

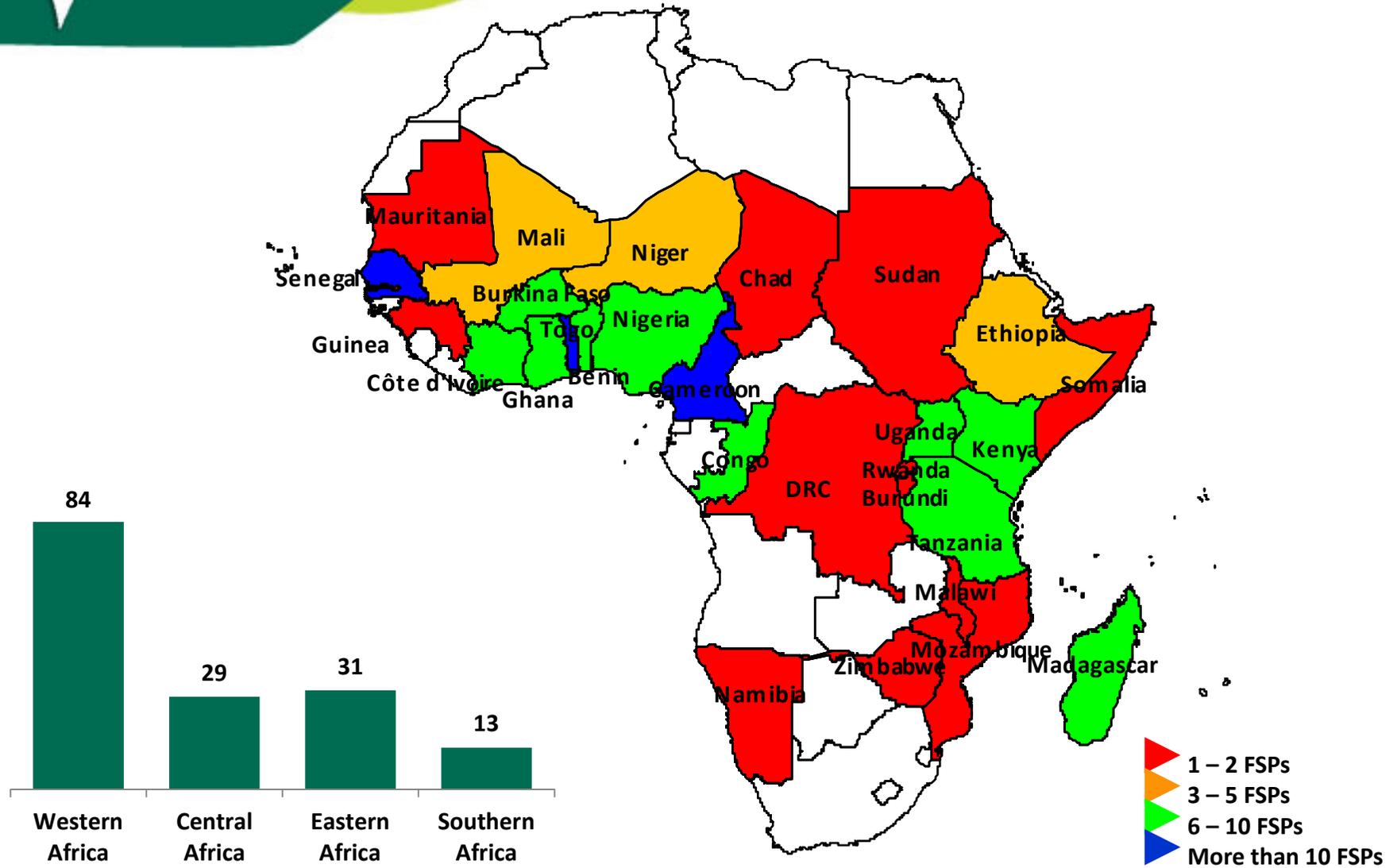


Findings from the CGAP Survey on Capacity Building: Sub-Saharan Africa

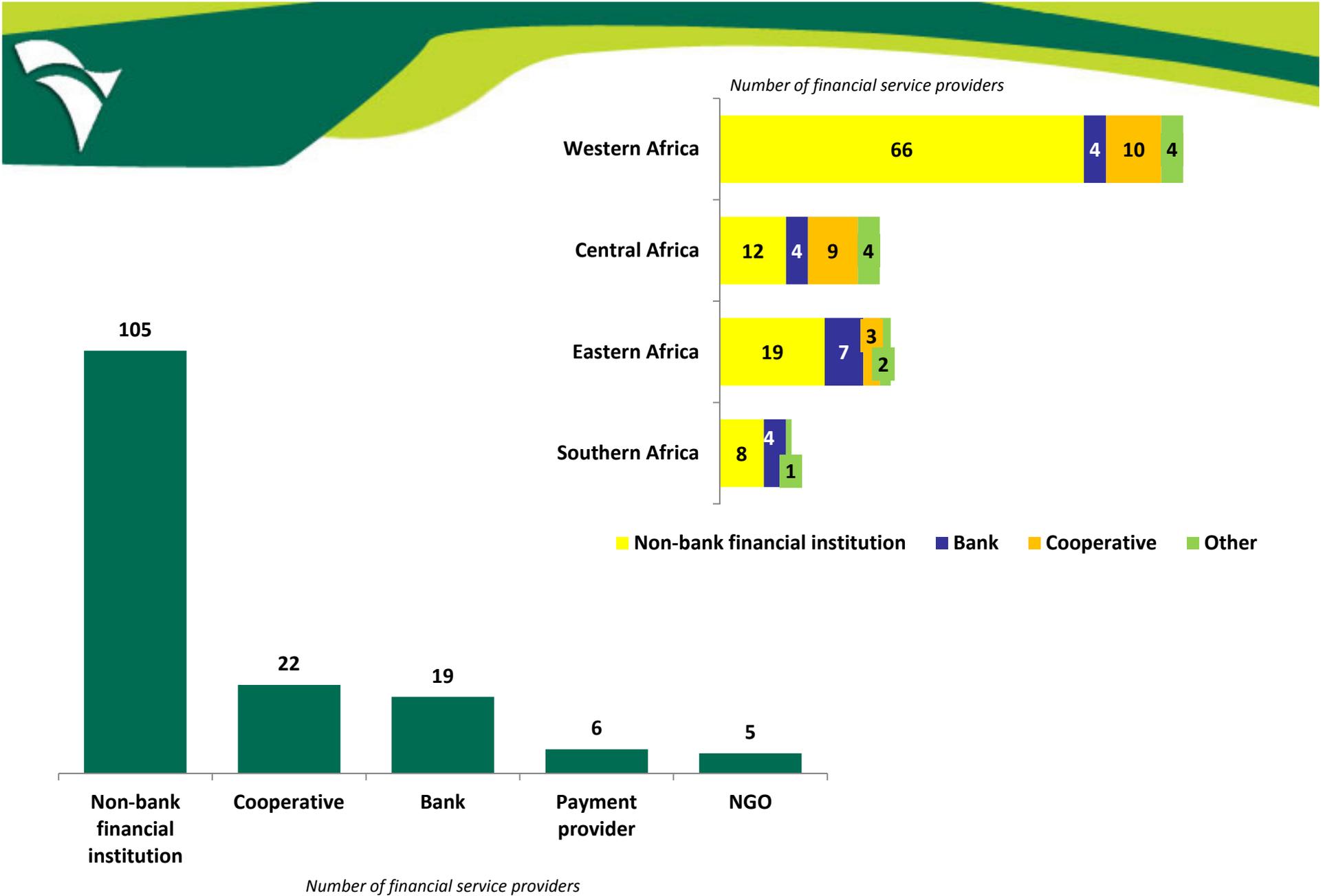




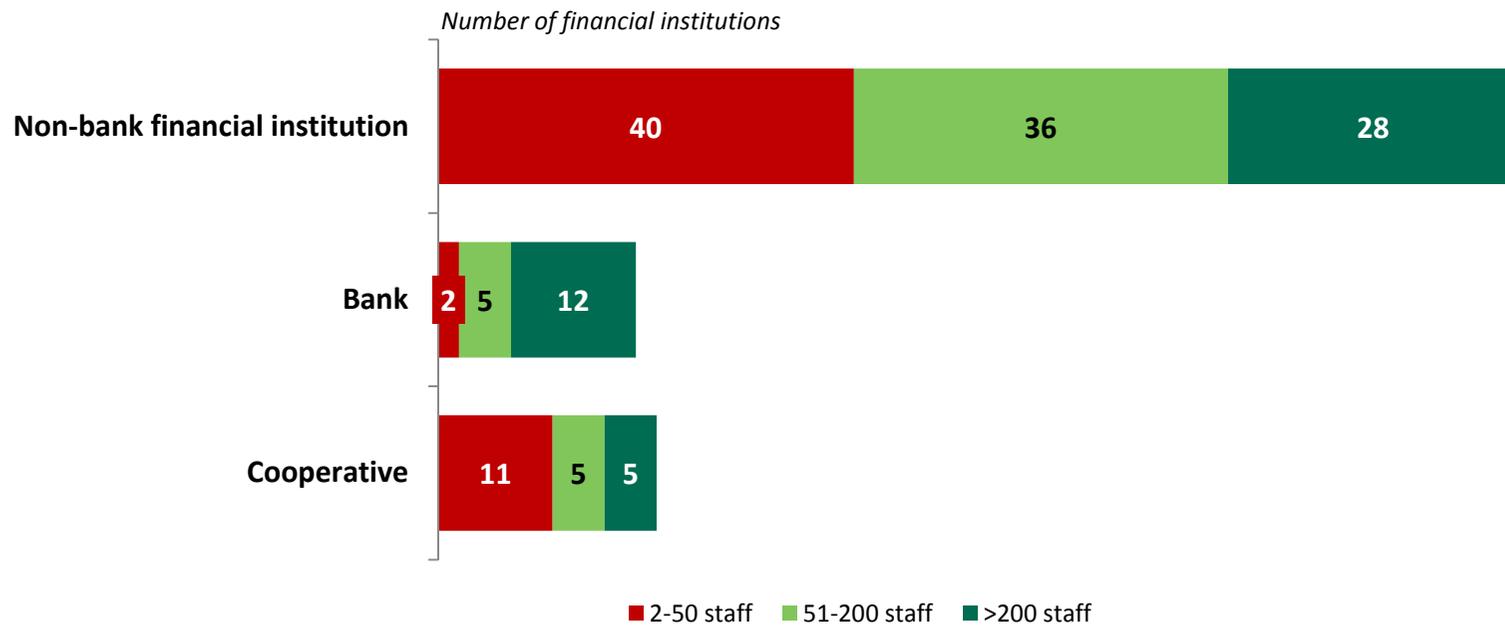
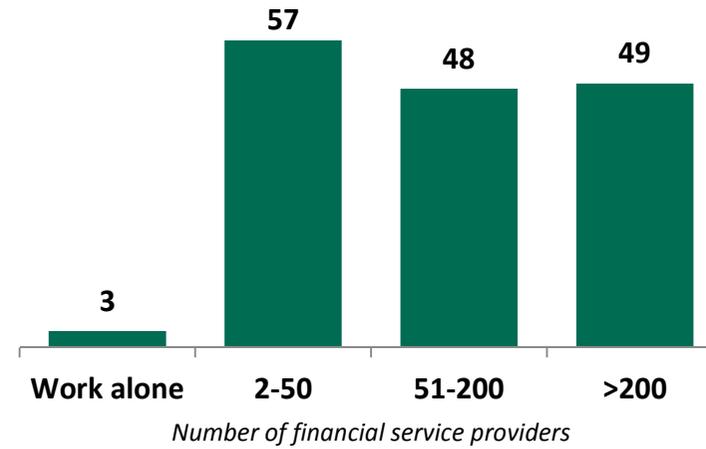
Financial Service Providers (157 respondents)



Geographical distribution skewed towards West Africa



Sample further skewed towards non-bank financial institutions



Even spread with regard to size of financial institutions

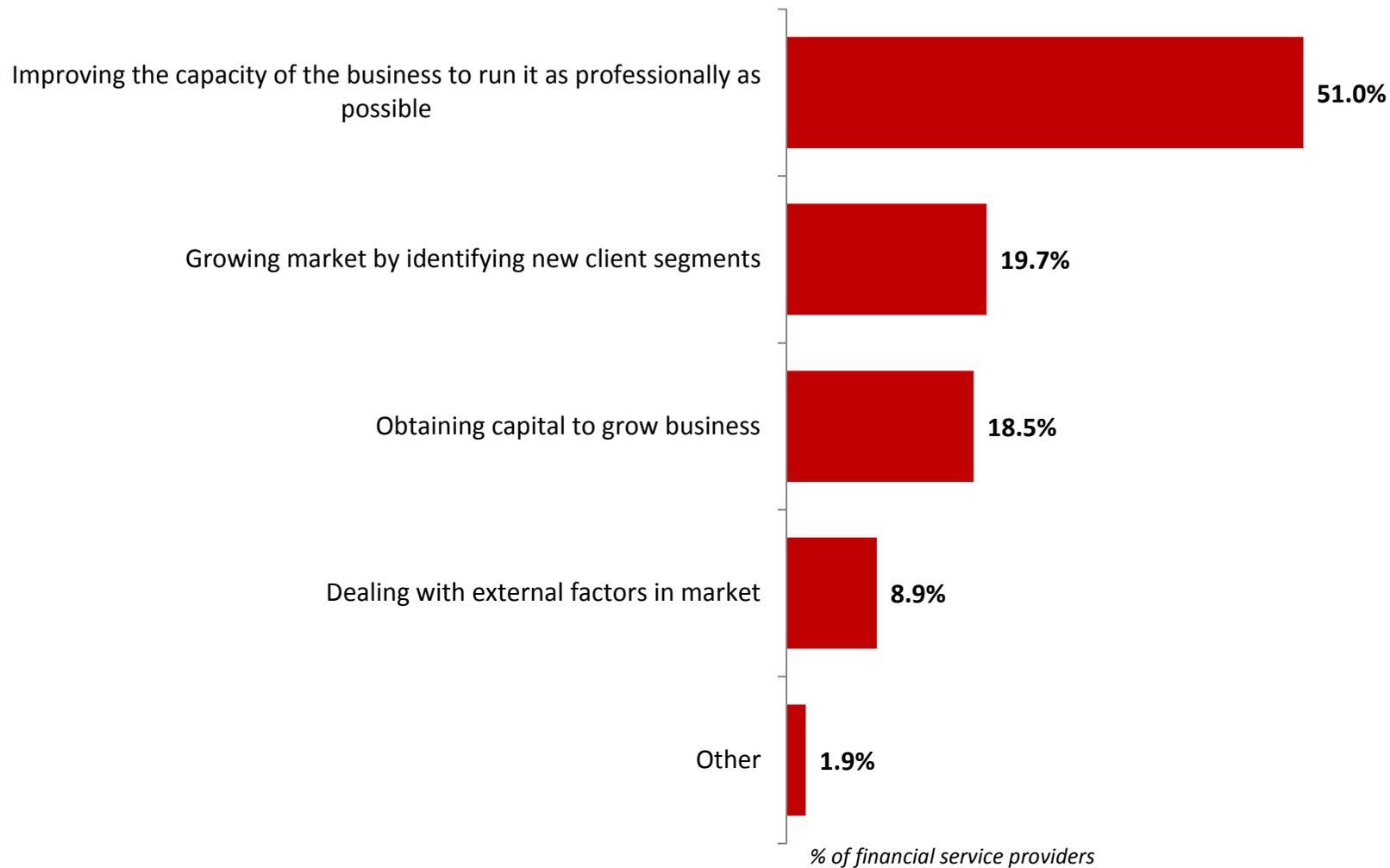


Sample not representative:

- **Southern region sample not reliable**
- **Samples for banks and cooperatives not reliable**
- **Overall picture skewed towards perceptions of non-bank financial institution respondents**
- **Overall picture skewed towards perceptions of respondents from West Africa**



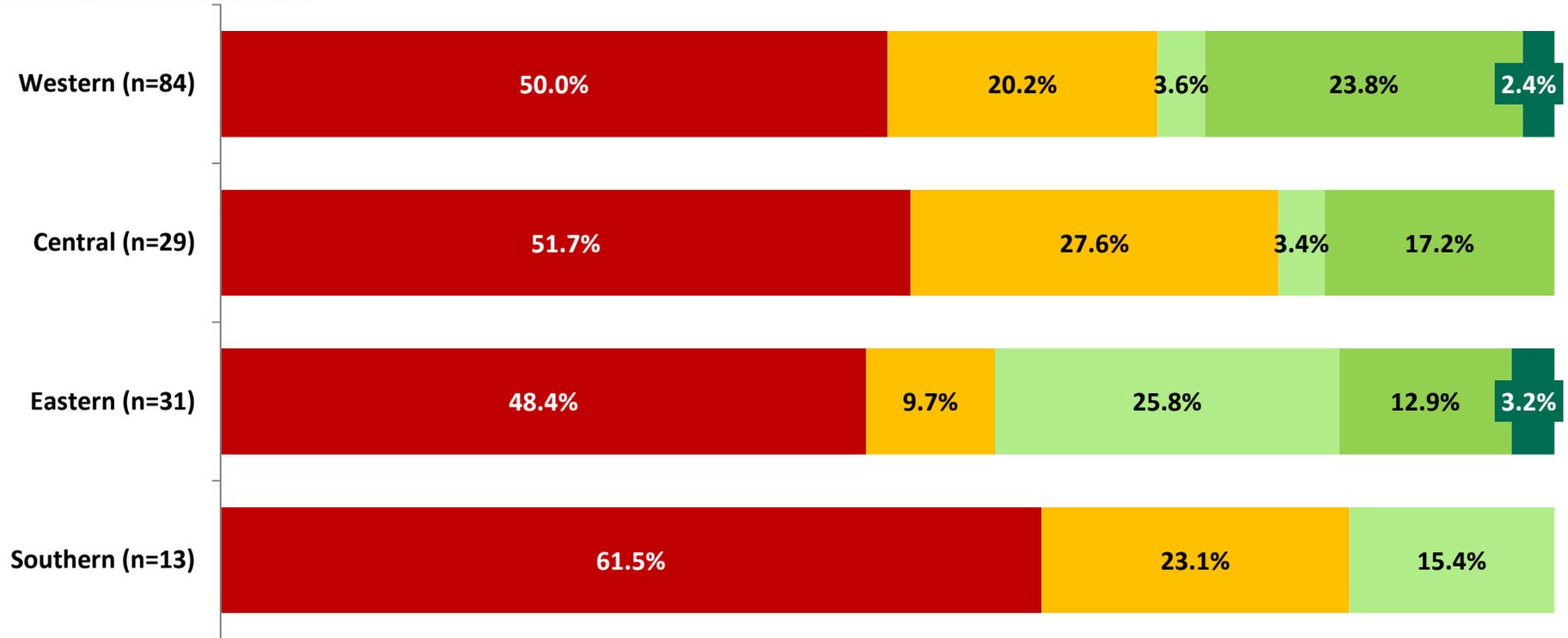
Short term (3 – 5 years) challenges faced by financial institutions



***Improving capacity* most significant challenge faced by financial service providers**



Comparing regions



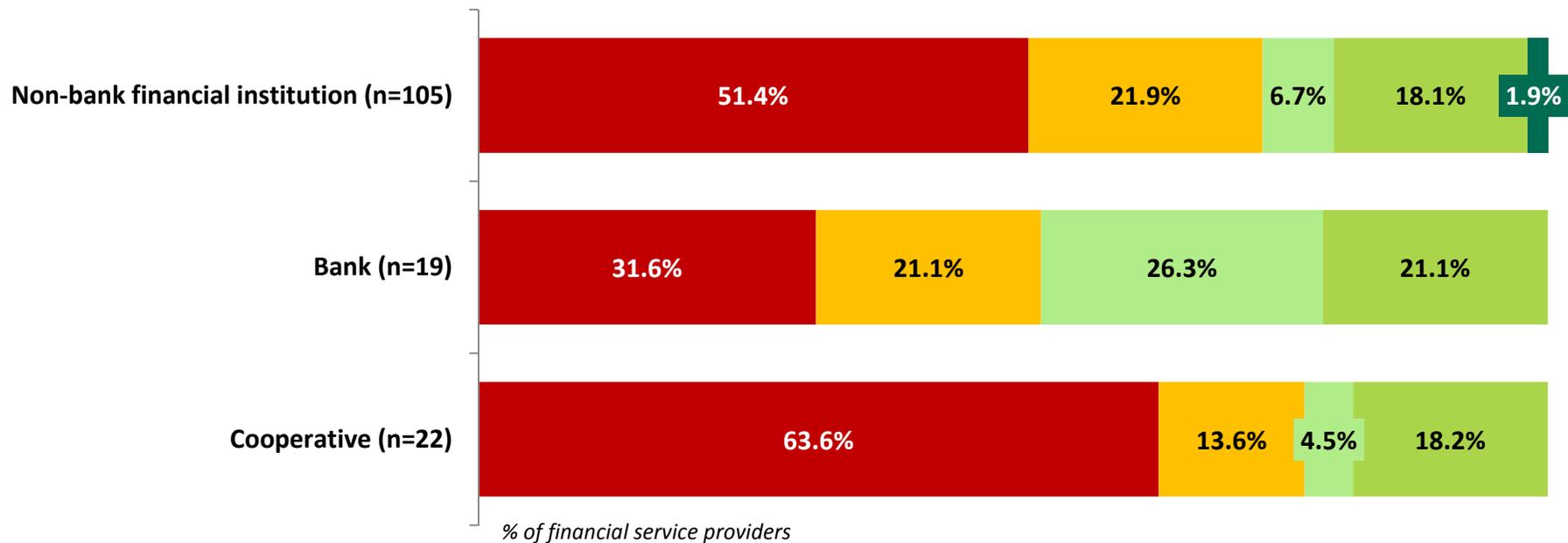
% of financial service providers

- Improving the capacity of the business to run it as professionally as possible
- Growing market by identifying new client segments
- Dealing with external factors in market
- Obtaining capital to grow business
- Other

FSPs in Eastern region more likely to regard *dealing with external factors* as a significant challenge



Comparing institutions

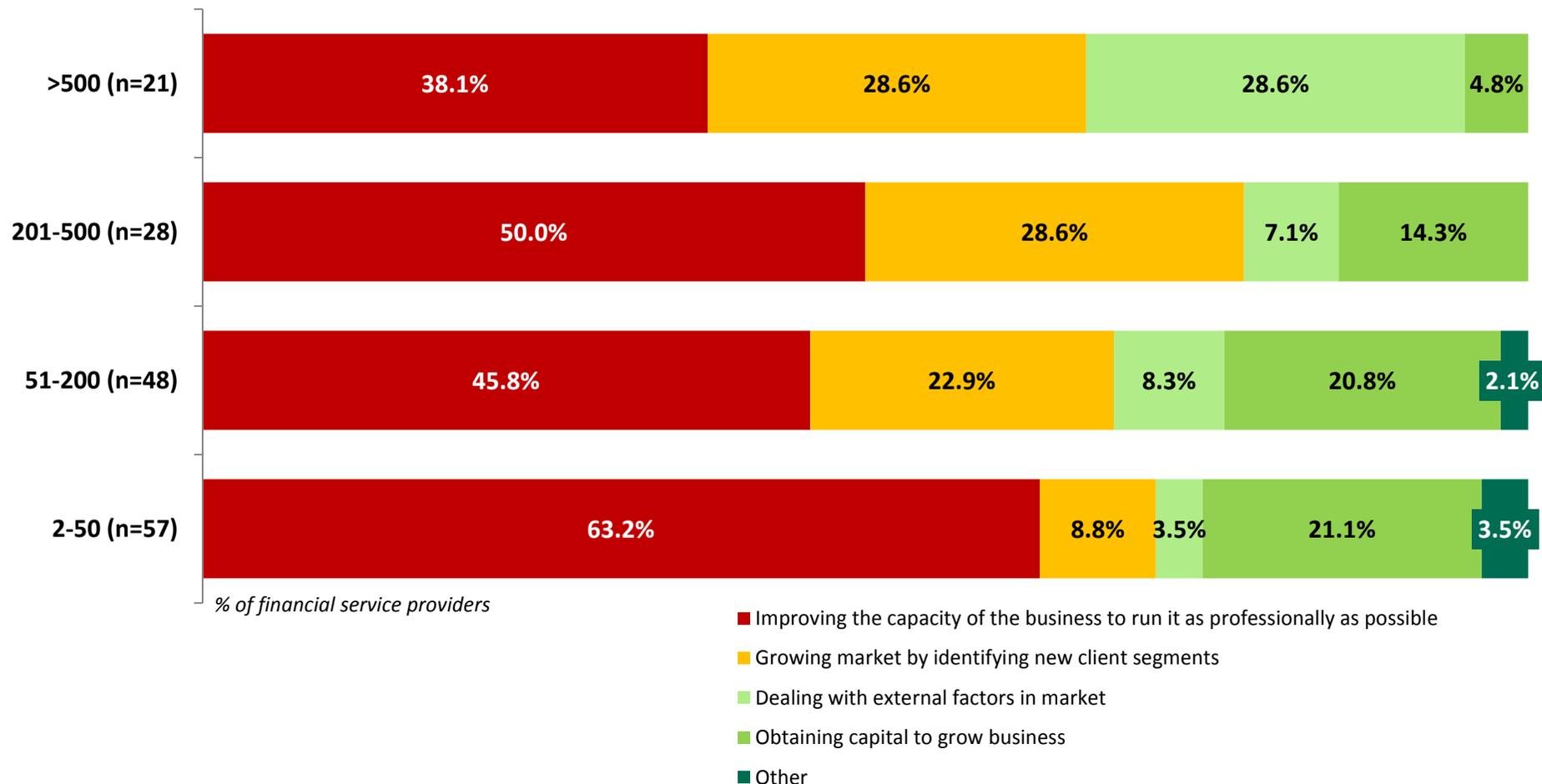


- Improving the capacity of the business to run it as professionally as possible
- Growing market by identifying new client segments
- Dealing with external factors in market
- Obtaining capital to grow business
- Other

