfinance

Investment in systems and processes enabled the FSPs to maximize the learning experience.

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Insights: Wins from Project Execution Perspective

Blended approach embracing digital aspects enabled deeper insights on degree of learning by FSP participants.

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OPPORTUNITIES

Enabling Policy Environment for eLearning

Scale and Customization through eLearning

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Opportunities: Enabling Policy Environment for eLearning

The entire ecosystem matters - Gateway Academy provides a great opportunity for governments globally to conceptualize and establish a policy on e-learning linked to development priorities and work in partnership with the private sector.

FINANCIAL SERVICES CLUSTER: Competitiveness – National, Regional, Global

TRAINING PROVIDER: SBS	**APPROACH:**	**FSP**: Banks and MFIs
Advanced Management Program	Modular	Directors and Shareholders
Senior Management Development Leadership Program	Case Based	Senior Management
Management Development Program	Mentoring	Middle Management
	Project	
	Ethics	

eLEARNING FRAMEWORK: Online Learning and Blended Learning

Opportunities: Scale and Customization through eLearning

Contact us to discuss how digital learning can solve your global learning needs across the African continent at scale or customized for a unique audience.

http://digital.strathmore.edu

Martin Mbaya

Associate Director Digital Learning, SBS
E: mmbaya@strathmore.edu
P: +254 702 250 295
(CELL) +254 703 034 529 (WORK)

Mukami Wanjohi

Head of Partnerships, SBS
E: mwanjohi@Strathmore.edu
P: +254 703 034 414/530

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Q & A

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You will receive an email with this webinar recording and related materials within the week.

You will receive an invitation to join CGAP's future webinars, including Gateway Academy's next webinar.

GATEWAY ACADEMY

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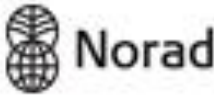
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