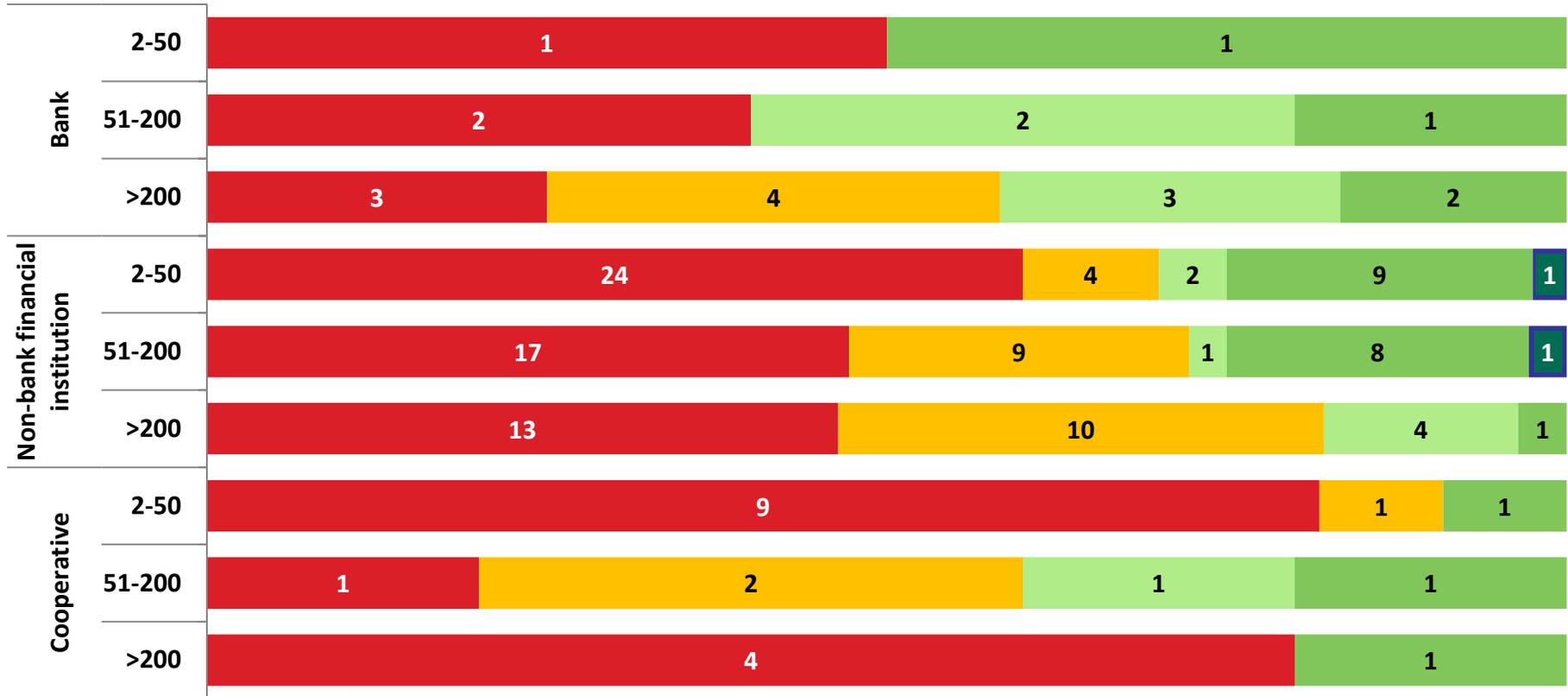
Banks less likely than other FSPs to regard *capacity building* as the most significant challenge and more likely to regard *dealing with external factors* as a significant challenge; Cooperatives most likely to regard *capacity building* as most significant need



Taking size of the organisation into account



Small service providers most likely to regard *capacity building* as most significant challenge and are more likely to regard *obtaining capital to grow the business* as a significant challenge

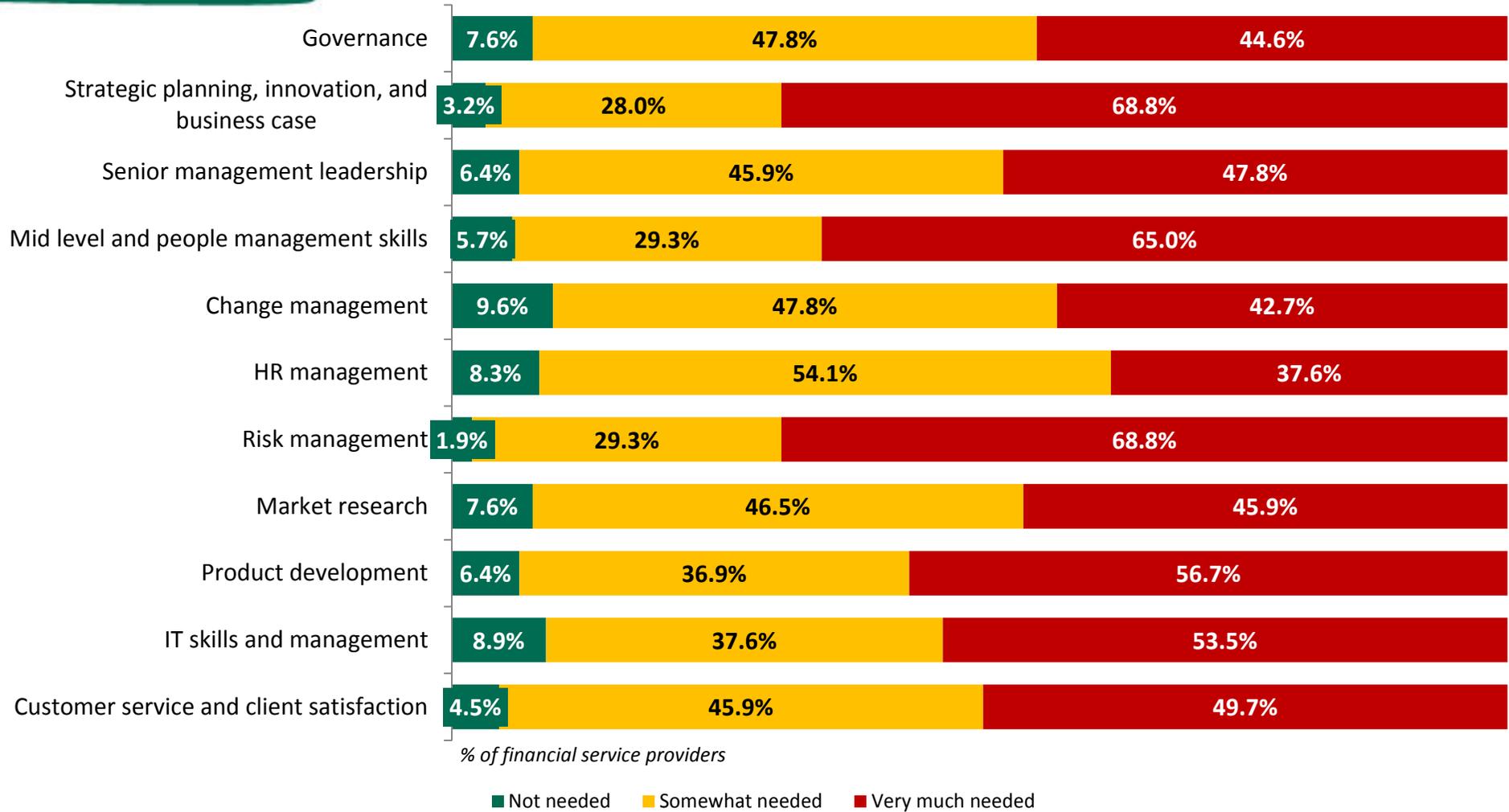


Number of financial service providers

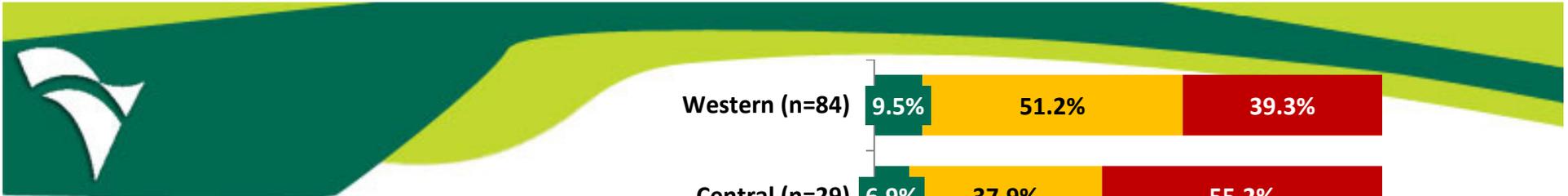
- Improving the capacity of the business to run it as professionally as possible
- Growing market by identifying new client segments
- Dealing with external factors in market
- Obtaining capital to grow business
- Other



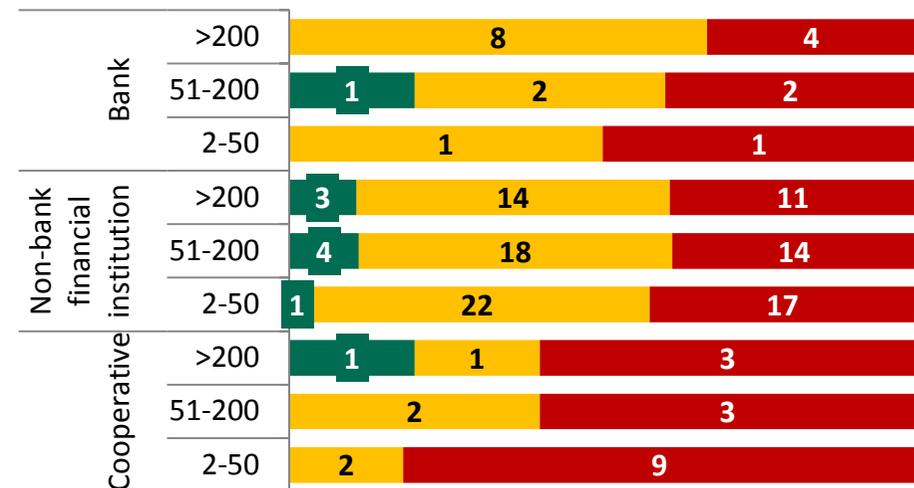
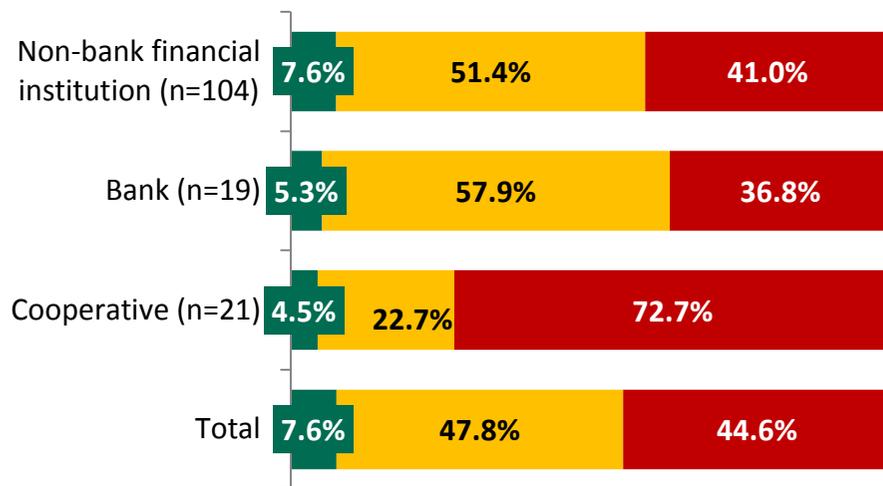
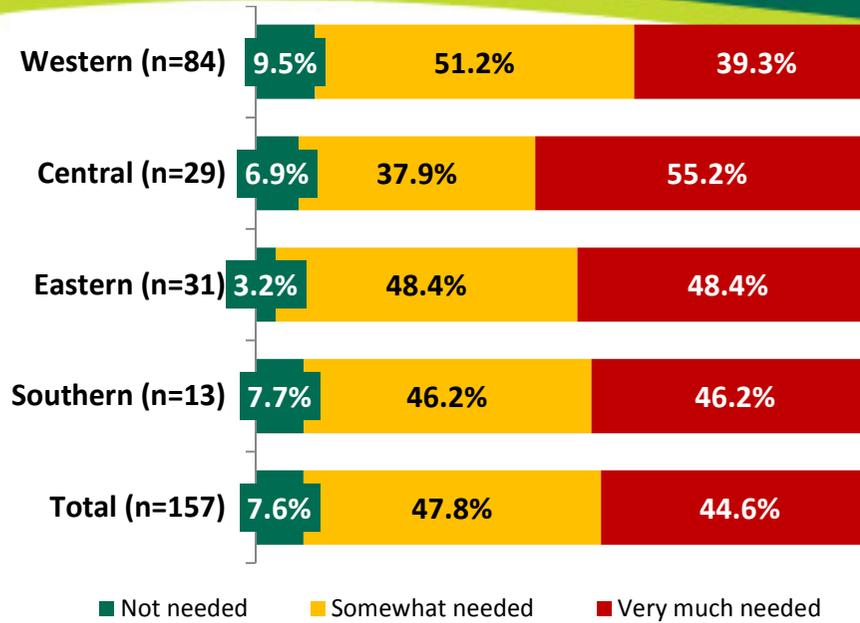
Capacity building needs of financial service providers



Strategic planning/innovation/business case, risk management and mid-level and people management skills most significant CB needs amongst FSPs

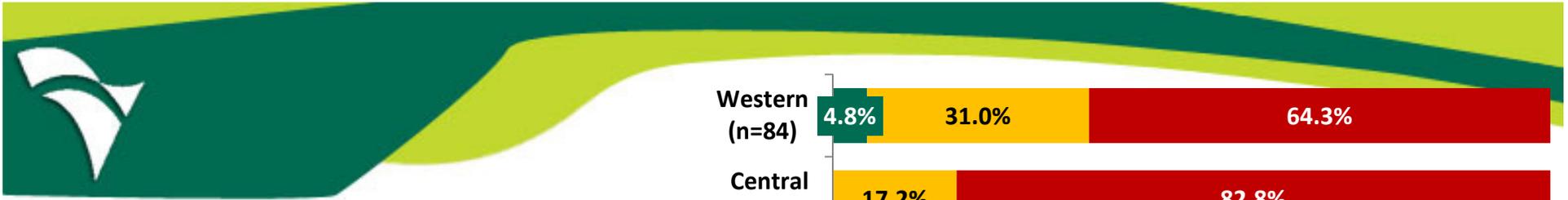


Need for CB: Governance

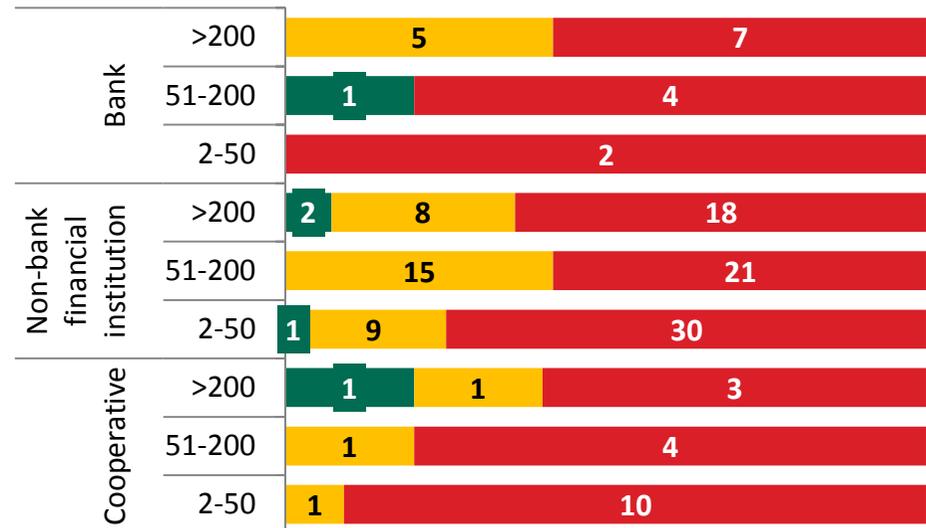
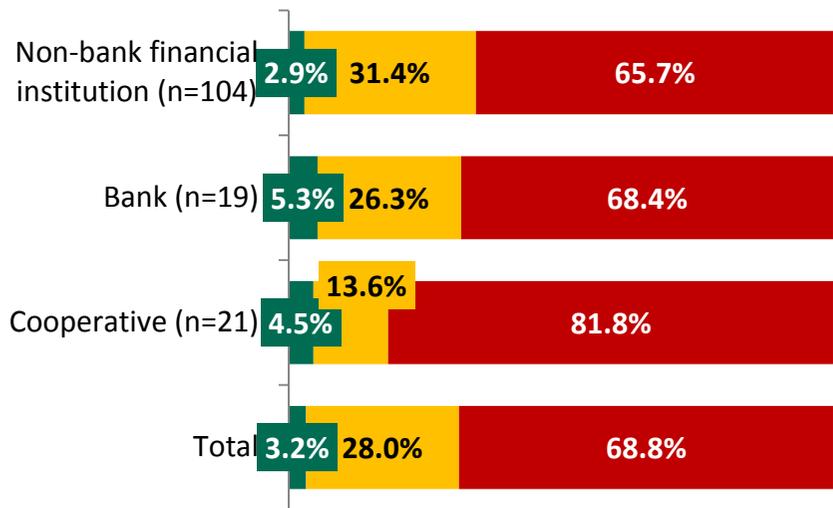
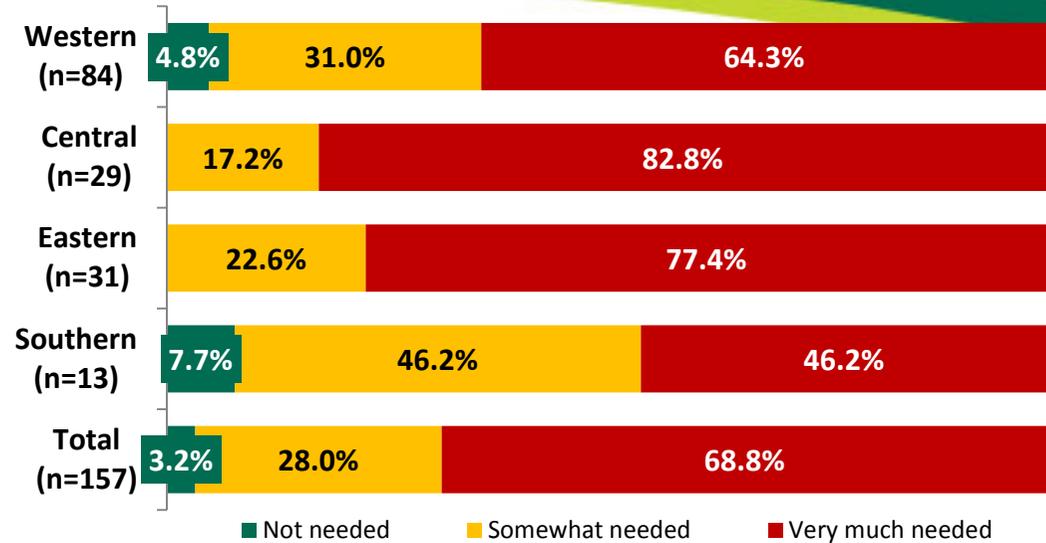


Number of financial service providers

Governance capacity building most needed by cooperatives

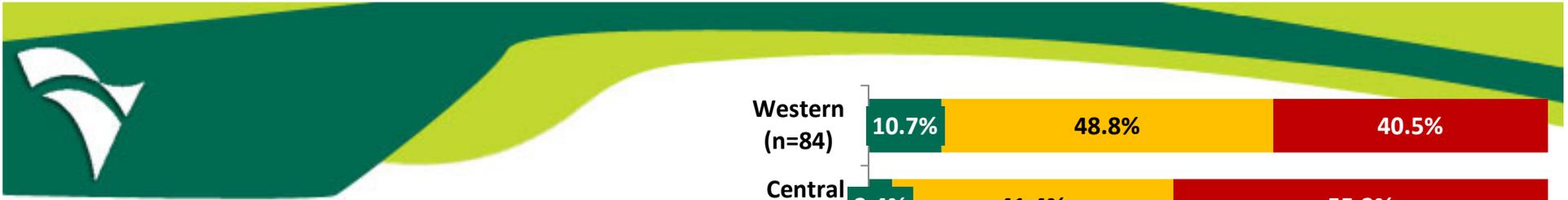


**Need for CB:
Strategic planning,
innovation,
business case**

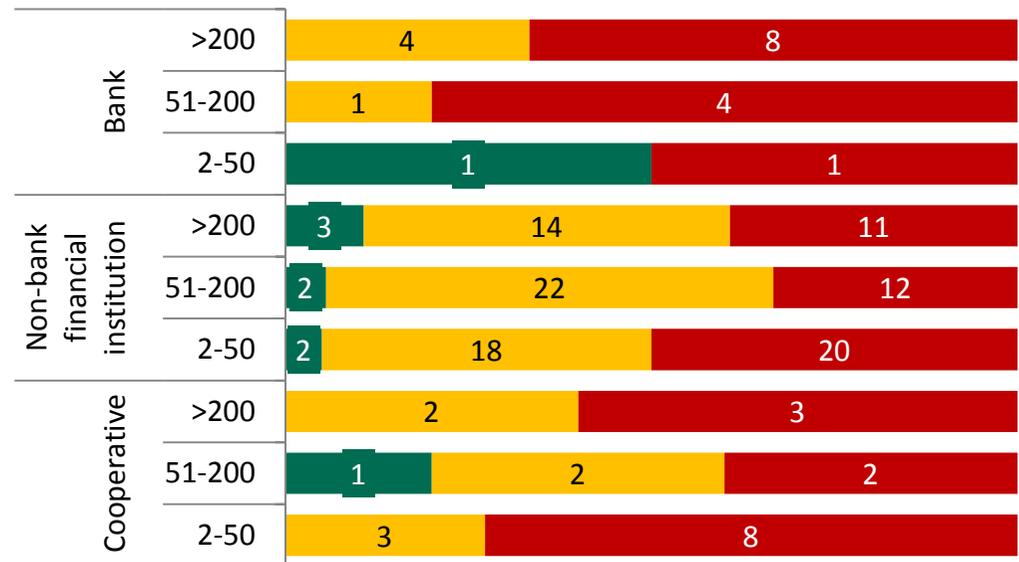
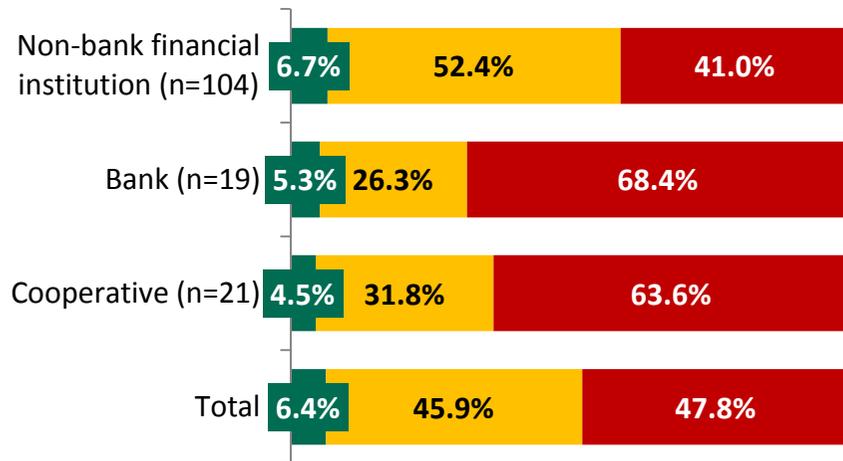
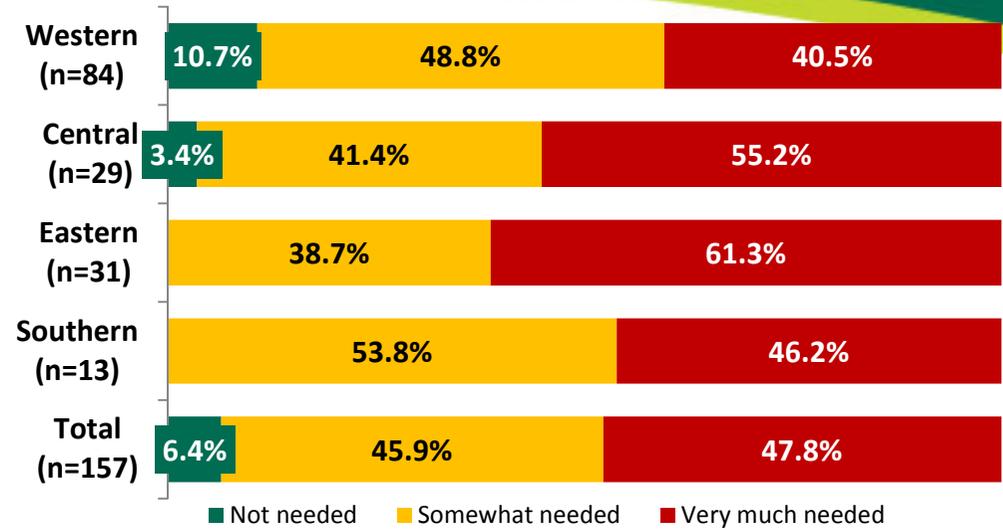


Number of financial service providers

Strategic planning, innovation & business case capacity building most needed by cooperatives

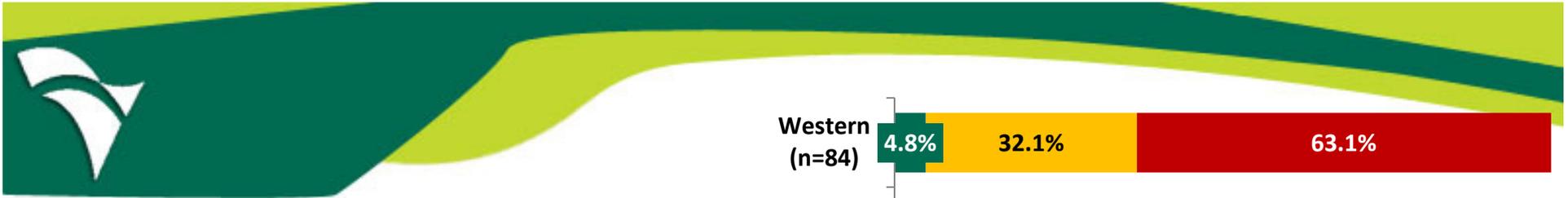


Need for CB: Senior management leadership

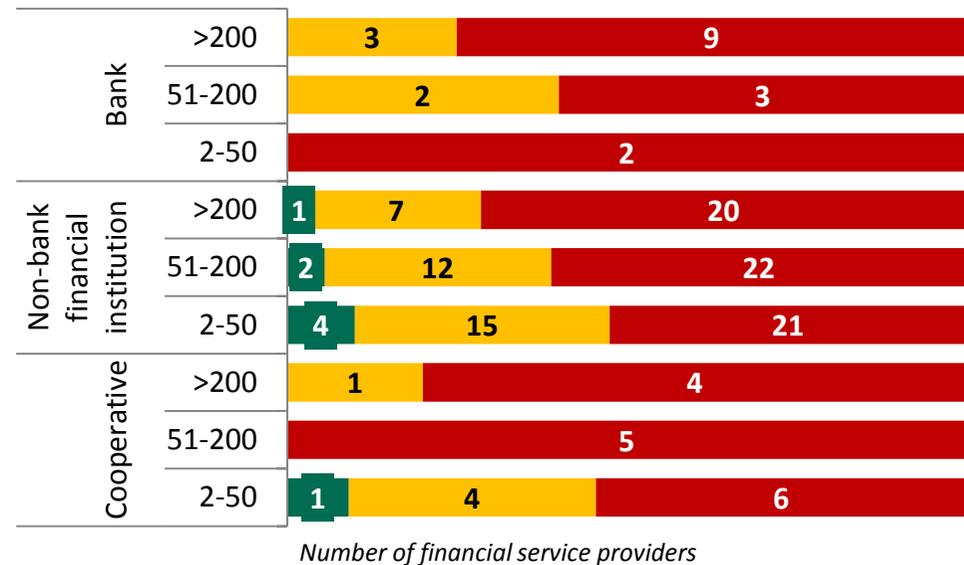
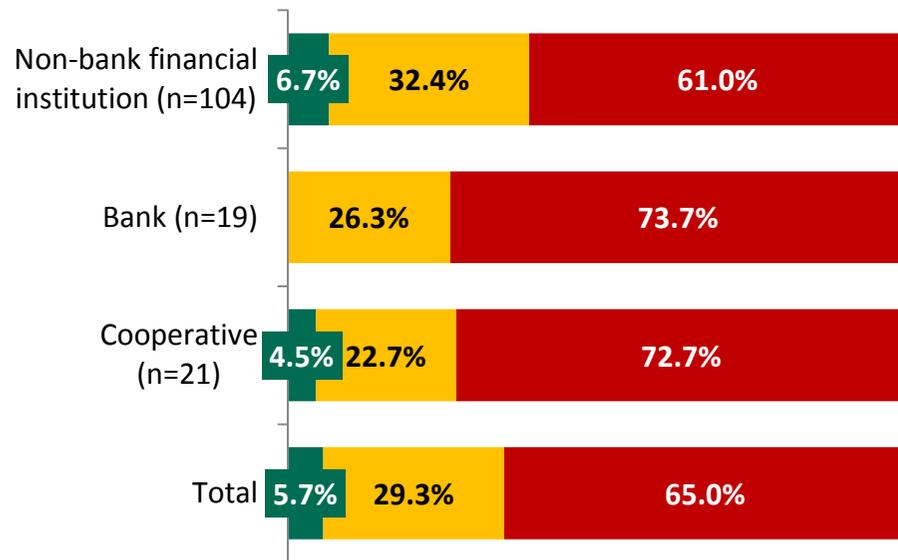
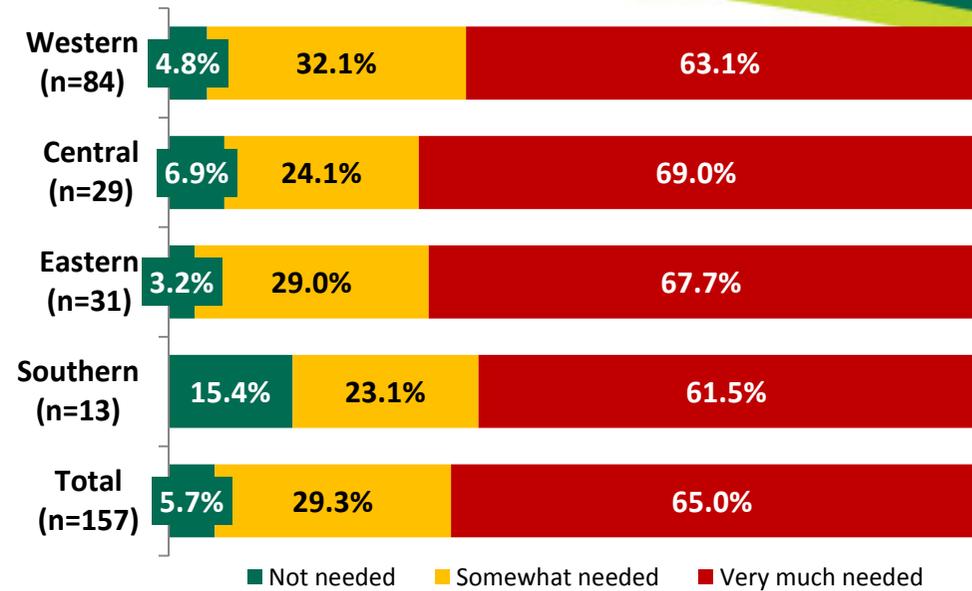


Number of financial service providers

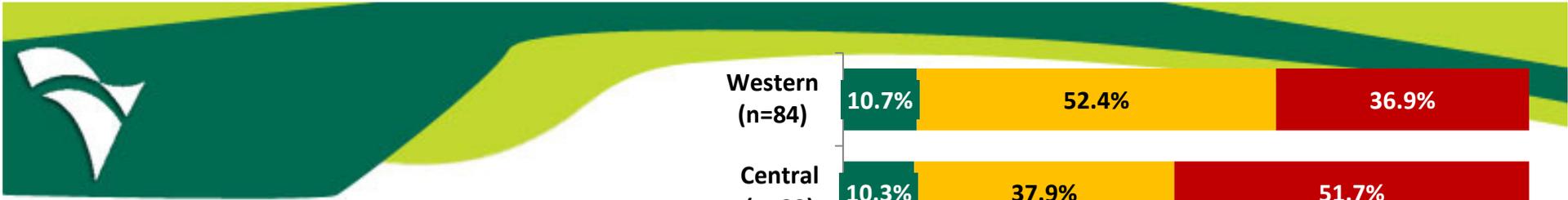
Senior management leadership capacity building most needed by banks and cooperatives



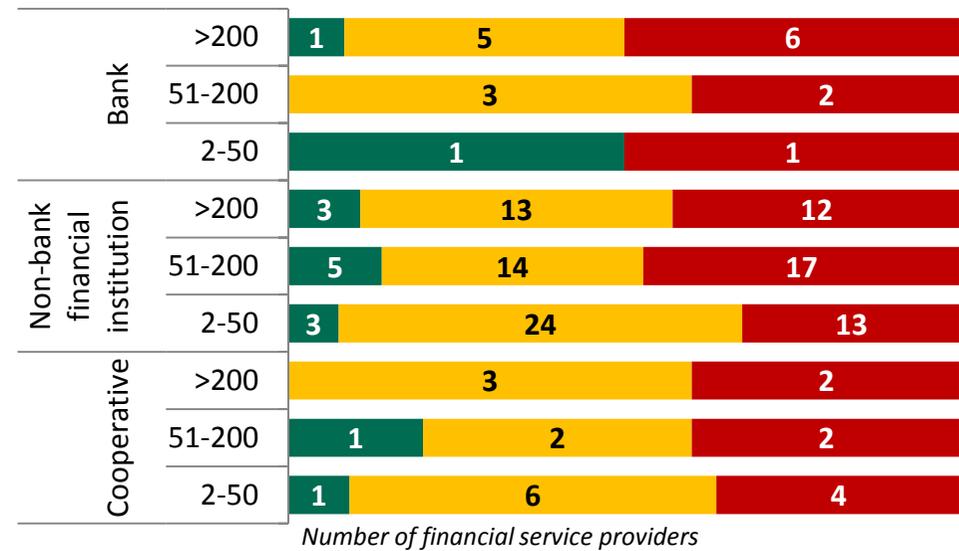
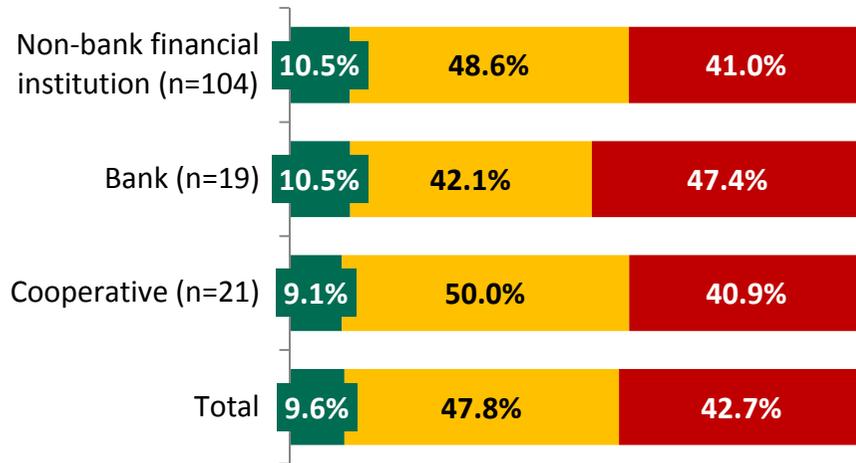
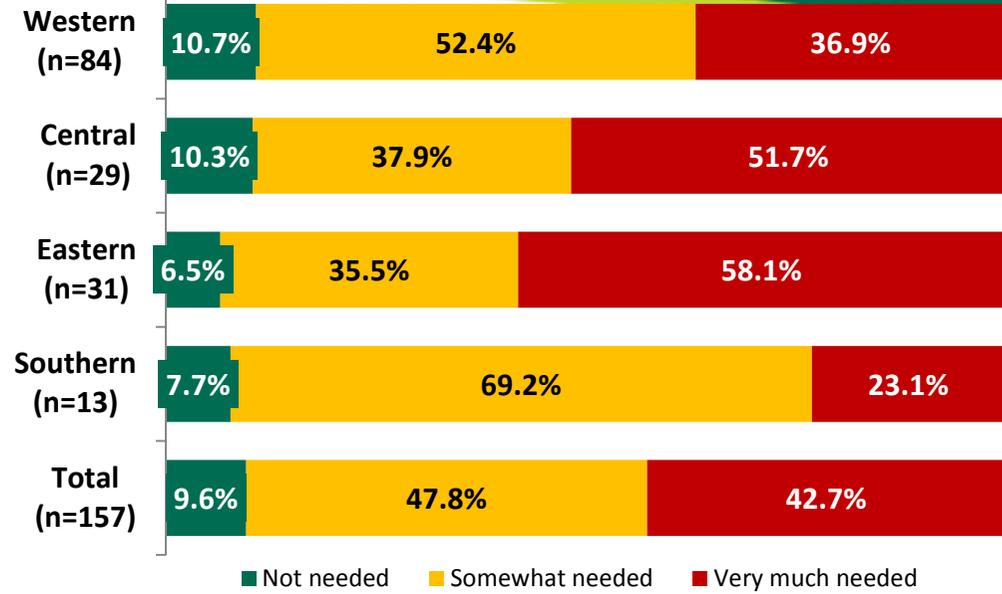
Need for CB: Mid level & people management skills



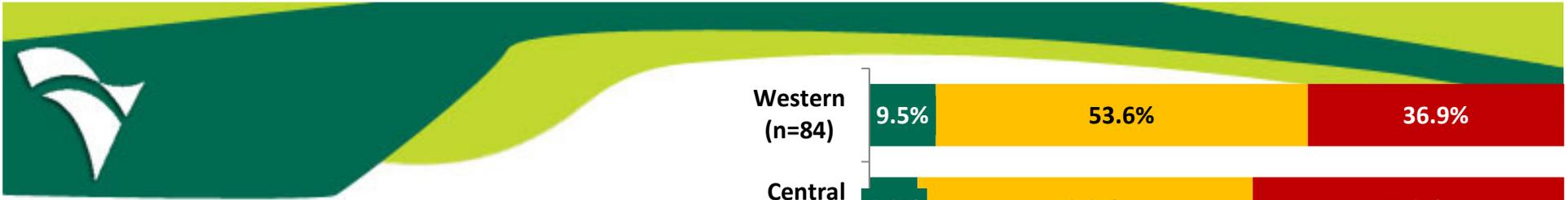
Mid level & people management skills most needed by banks and cooperatives



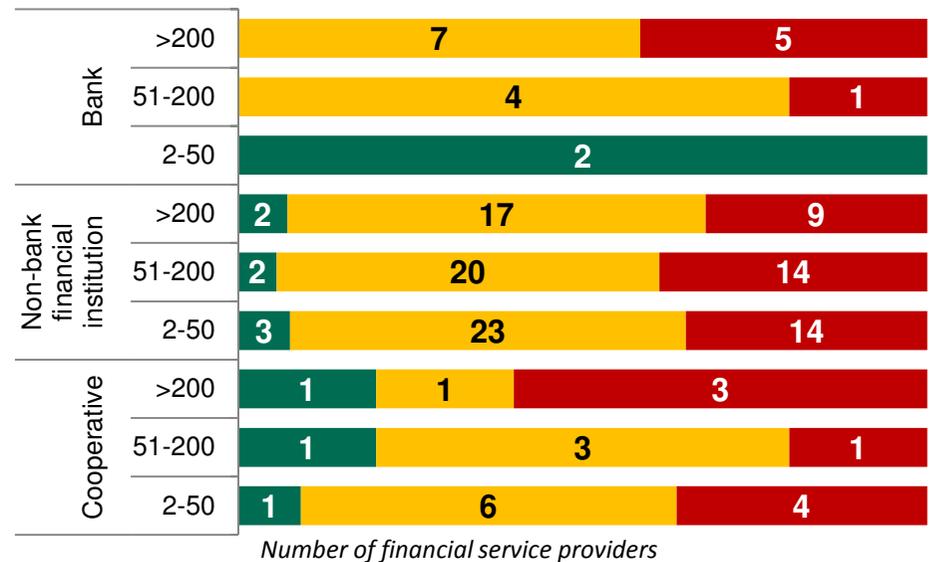
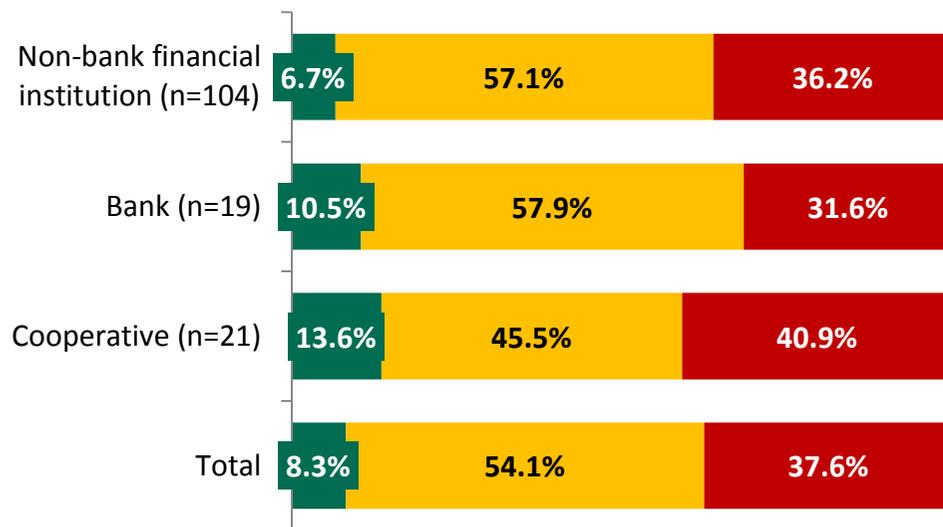
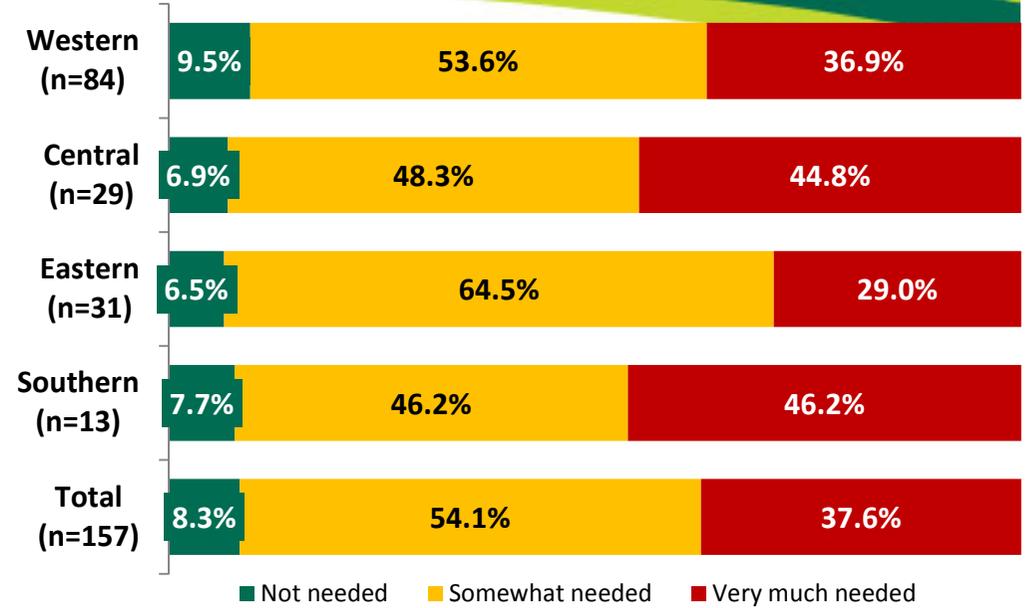
Need for CB: Change management



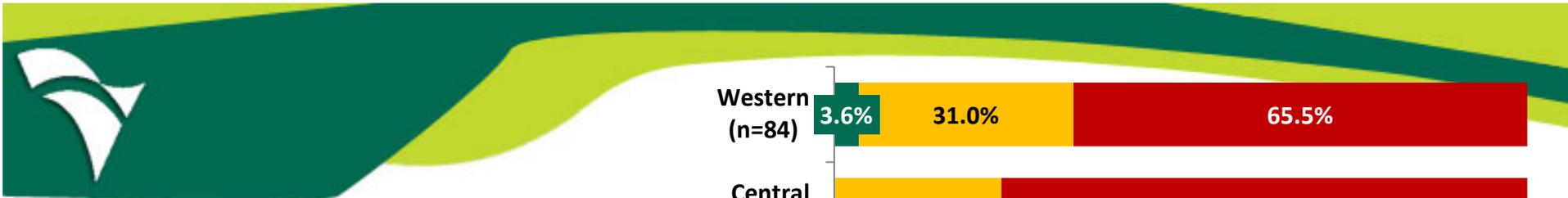
Change management skills most needed by banks



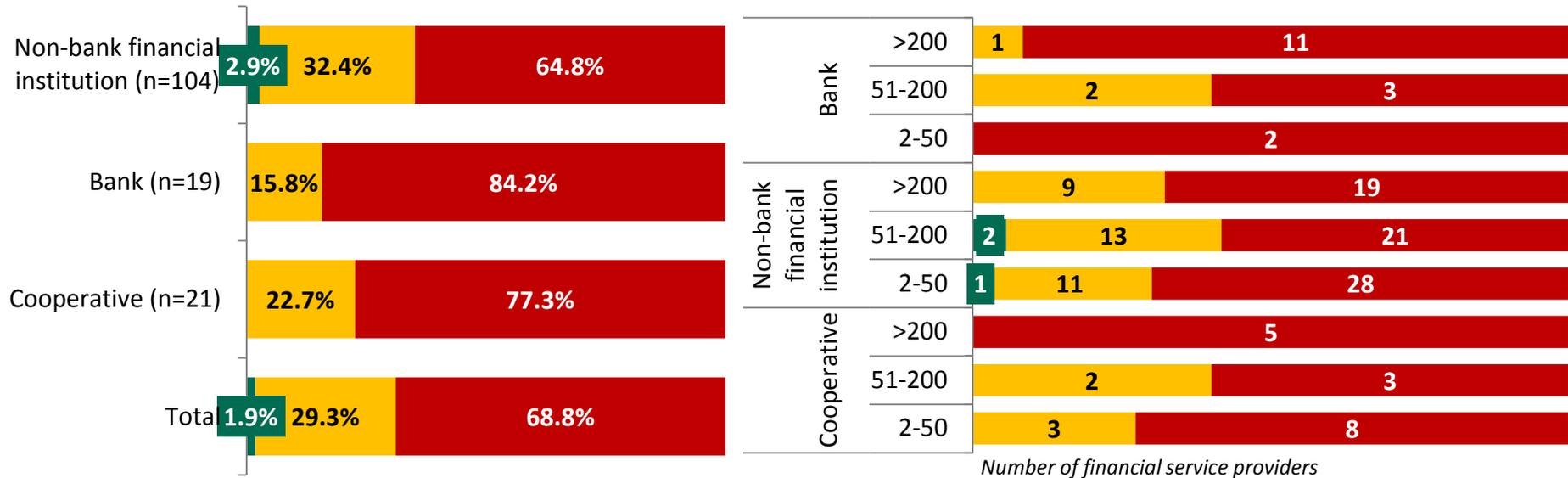
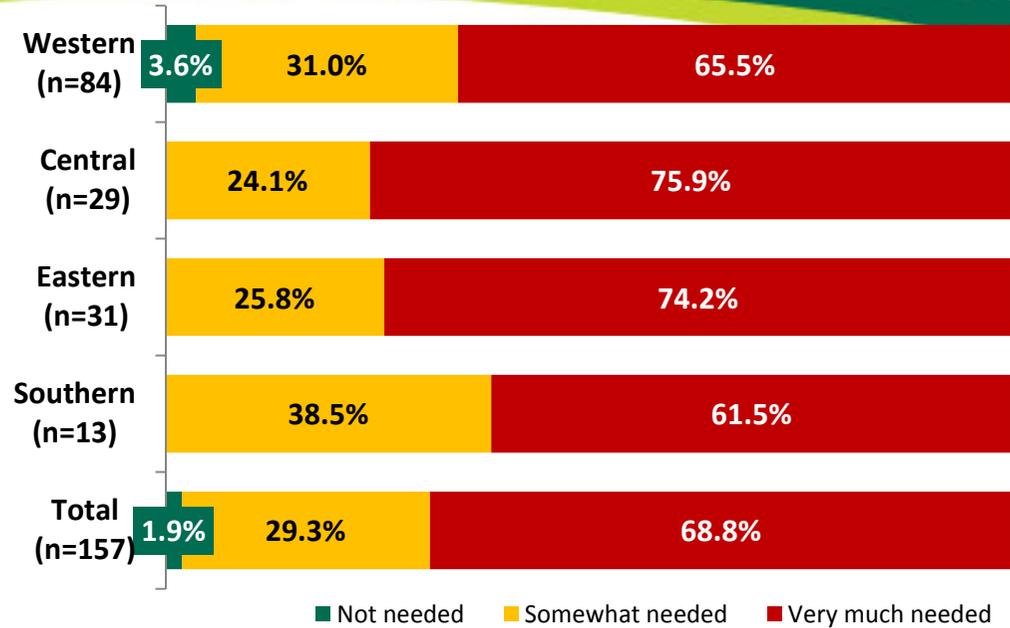
Need for CB: HR management



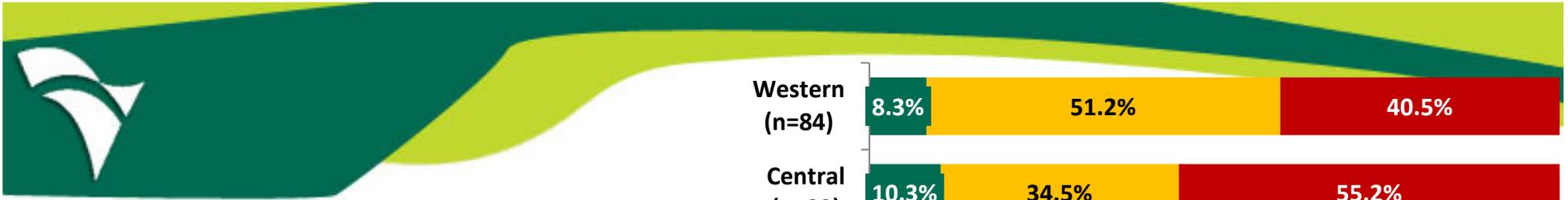
HR management skills most needed by cooperatives and larger financial institutions



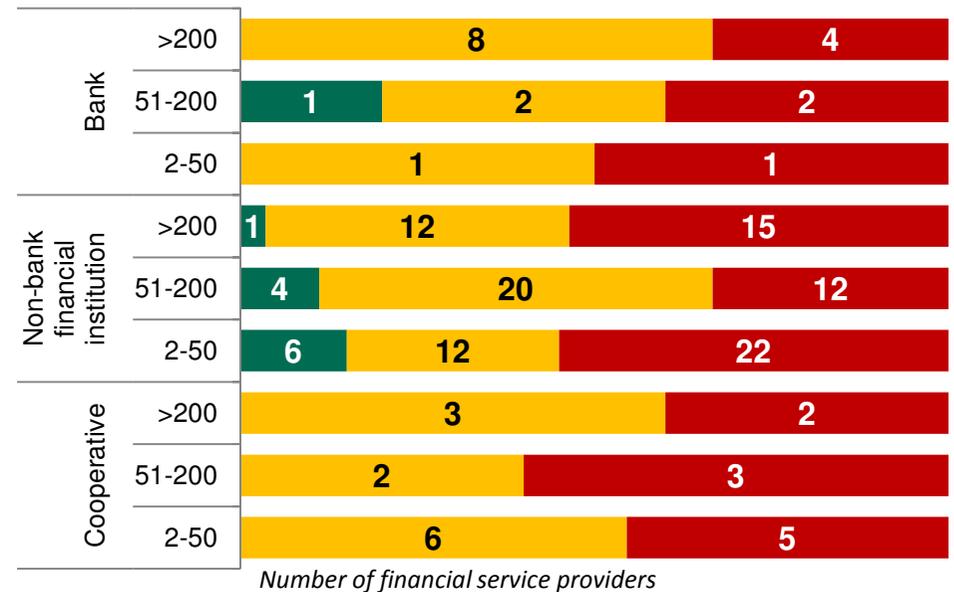
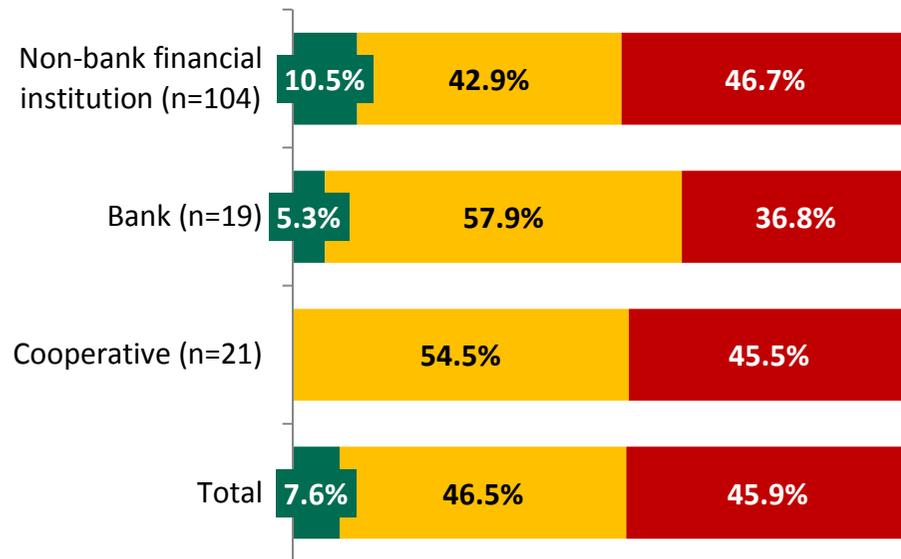
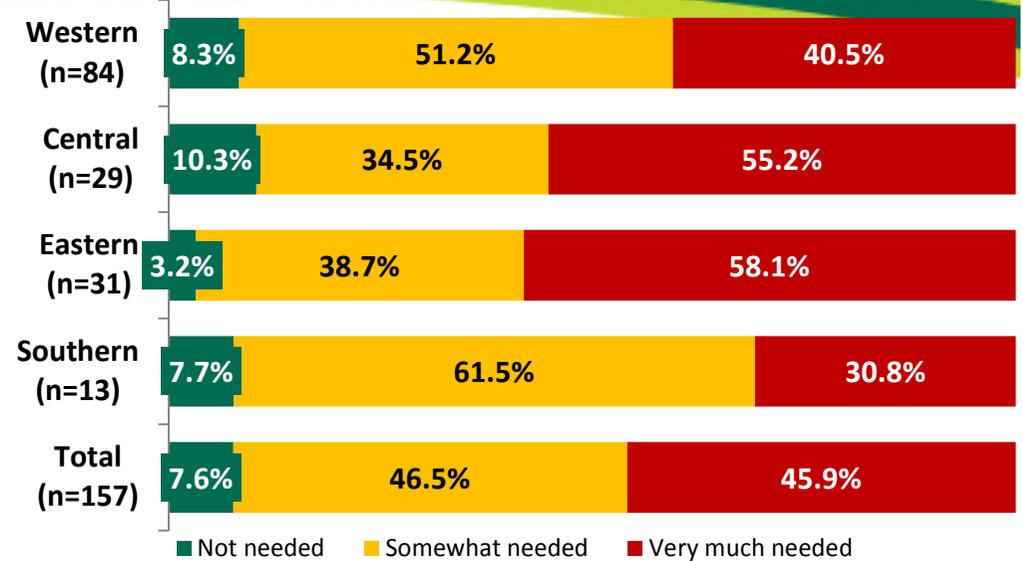
Need for CB: Risk management



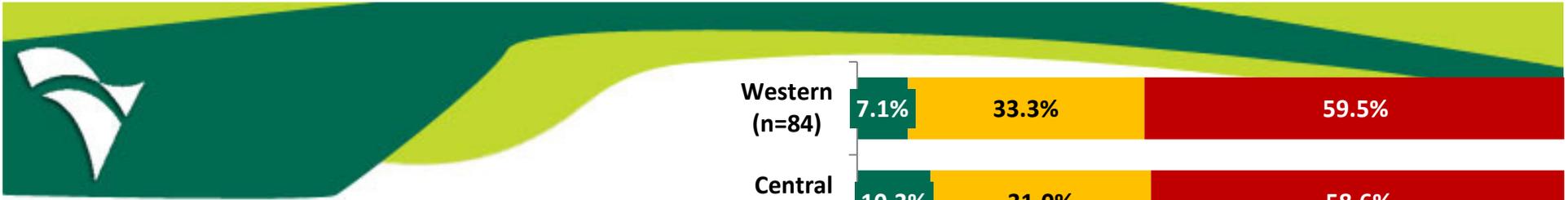
Risk management skills most needed by banks and cooperatives and larger financial institutions



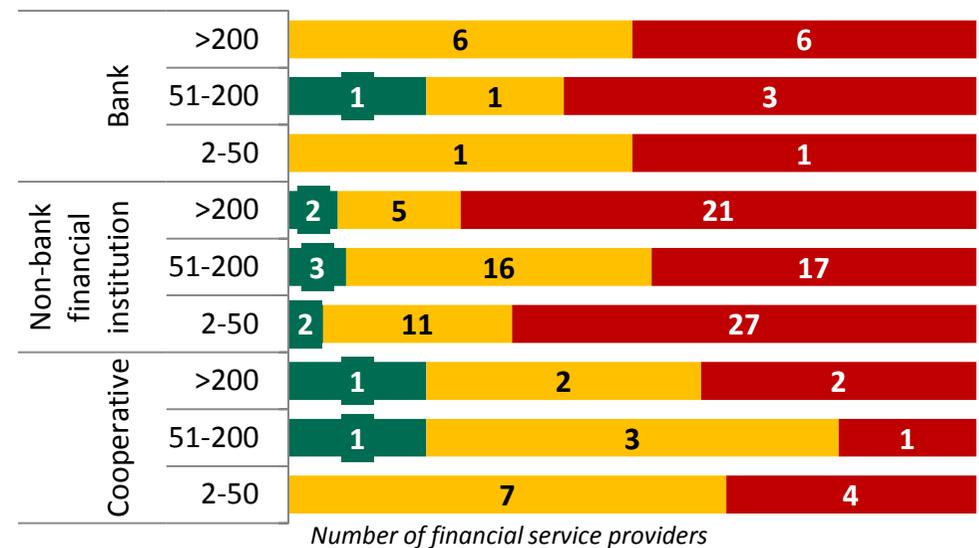
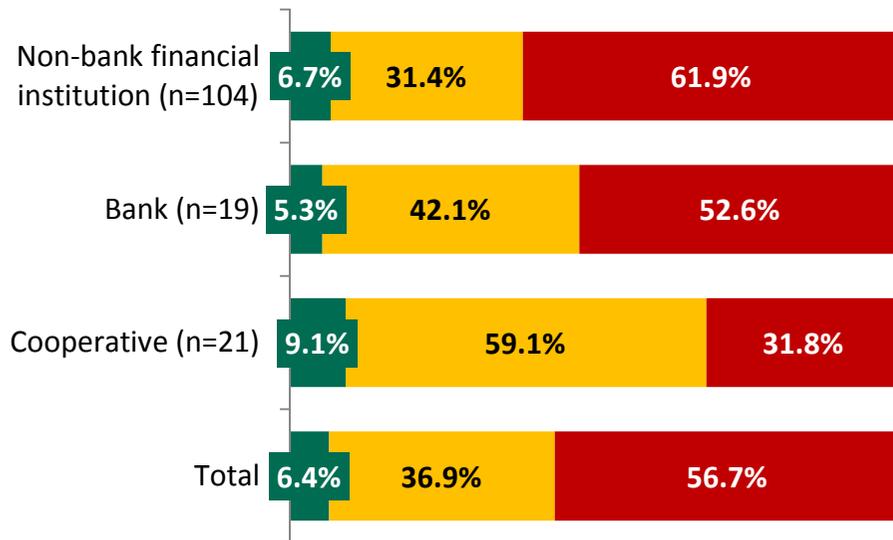
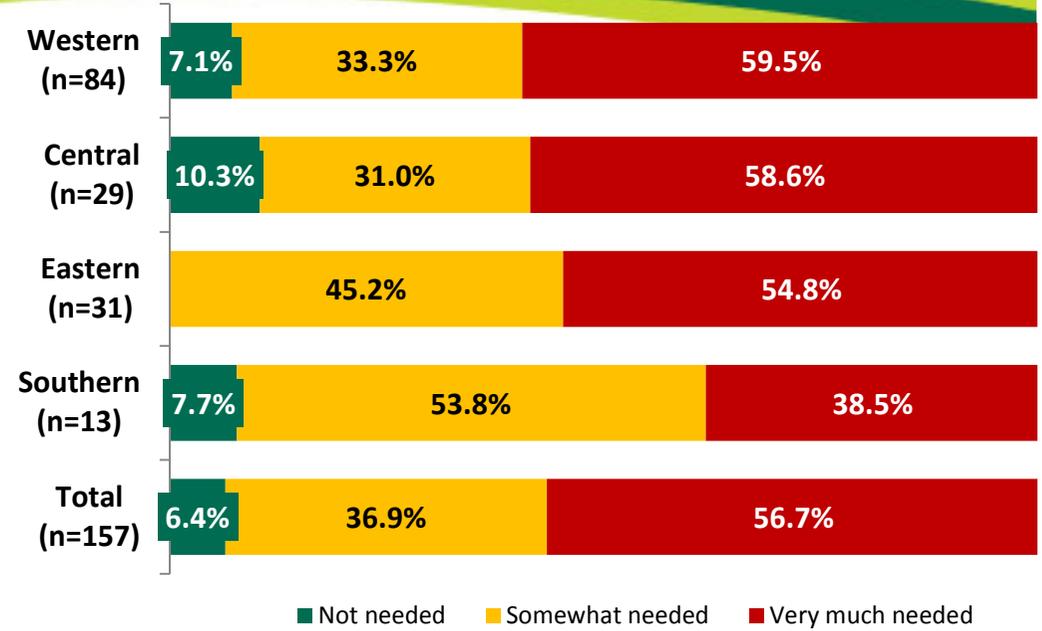
Need for CB: Market research



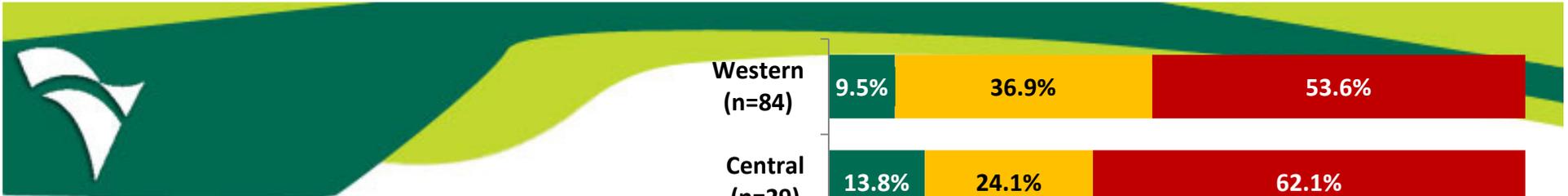
Market research skills most needed by cooperatives and non-bank financial institutions



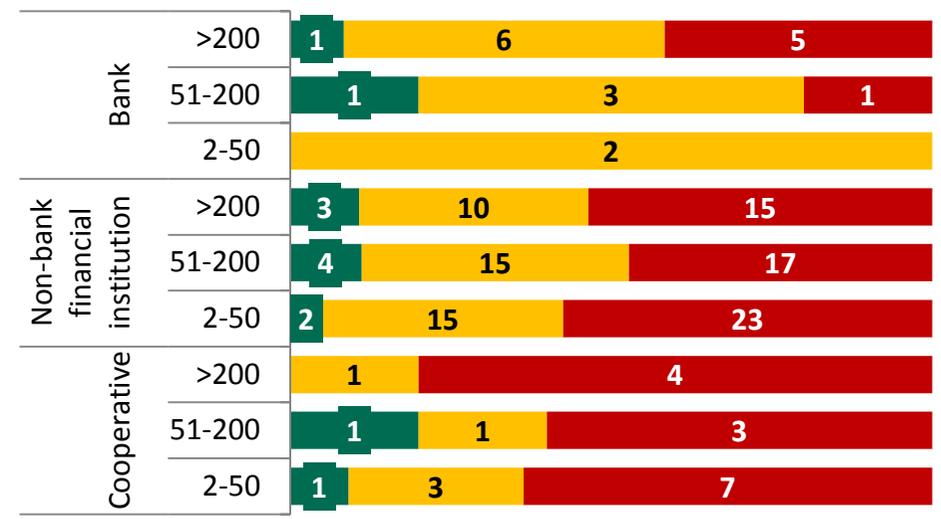
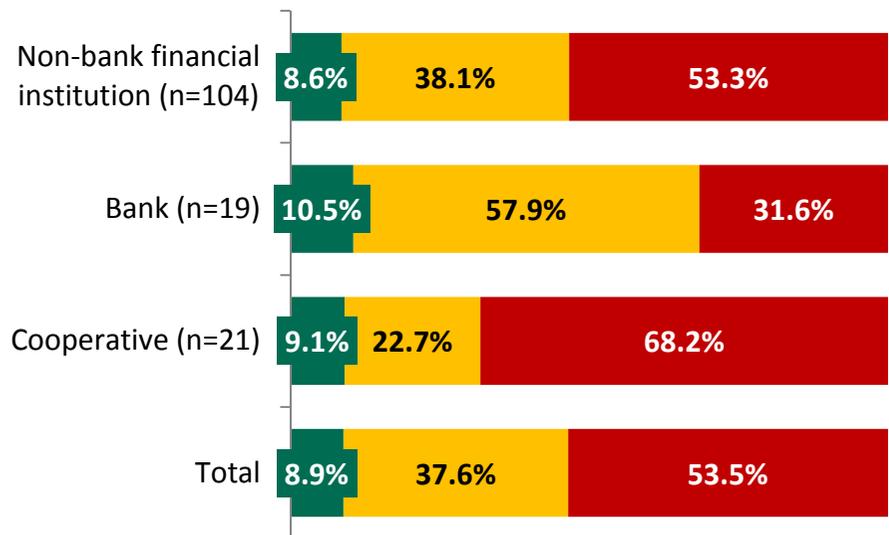
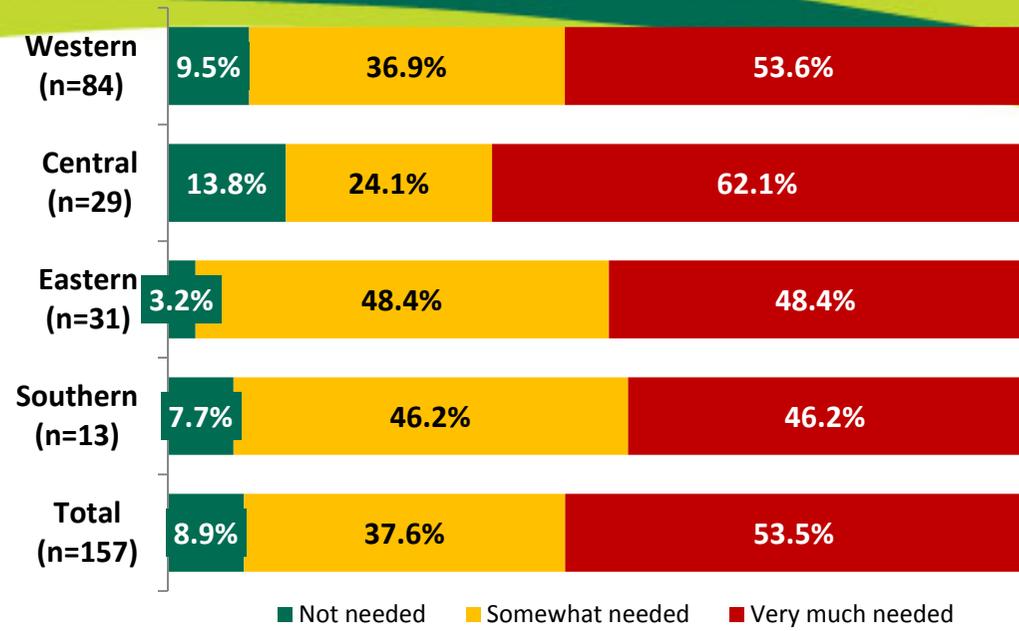
Need for CB: Product development



Product development skills most needed by non-bank financial institutions

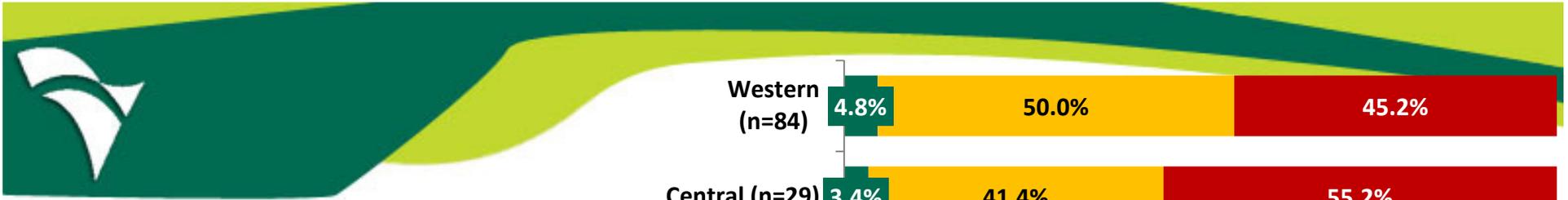


Need for CB: IT skills & management

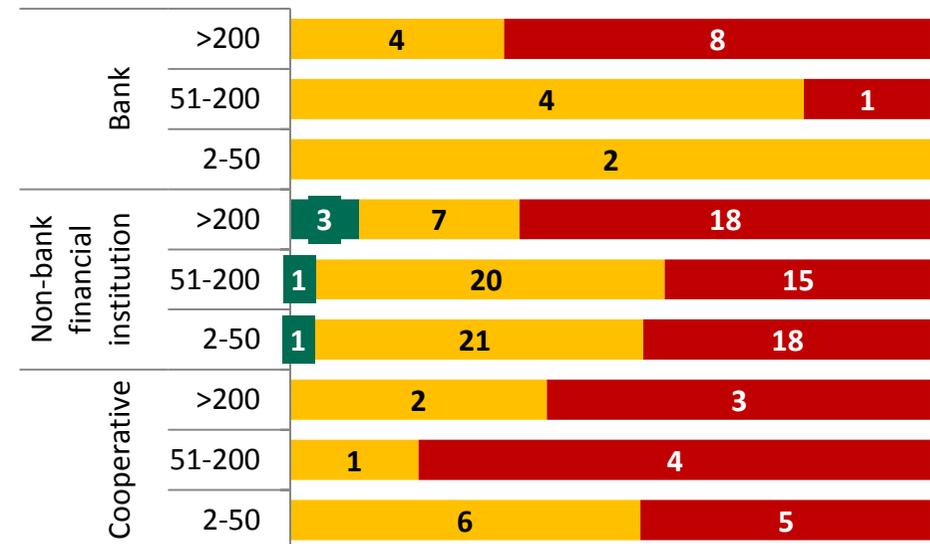
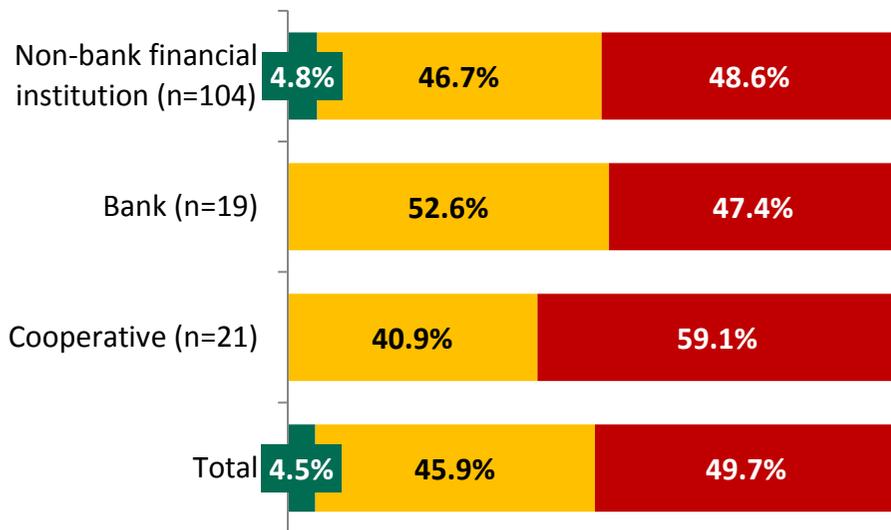
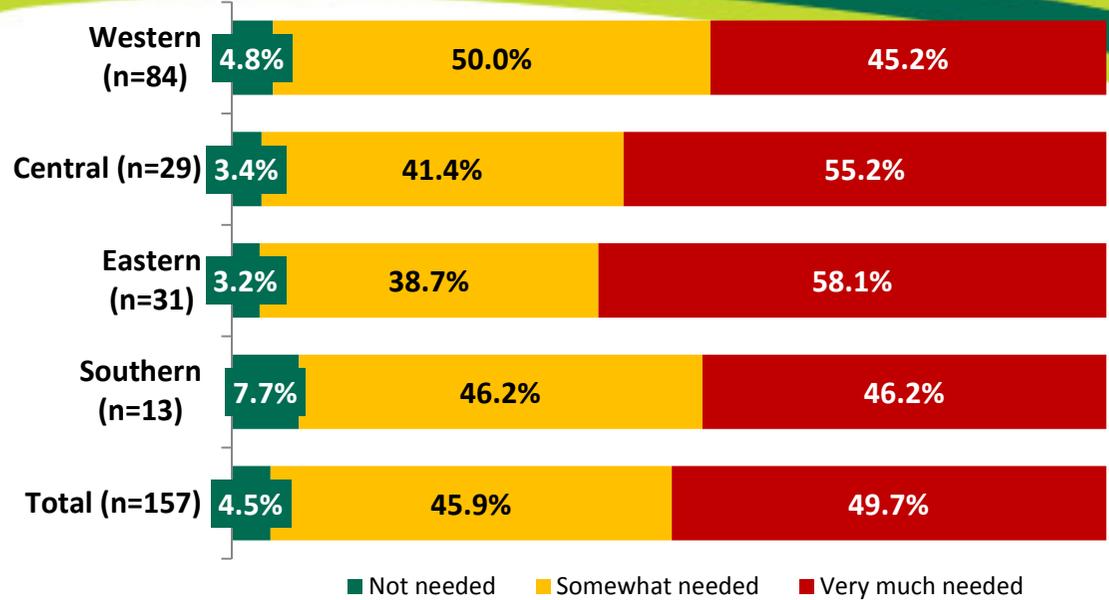


Number of financial service providers

IT skills and management most needed by cooperatives



Need for CB: Customer service & client satisfaction

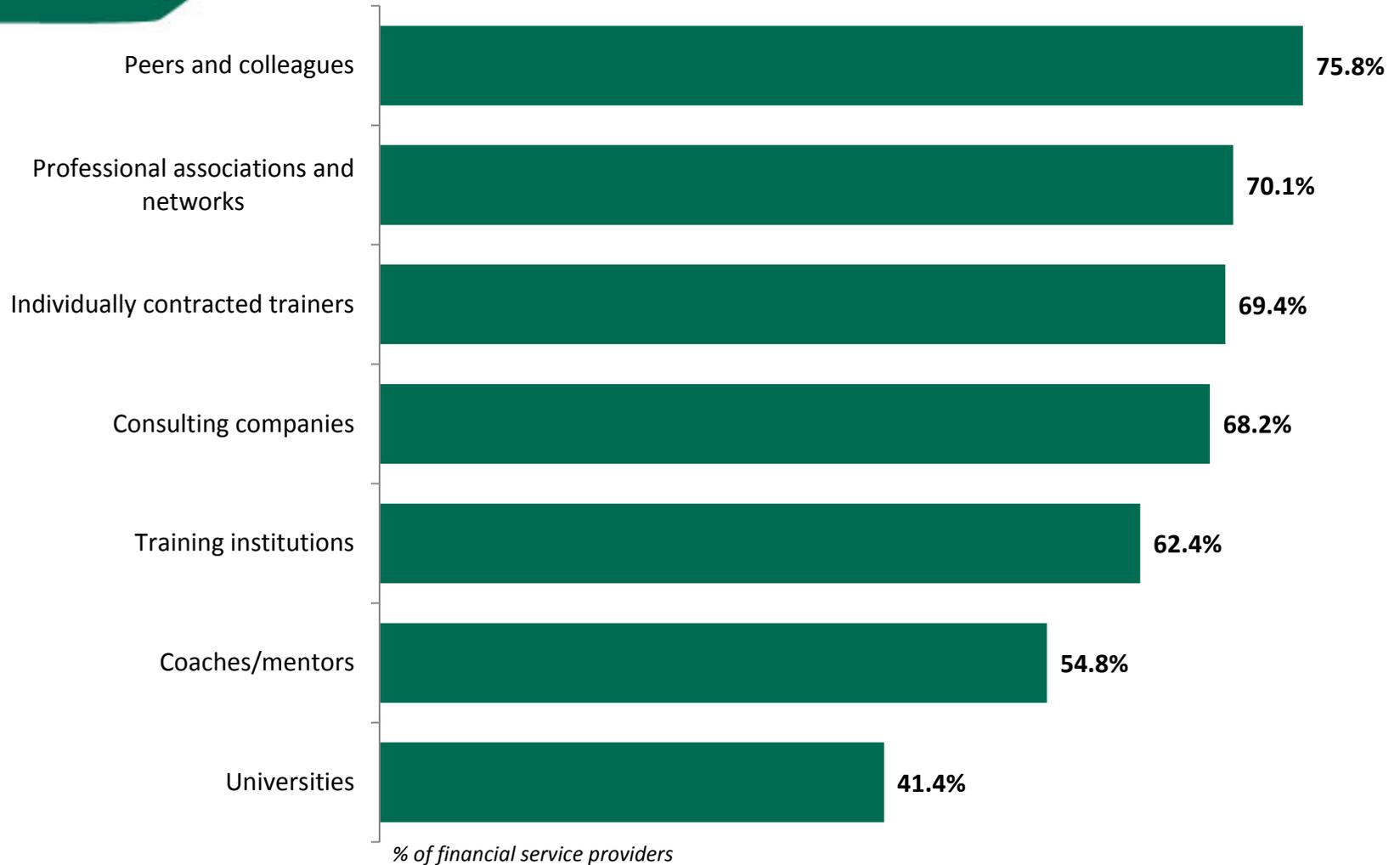


Number of financial service providers

Customer service and client satisfaction capacity building most needed by cooperatives



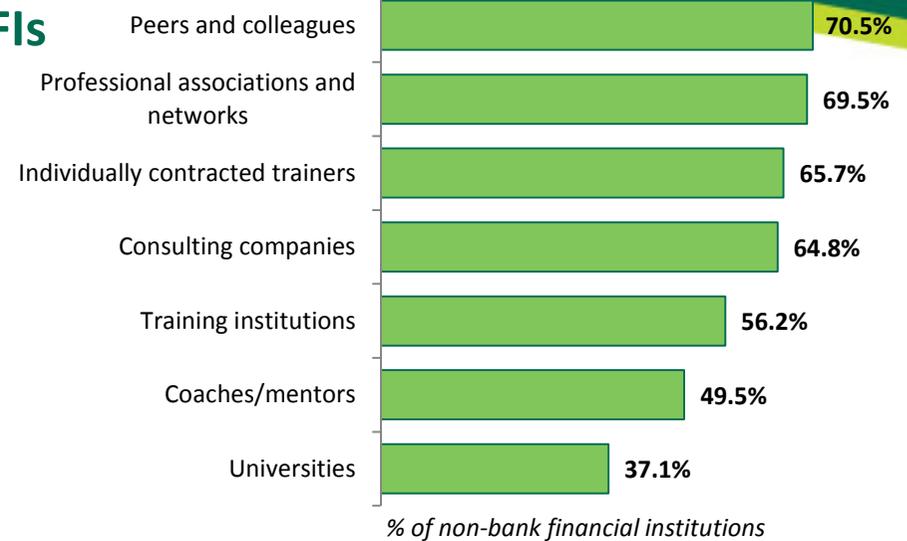
**Capacity building providers
most used by financial service
providers**



Although more than 60% of financial service providers use professional trainers or training institutions , *peers & colleagues* are most used for capacity building purposes by FSPs



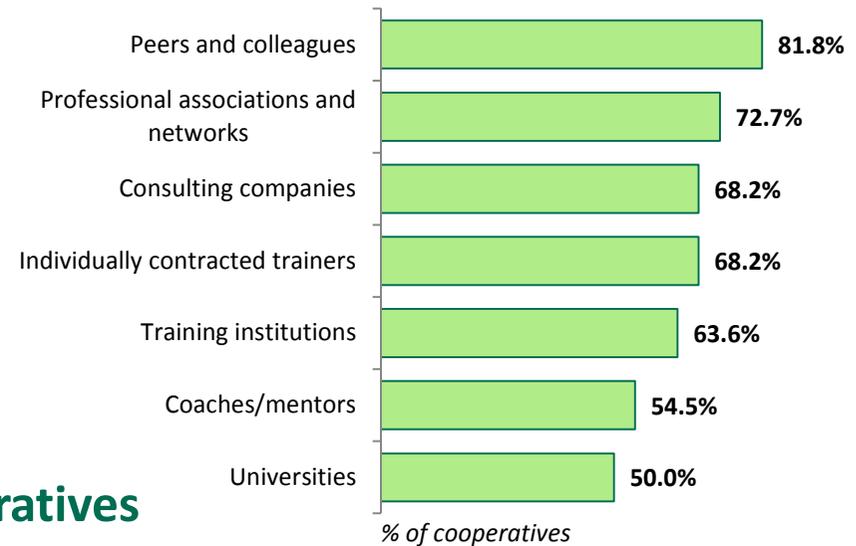
Non-bank FIs



Banks



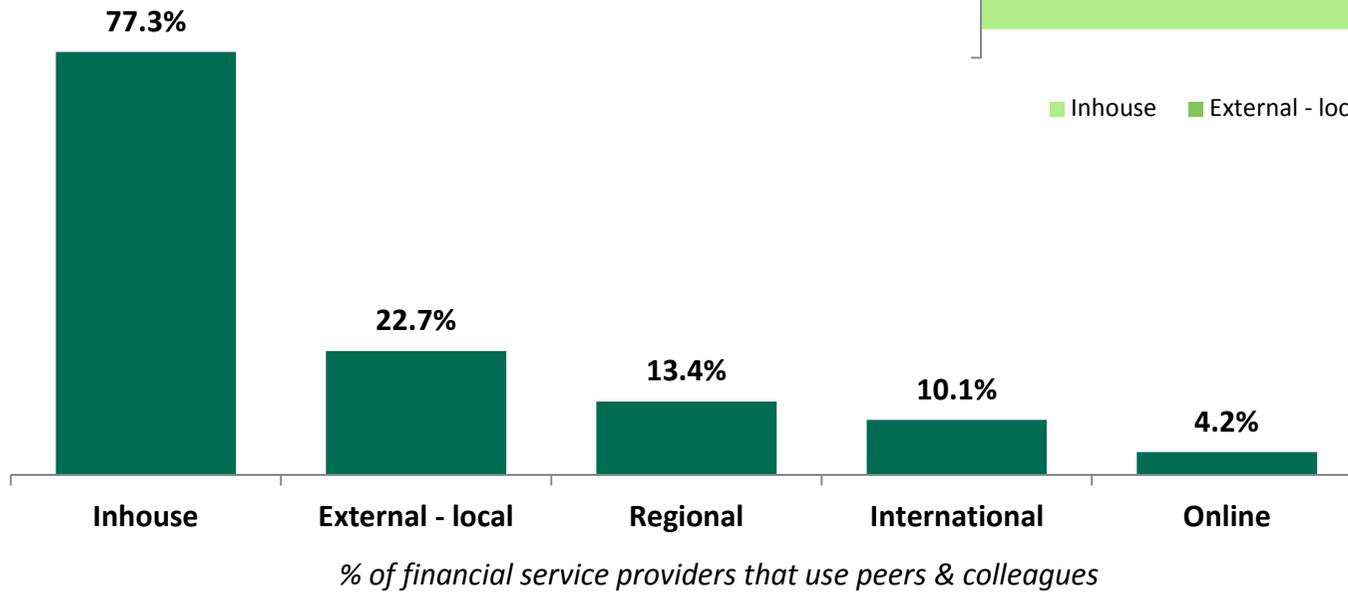
Cooperatives



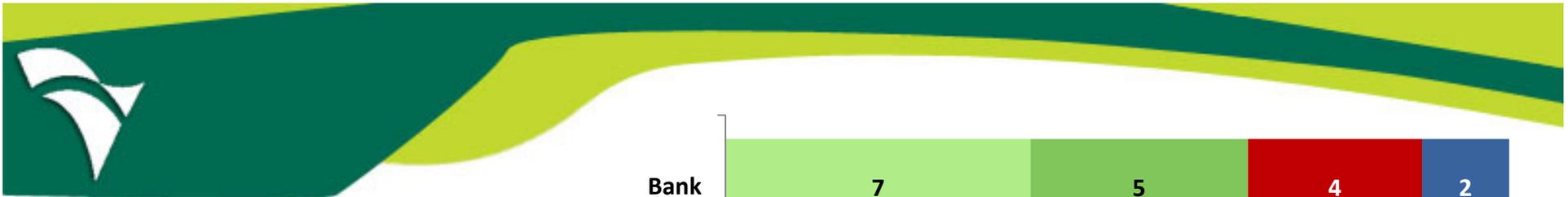
Banks are more likely than other financial institutions to use consulting companies as CB providers whilst other financial institutions are more likely than banks to use professional associations and networks



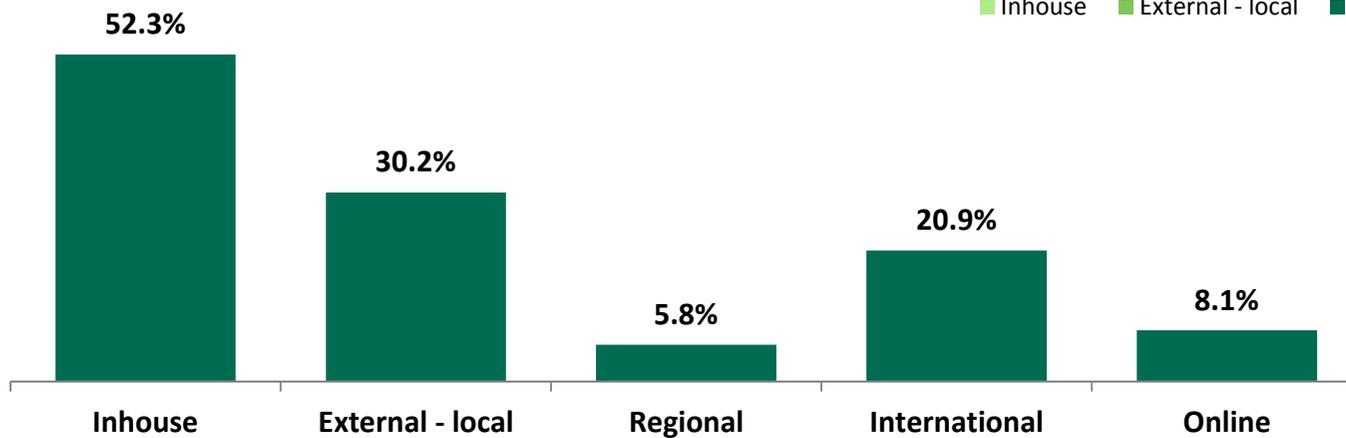
**CB providers used:
Peers & colleagues**



Most financial service providers who use *peers & colleagues* for capacity building use internal resources

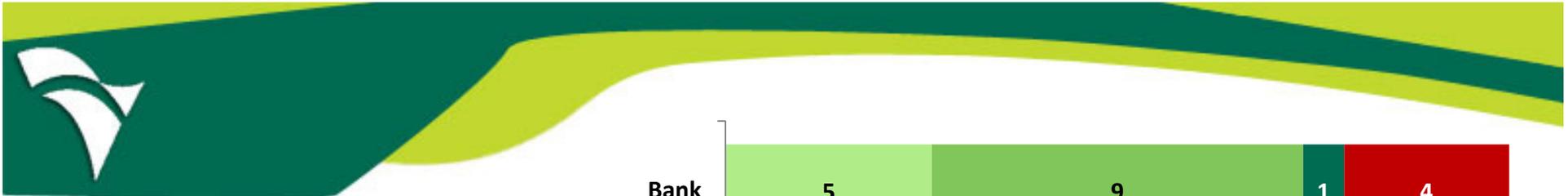


CB providers used: Coaches/mentors

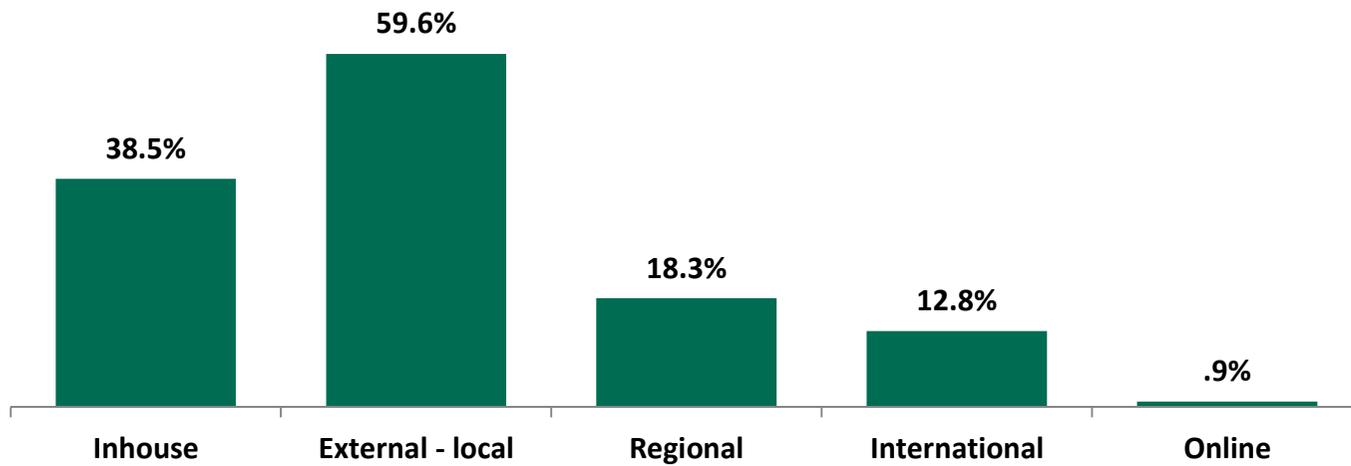
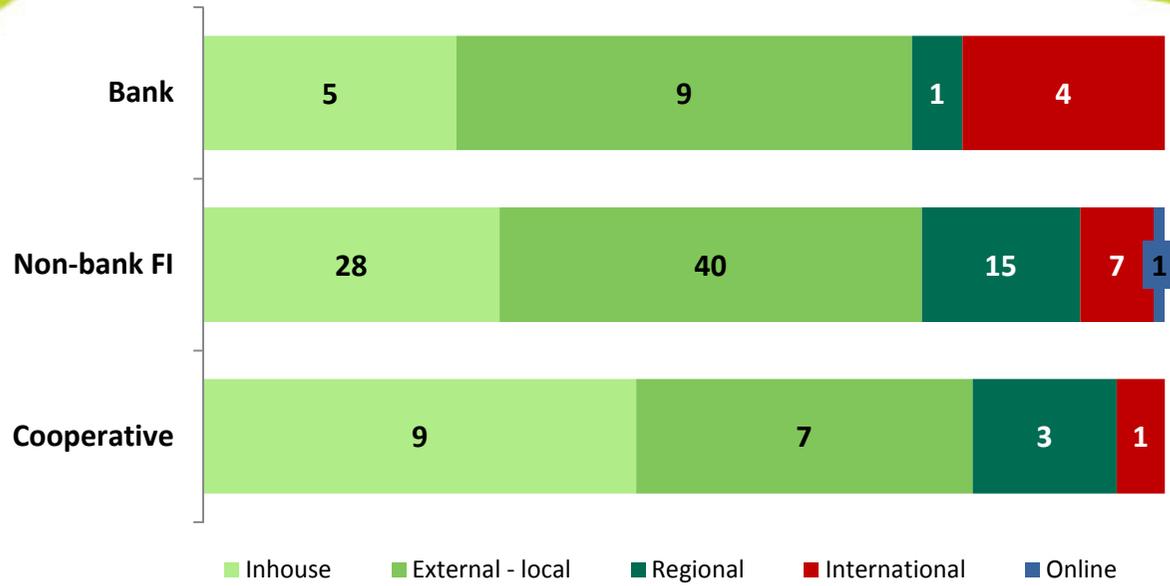


% of financial service providers that use coaches/mentors

Financial service providers that use *coaches/mentors* for CB are most likely to use internal resources; Banks and cooperatives are most likely to use external resources although cooperatives are more likely to use local resources than banks



**CB providers used:
Individually contracted
trainers**

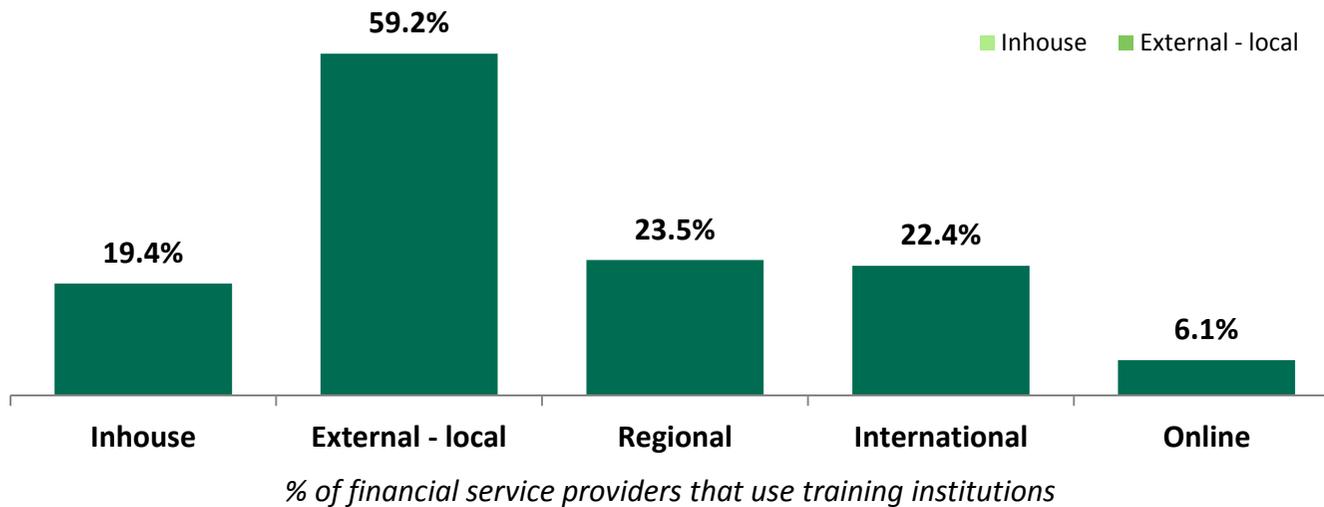


% of financial service providers who use individually contracted trainers

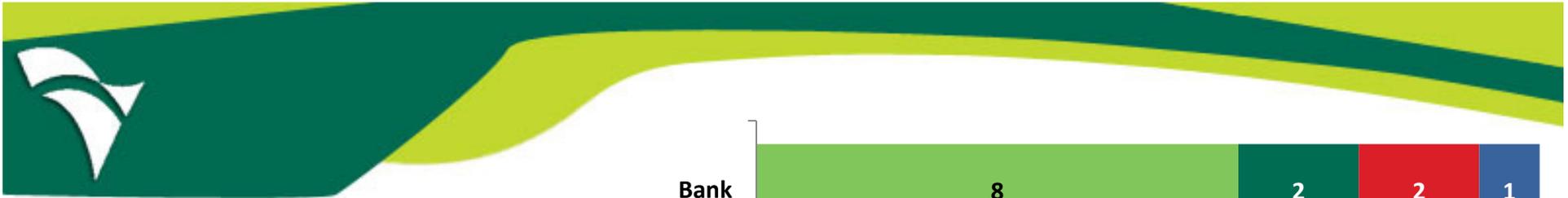
Financial service providers that use *individually contracted trainers for CB* are most likely to use external but local resources; Banks are most likely to use international resources



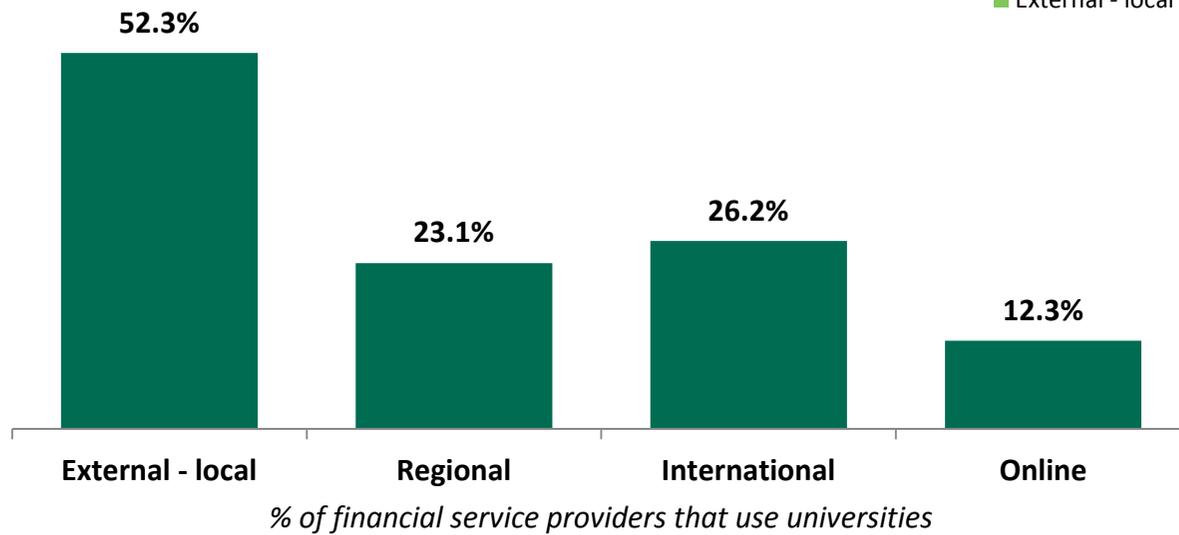
CB providers used: Training institutions



Financial service providers that use *training institutions* for CB are most likely to use external but local resources; Non-bank financial service providers are more likely than banks to use international providers



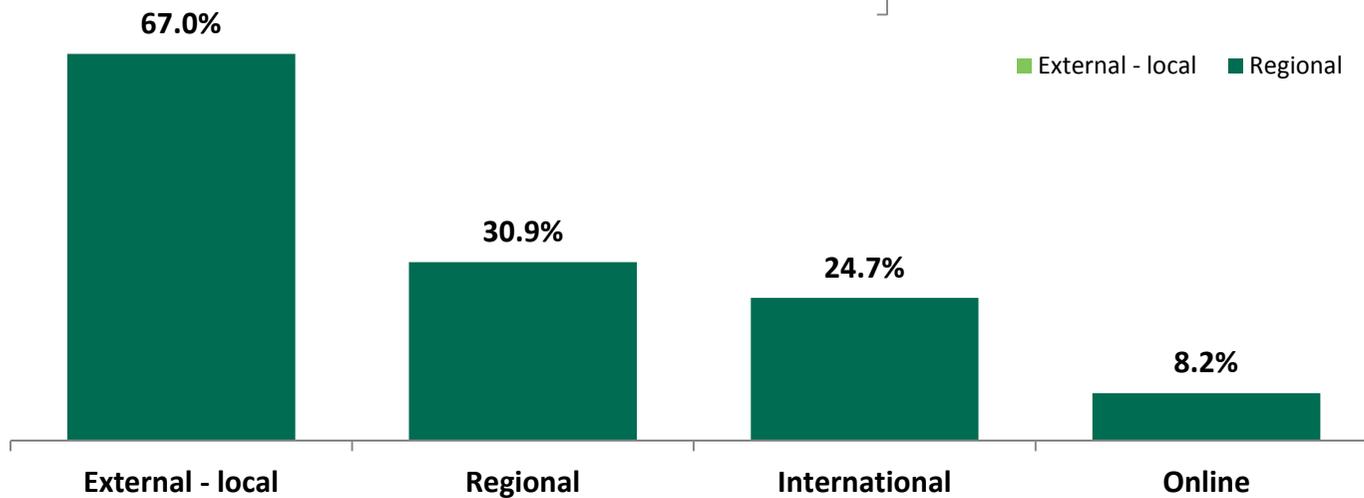
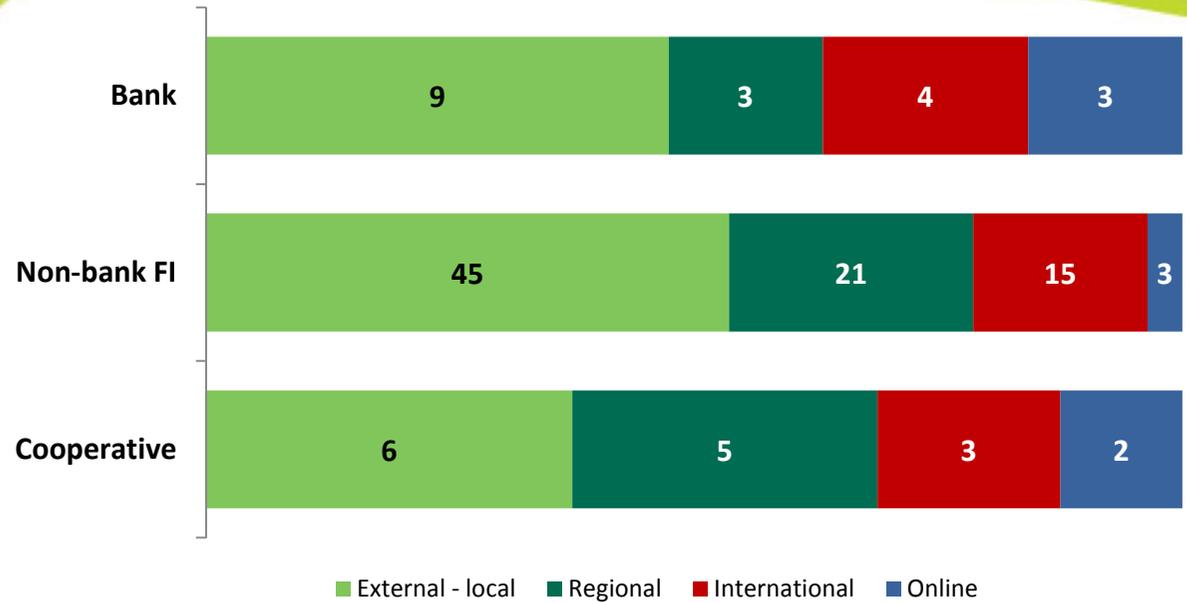
CB providers used: Universities



Financial service providers that use *universities for CB* are more likely to use local & regional resources than international resources

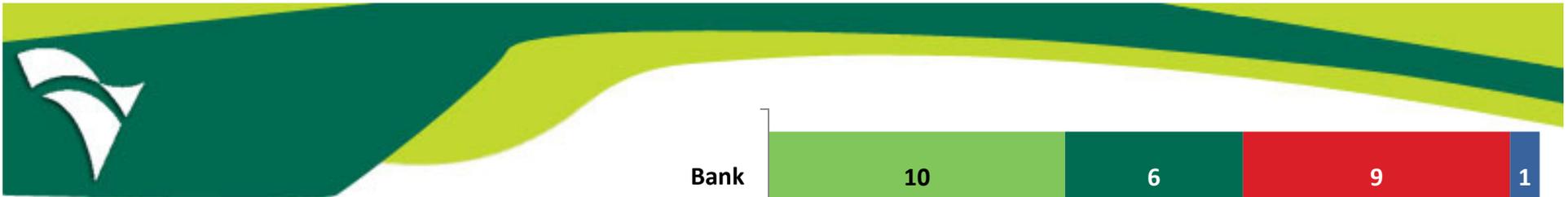


**CB providers used:
Professional associations
& networks**

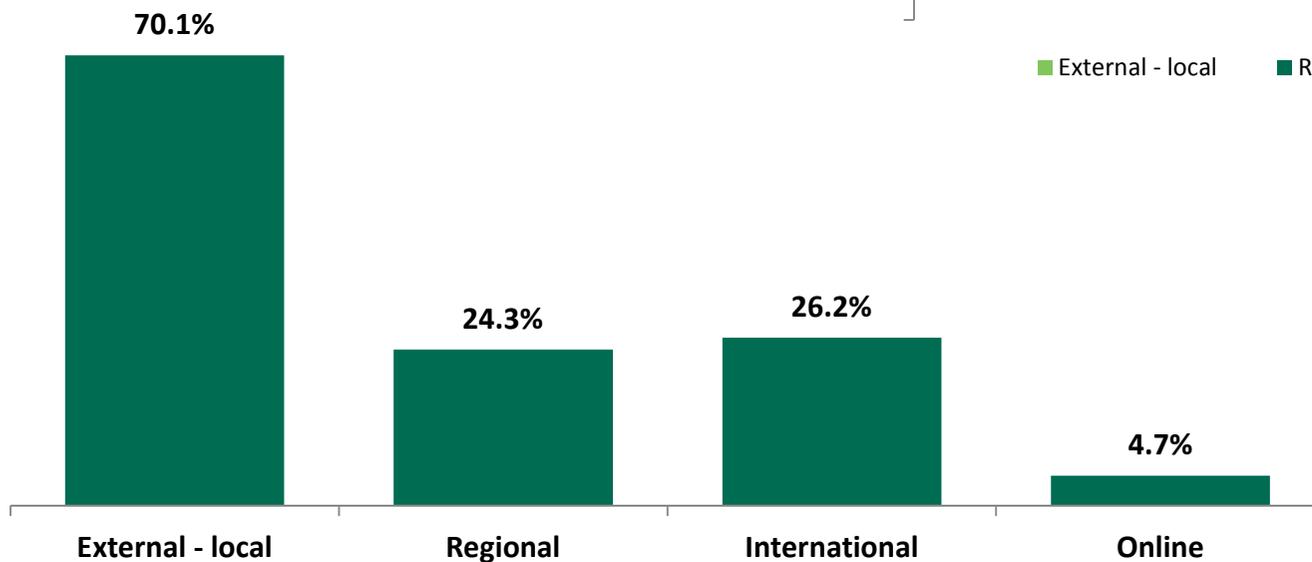


% of financial service providers that use professional associations & networks

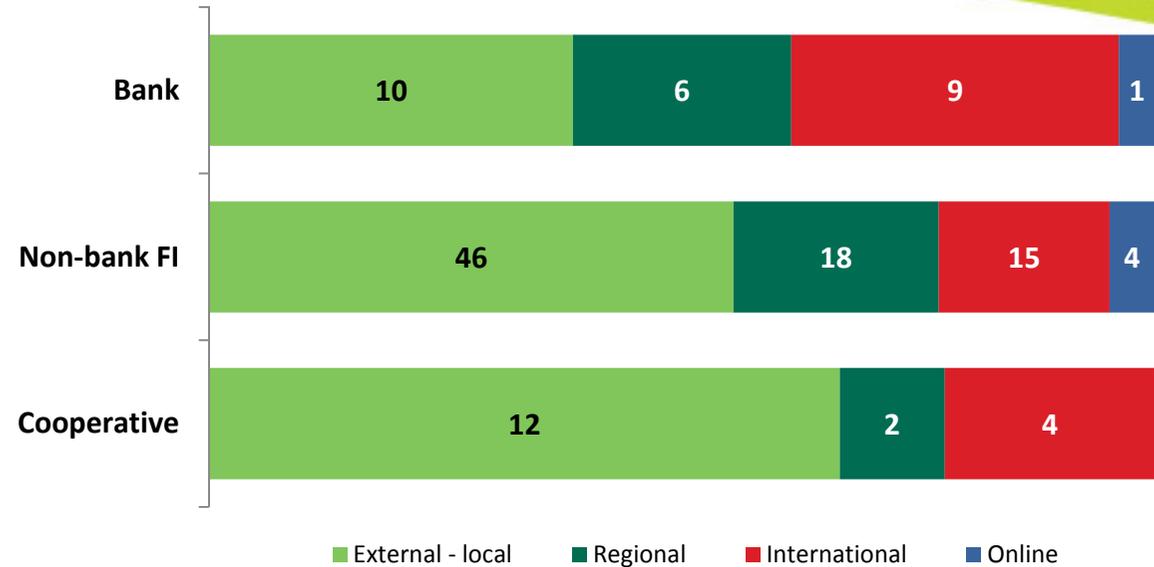
Financial service providers that use *professional associations & networks* for CB are most likely to use local resources



CB providers used: Consulting companies



% of financial service providers who use consulting companies

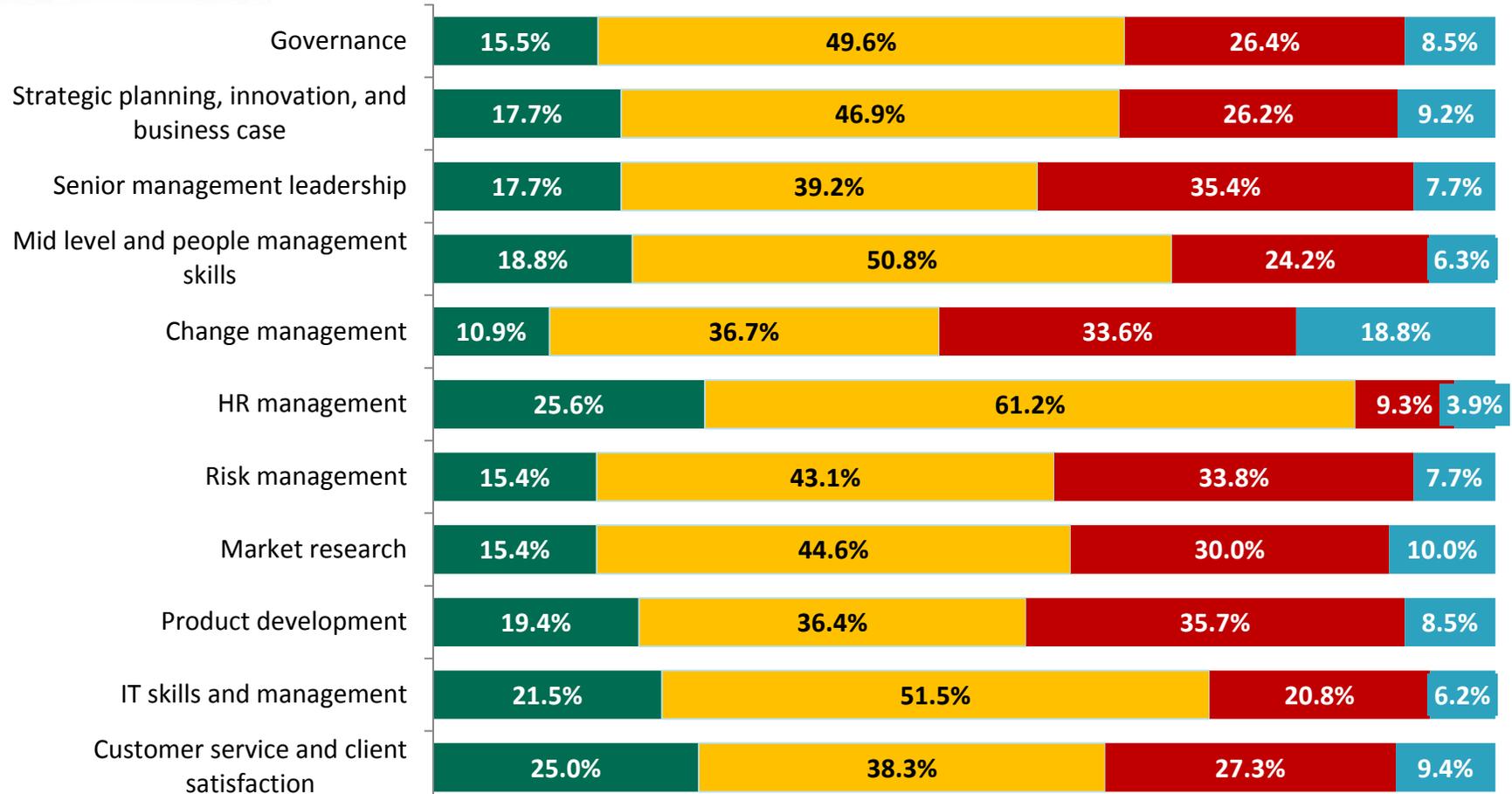


Financial service providers that use *consulting companies for CB* are most likely to use local resources; Banks are most likely than other FSPs to use international resources



Financial service providers' perceptions regarding capacity building service providers

- **Availability of high quality services**



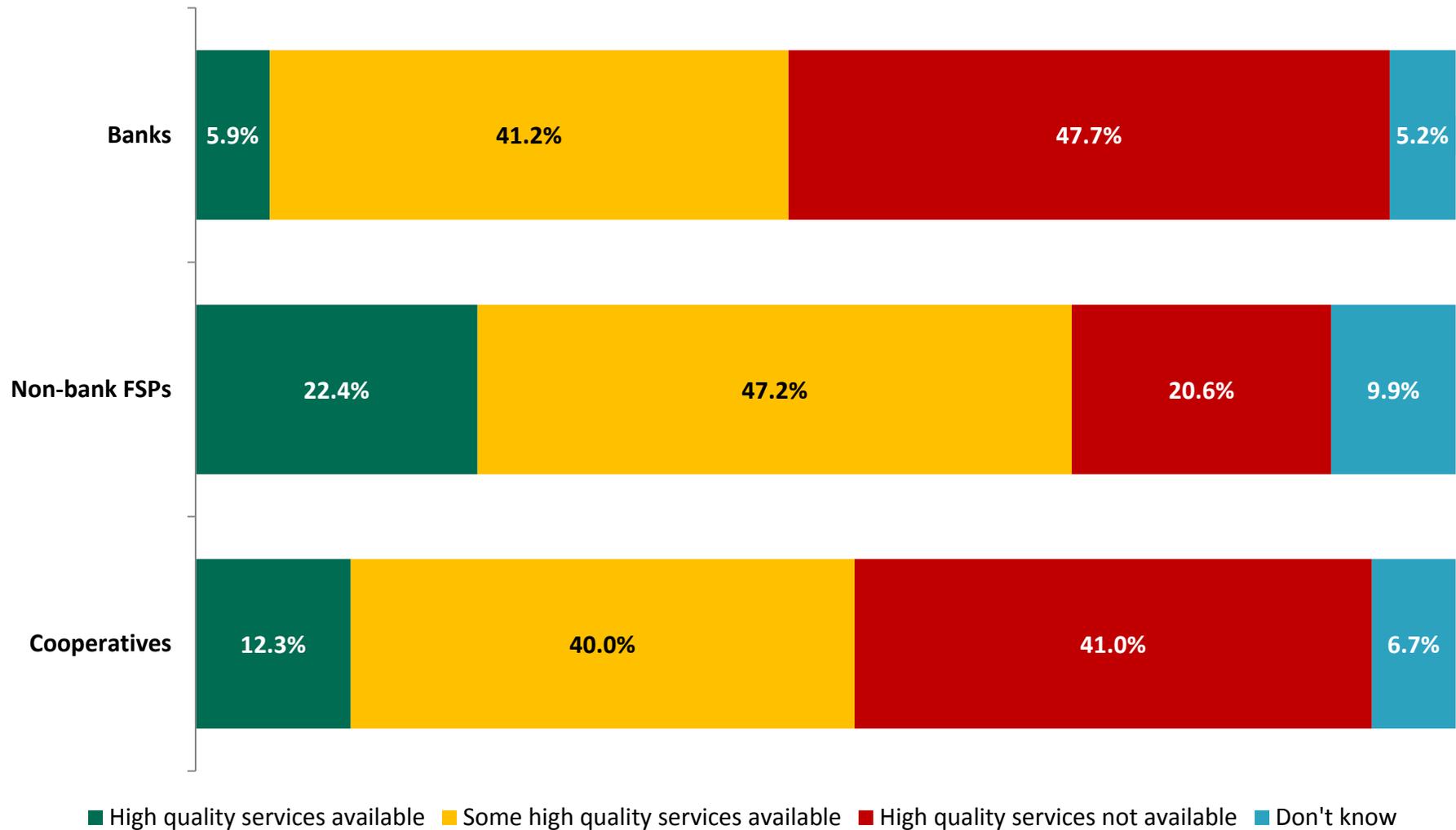
% of financial service providers

■ High quality services available
 ■ Some high quality services available
 ■ No high quality services available
 ■ Don't know

High quality CB services most likely to be perceived as not available: *Product development, senior management leadership, risk management and change management*

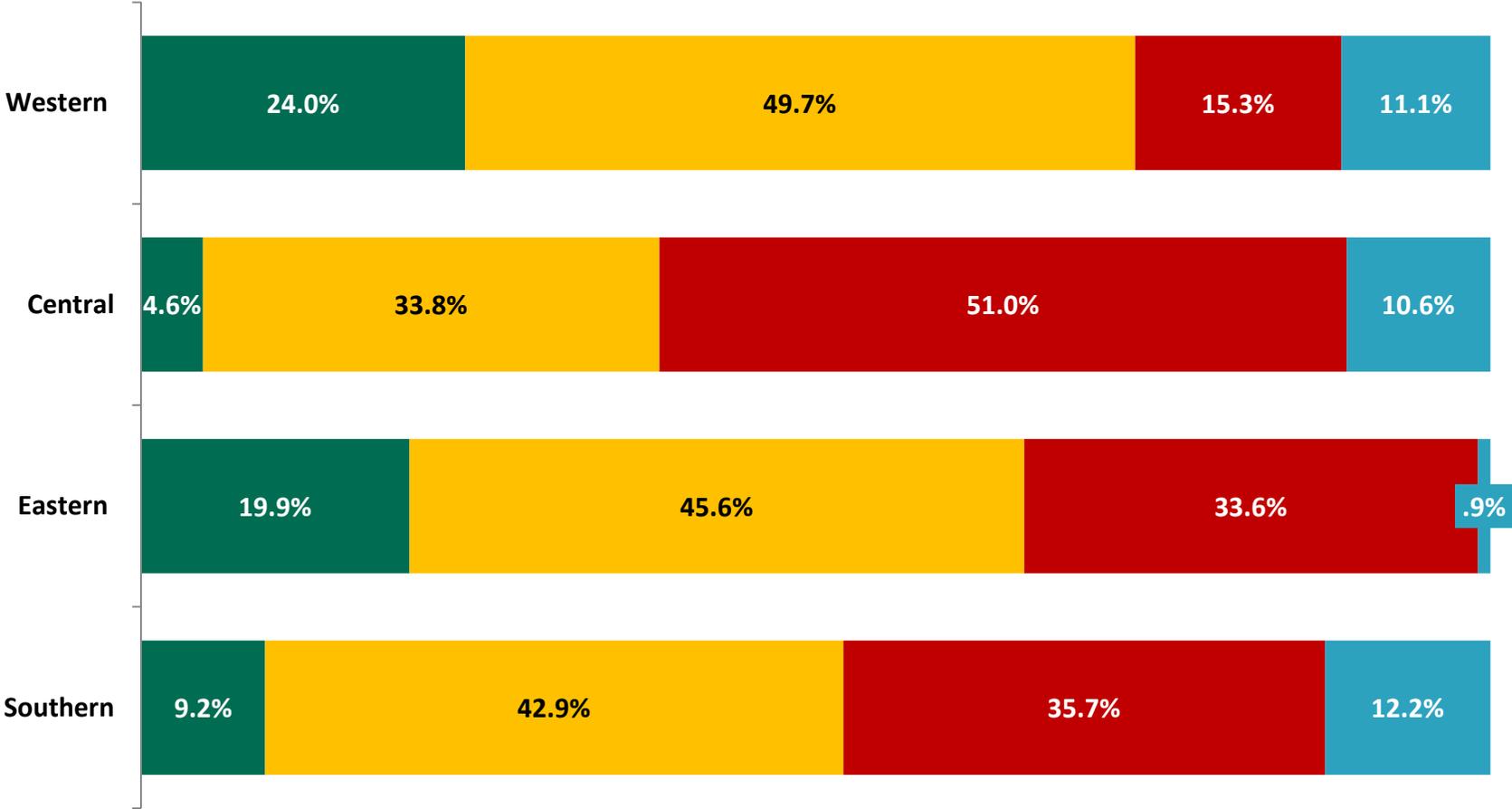


Comparing financial institutions





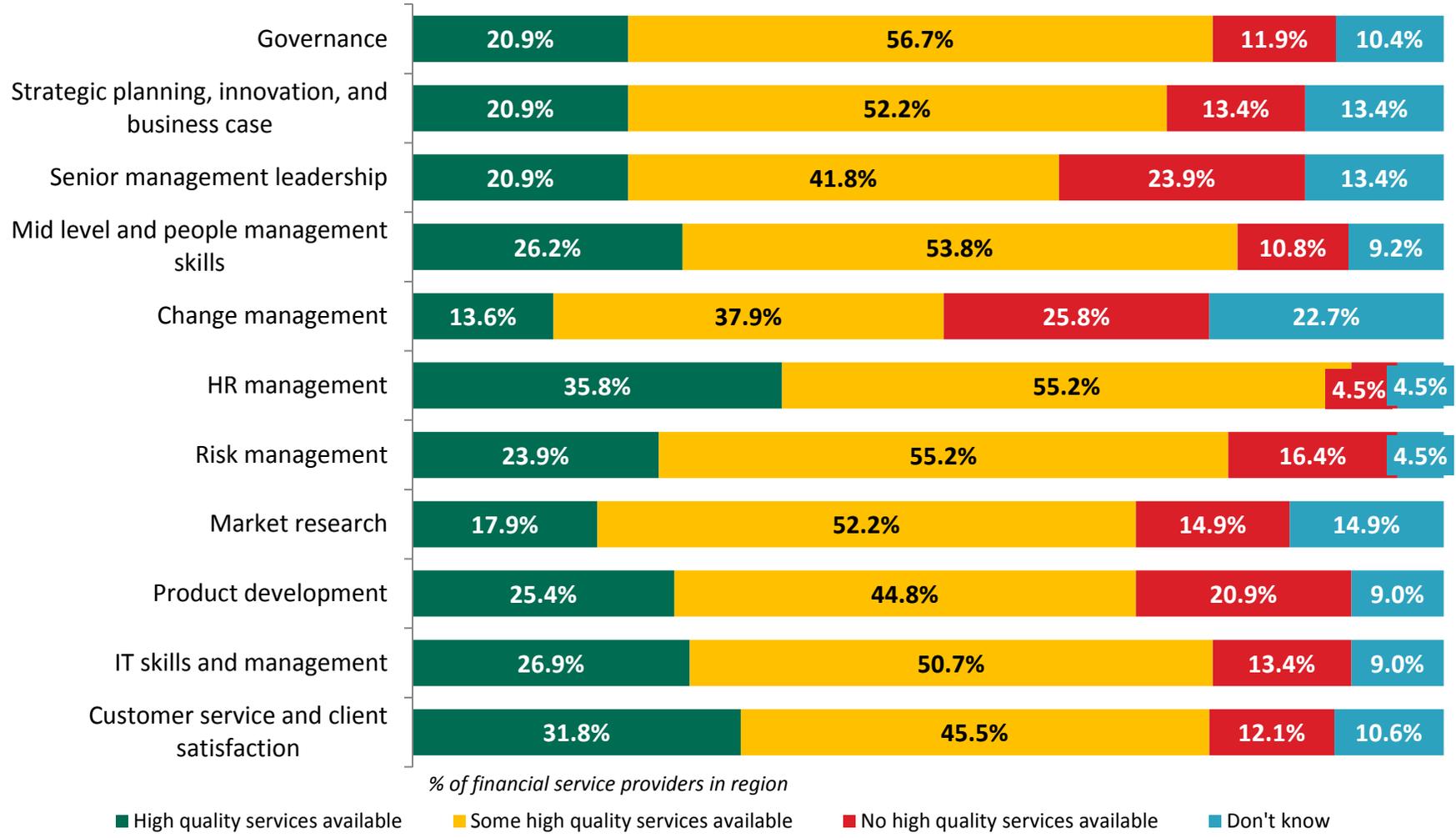
Comparing regions



■ High quality services available ■ Some high quality services available ■ High quality services not available ■ Don't know



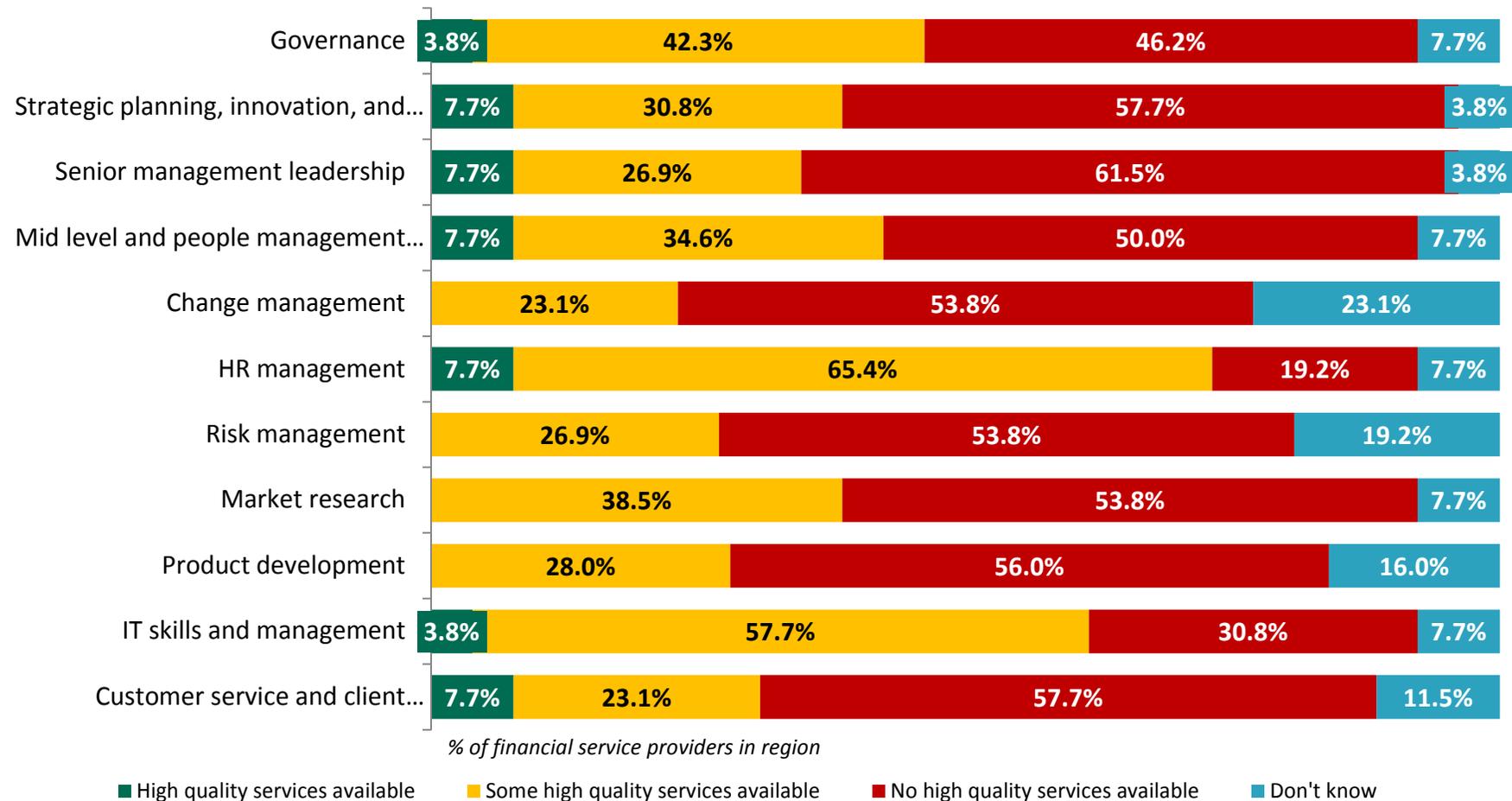
Western Region



High quality CB services most likely to be perceived as not available – *Change management, senior management and leadership, product development*



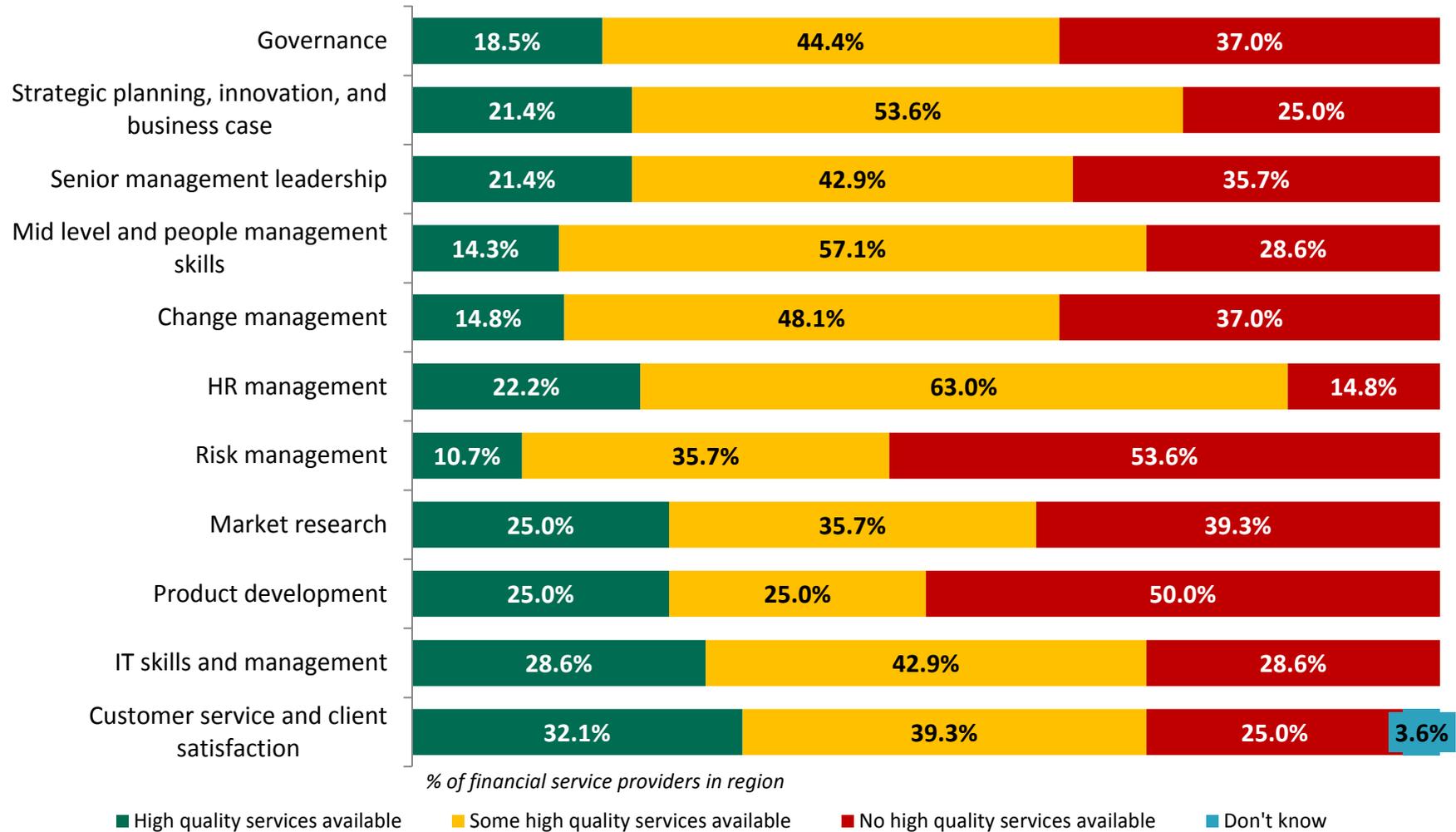
Central Region



Less than 4% of financial service providers of perception that high quality CB services available in the region; High quality CB services for *senior management leadership, product development, risk management, change management* and *market research* most likely to be perceived as not available



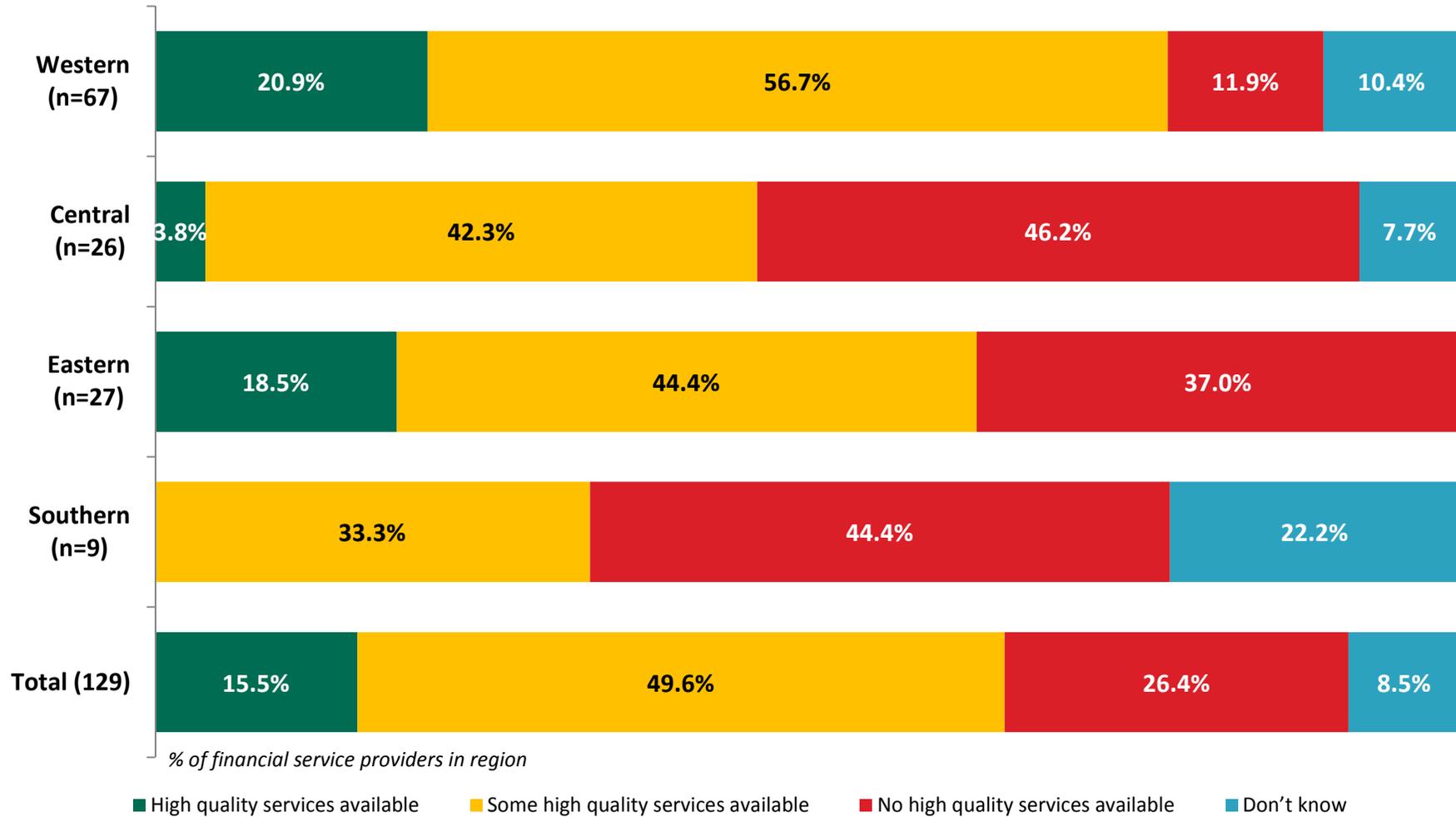
Eastern Region



High quality CB services most likely to be perceived as not available – *Risk management, product development*



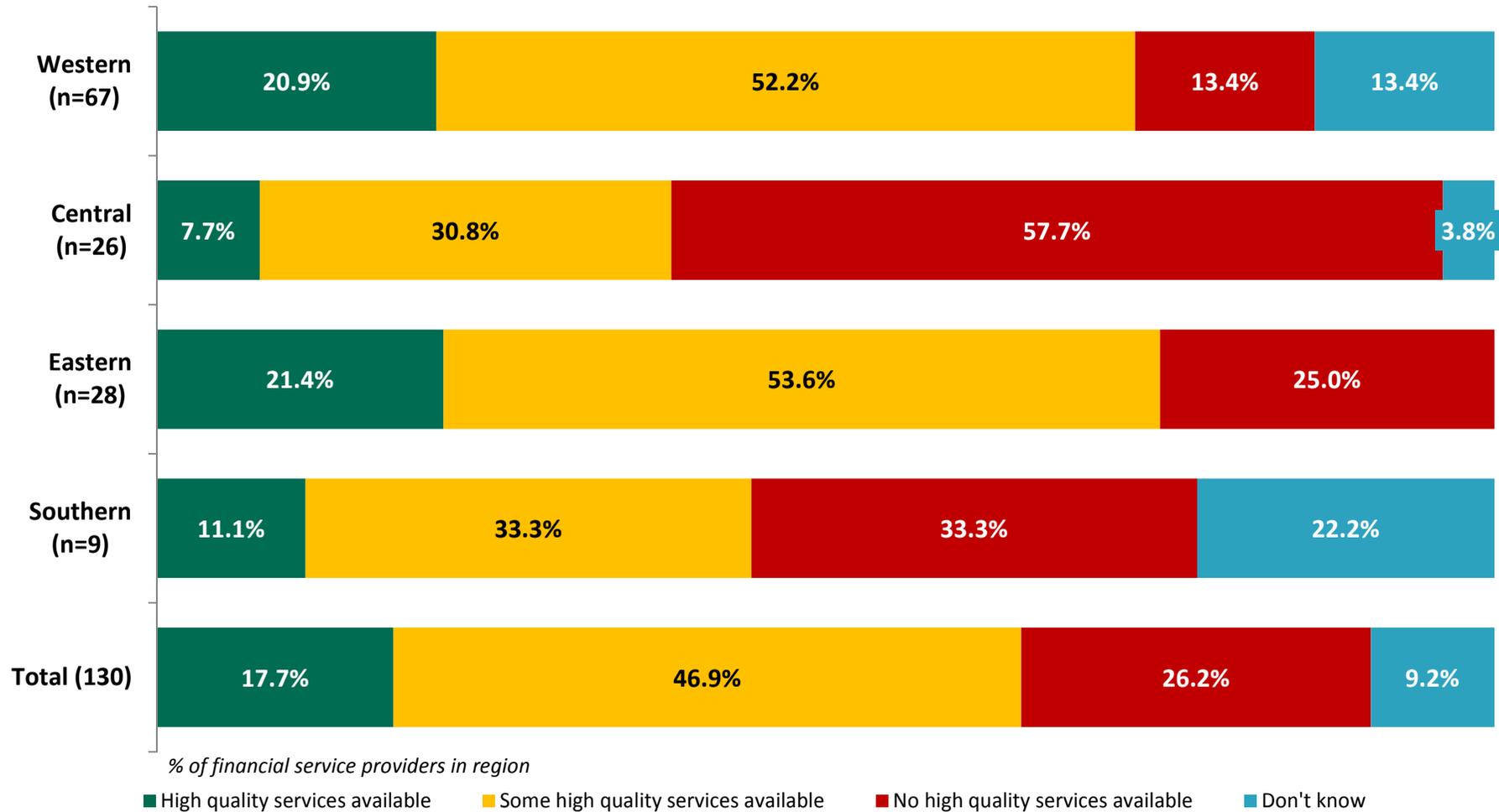
Governance



Financial service providers in Western region most likely to be of the perception that high quality CB services are available



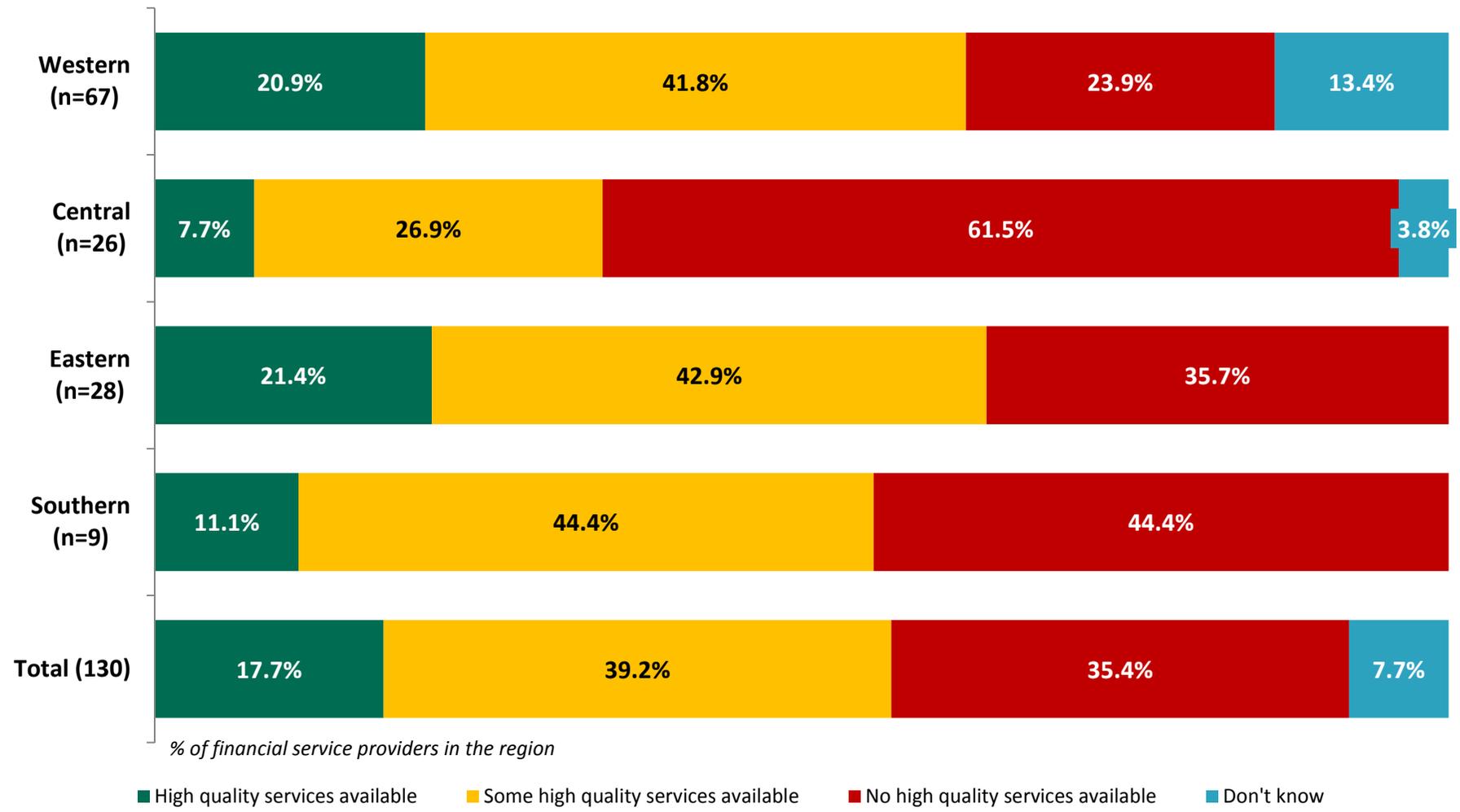
Strategic planning, innovation, business case



Financial service providers in Western and Eastern regions most likely to be of the perception that high quality CB services are available



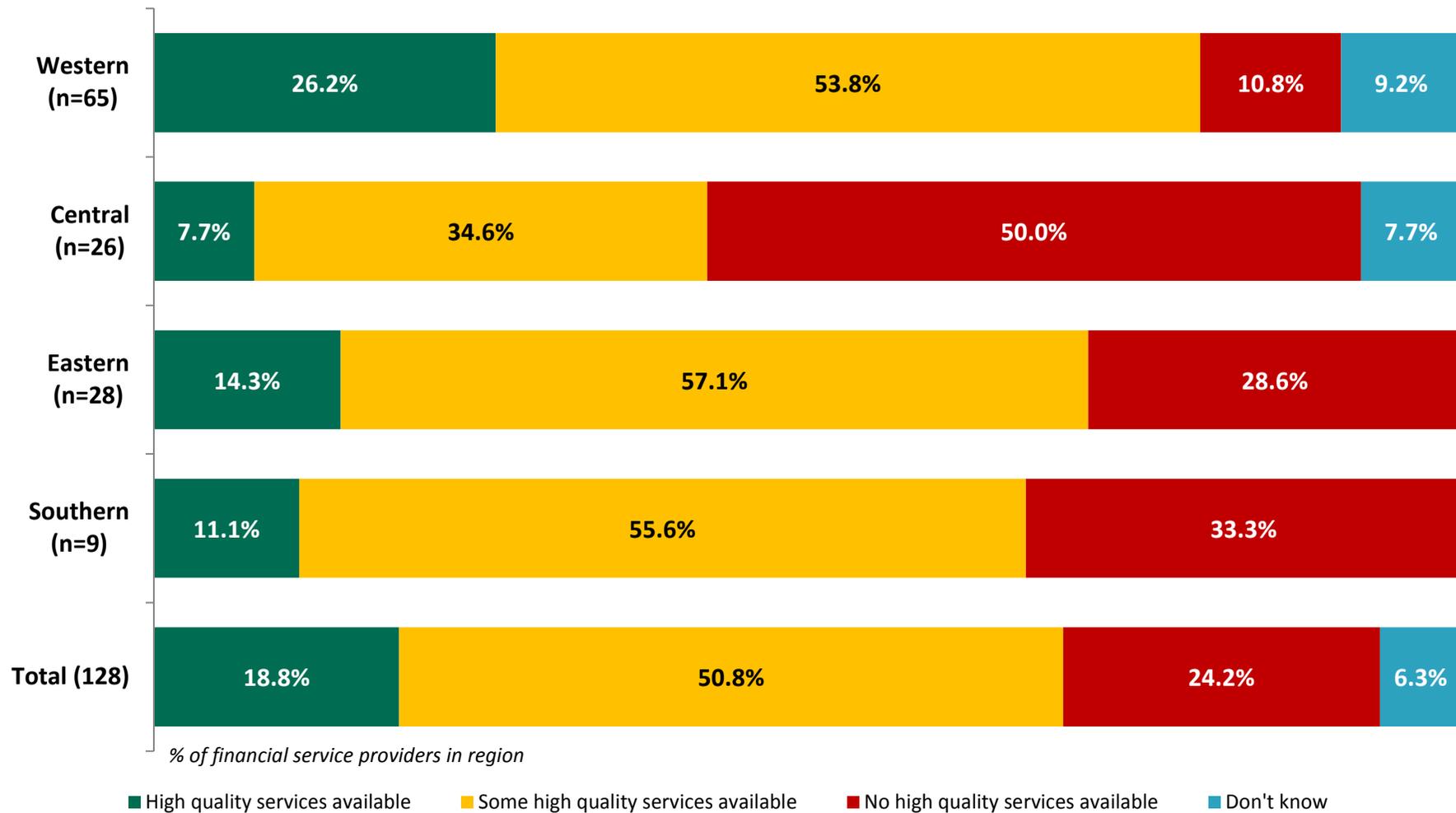
Senior management leadership



Financial service providers in Western and Eastern regions most likely to be of the perception that high quality CB services are available



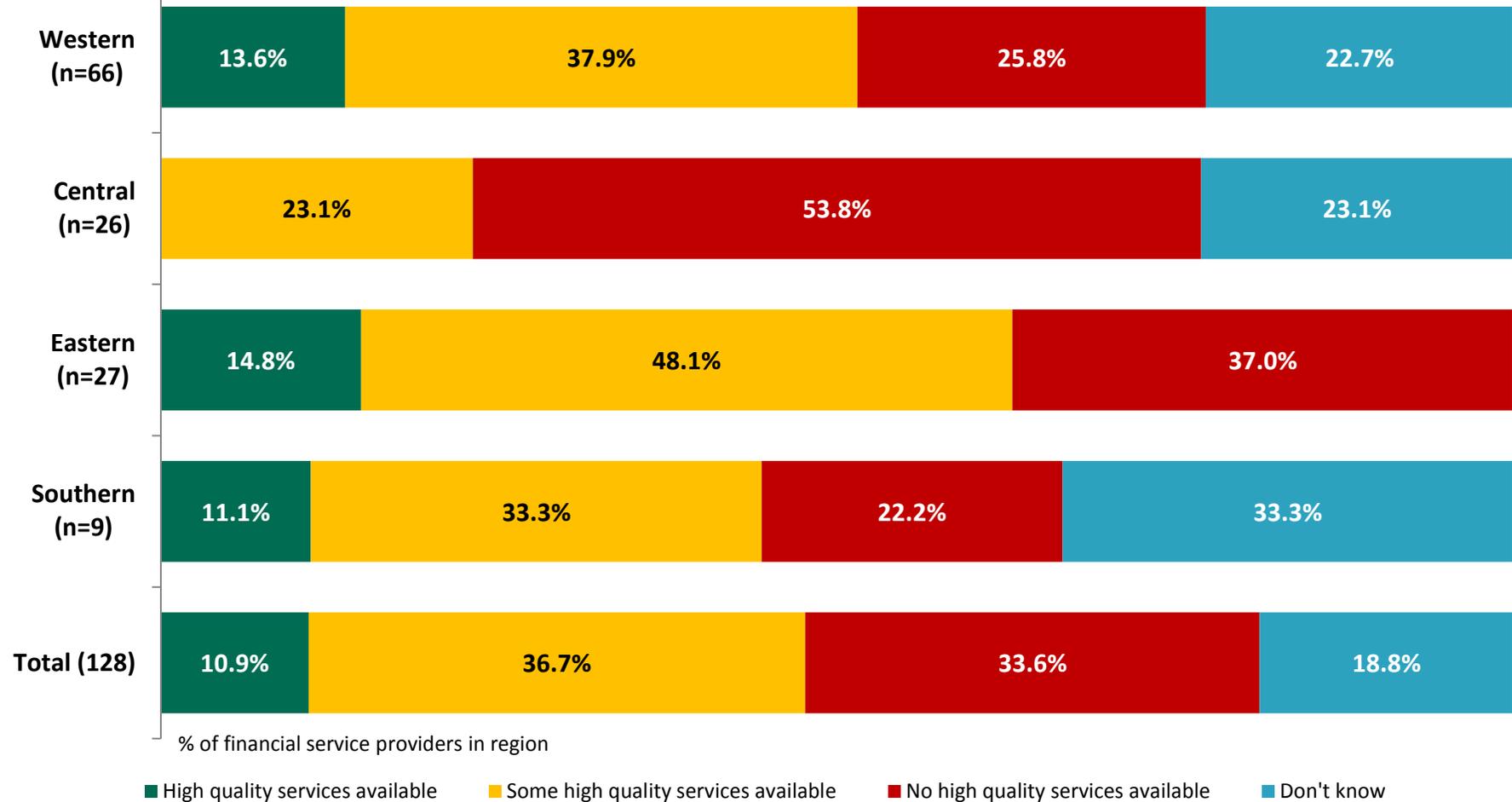
Mid level and people management skills



Financial service providers in Western region most likely to be of the perception that high quality CB services are available



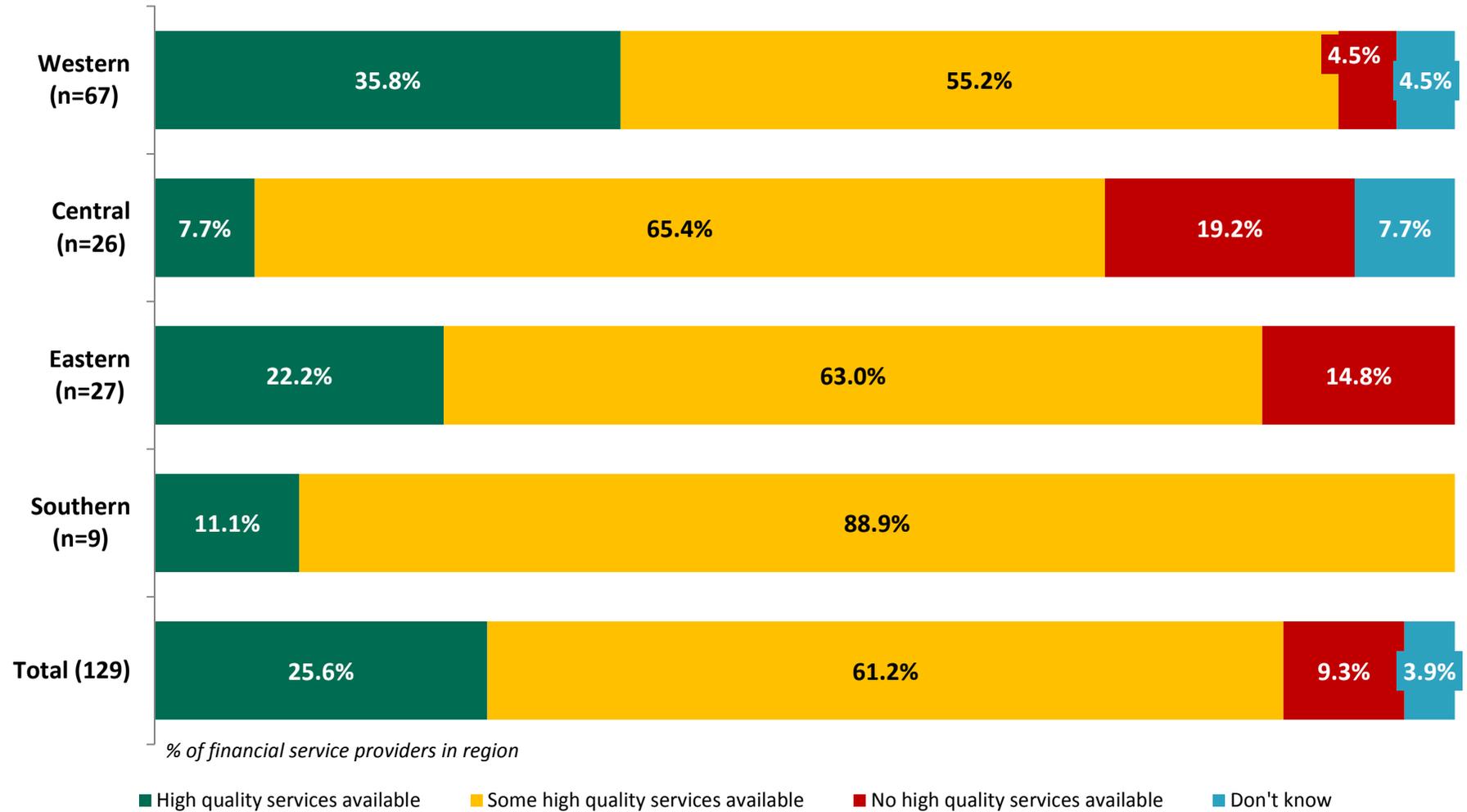
Change management



Significant proportion of financial service providers not sure about availability of high quality CB services; FSPs in Central region significantly more likely to regard high quality services not to be available; FSPs in Eastern region most likely to regard high quality services as available



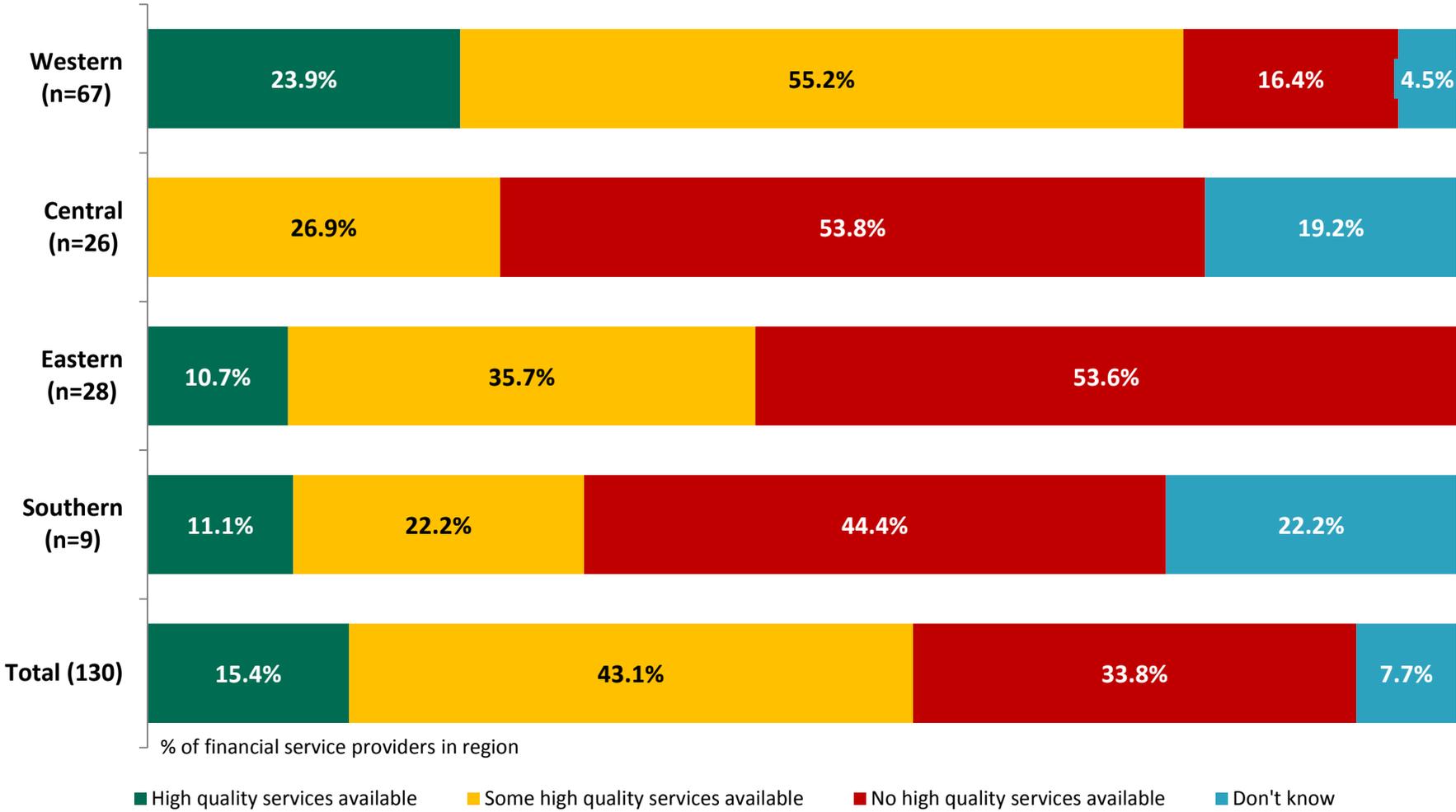
HR management



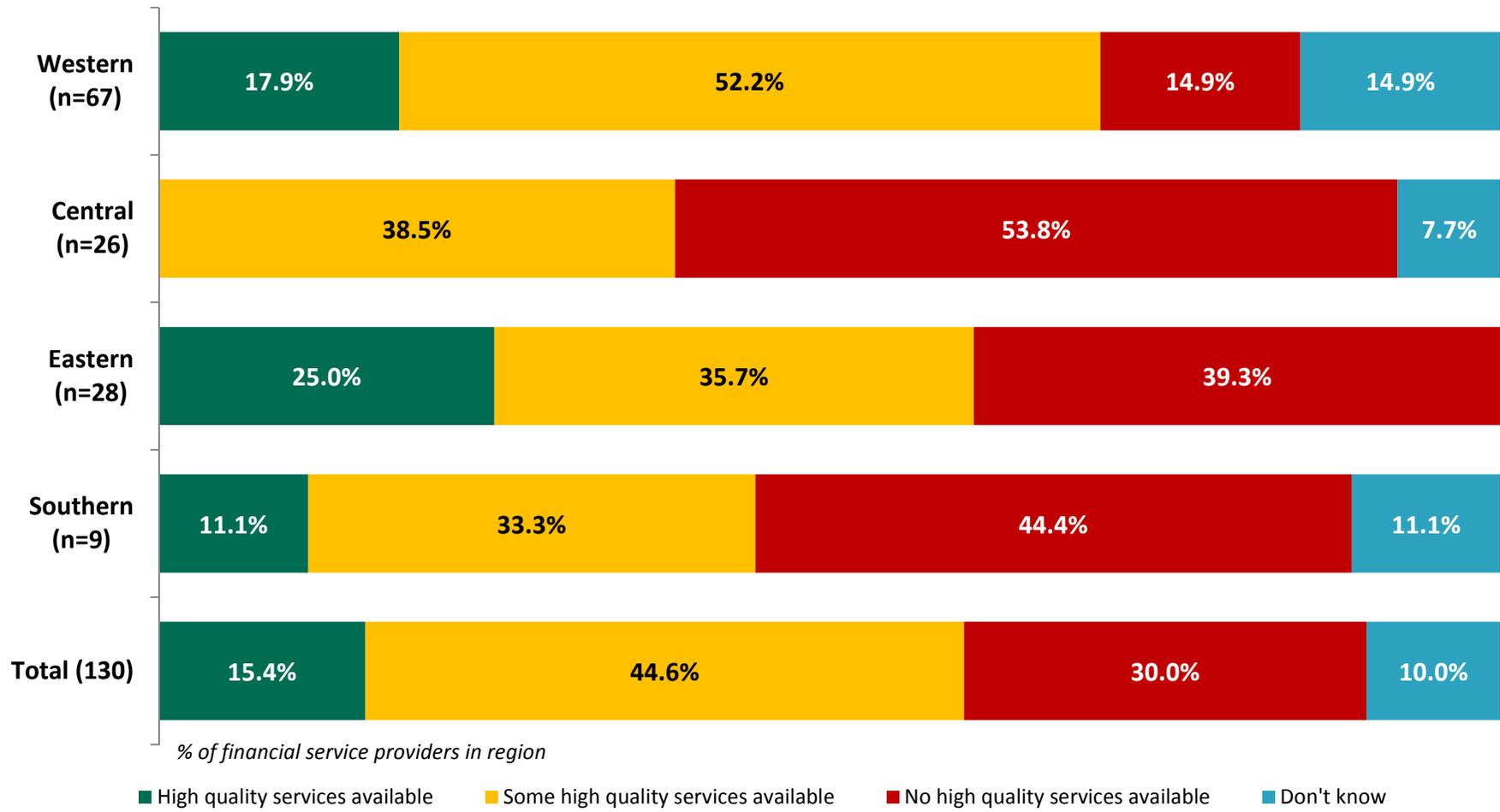
Financial service providers in Western and Eastern regions most likely to be of the perception that high quality CB services are available



Risk management



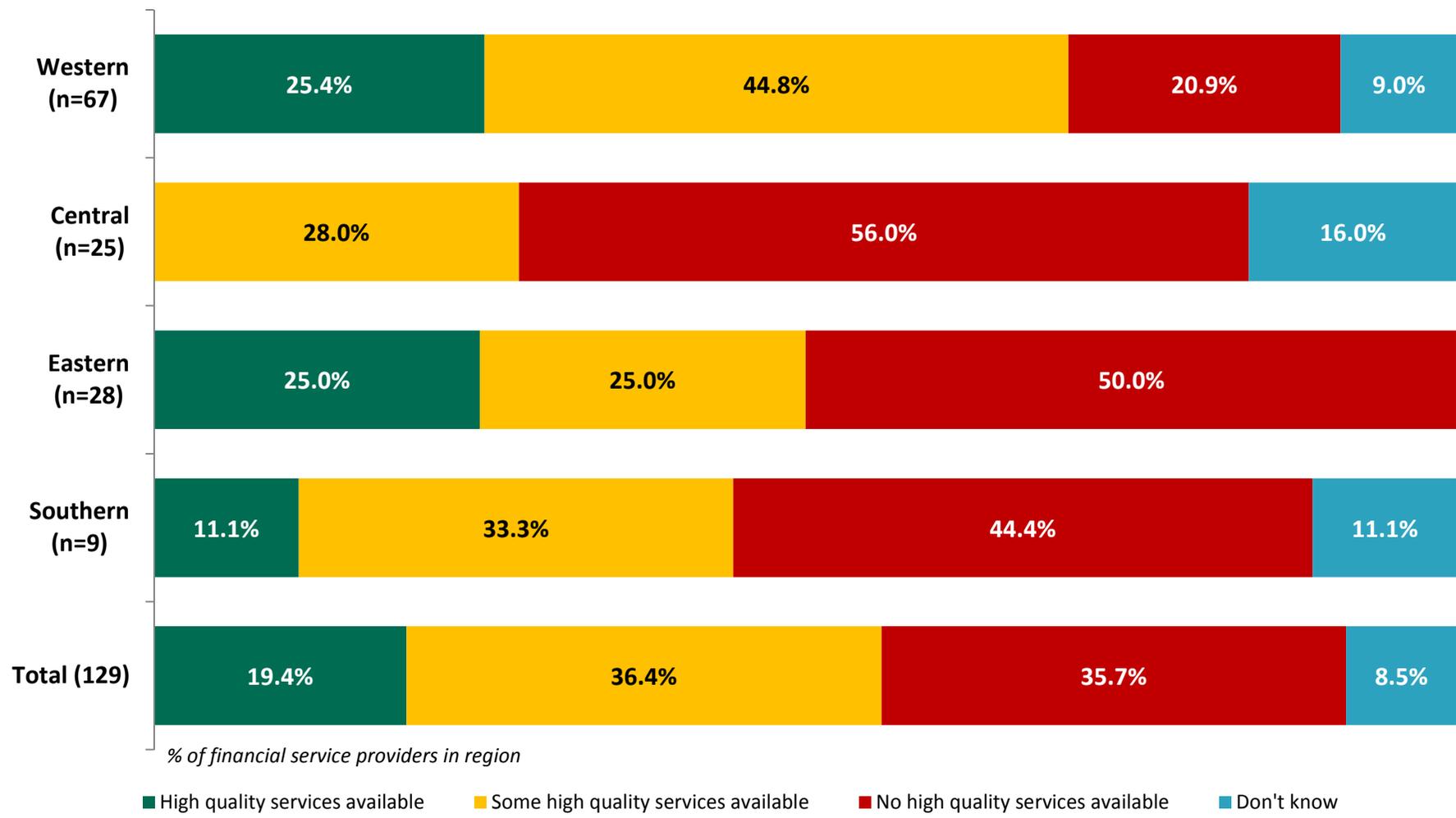
Financial service providers in Western region most likely to be of the perception that high quality CB services are available; Lack of awareness significantly higher in Central region



Financial service providers in Western and Eastern regions most likely to be of the perception that high quality CB services are available ; Lack of awareness significantly higher in Western region



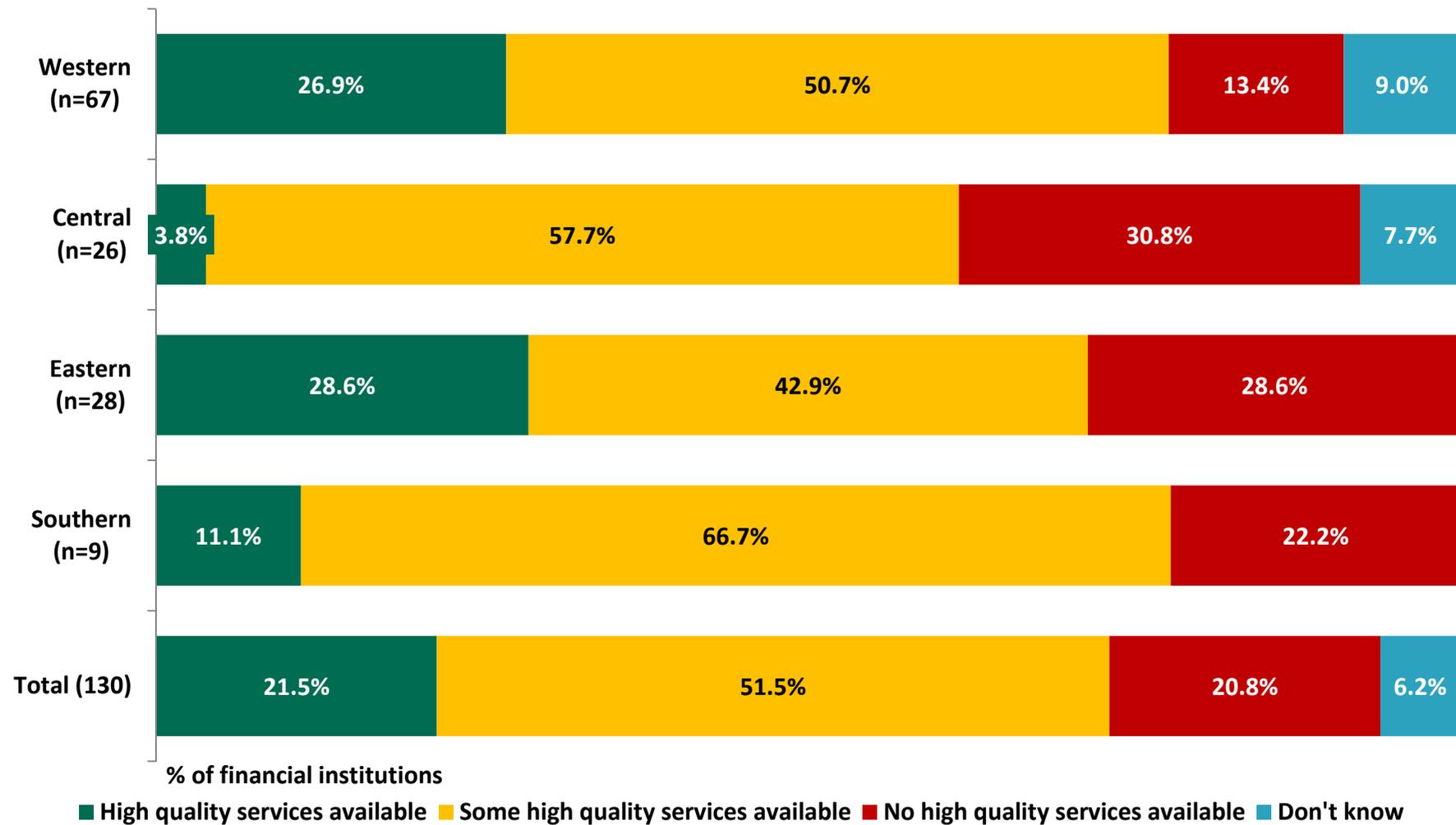
Product development



Financial service providers in Western region most likely to be of the perception that high quality CB services are available; Lack of awareness significantly higher in Central region



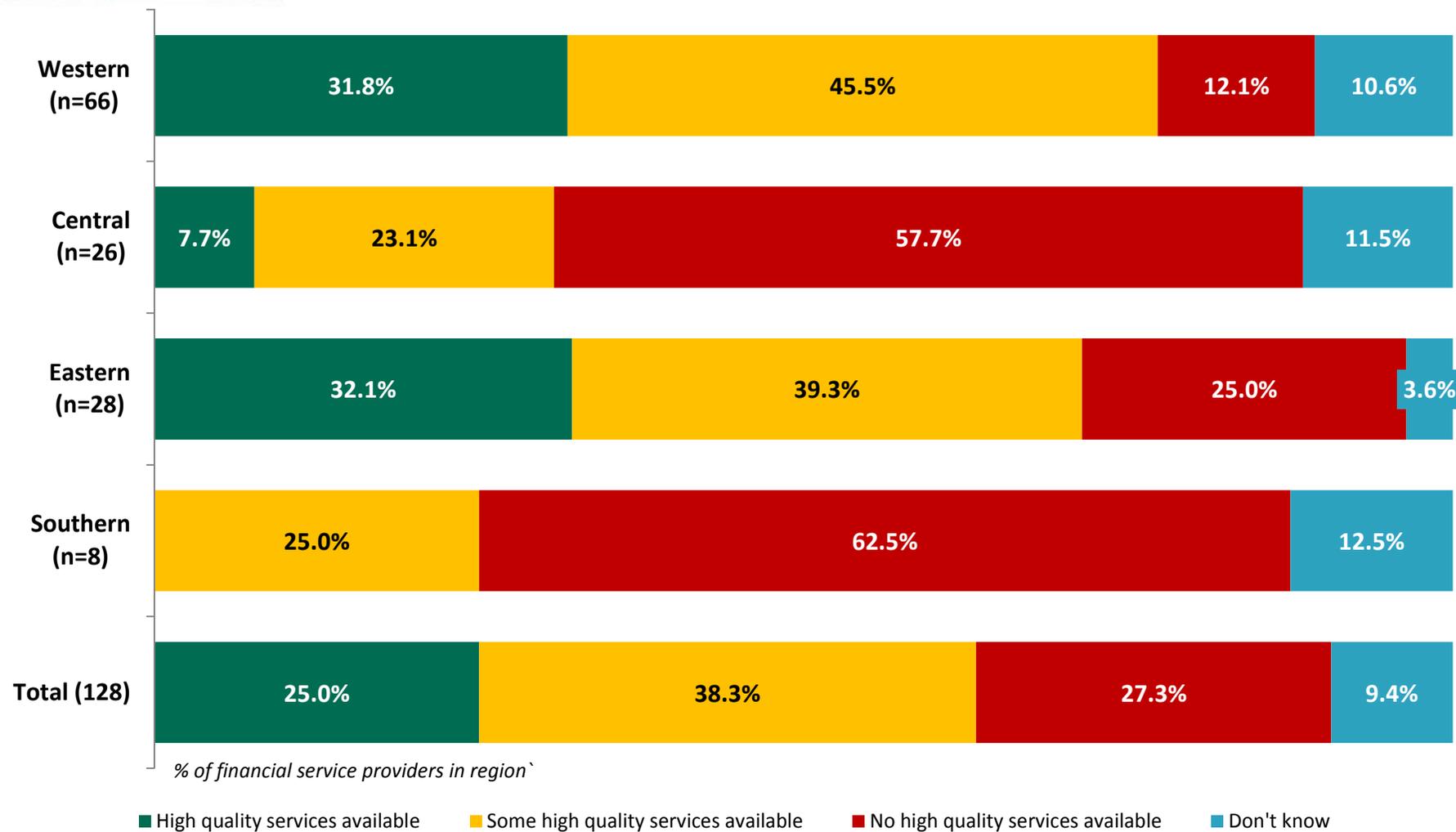
IT skills and management



Financial service providers in Western and Eastern regions most likely to be of the perception that high quality CB services are available



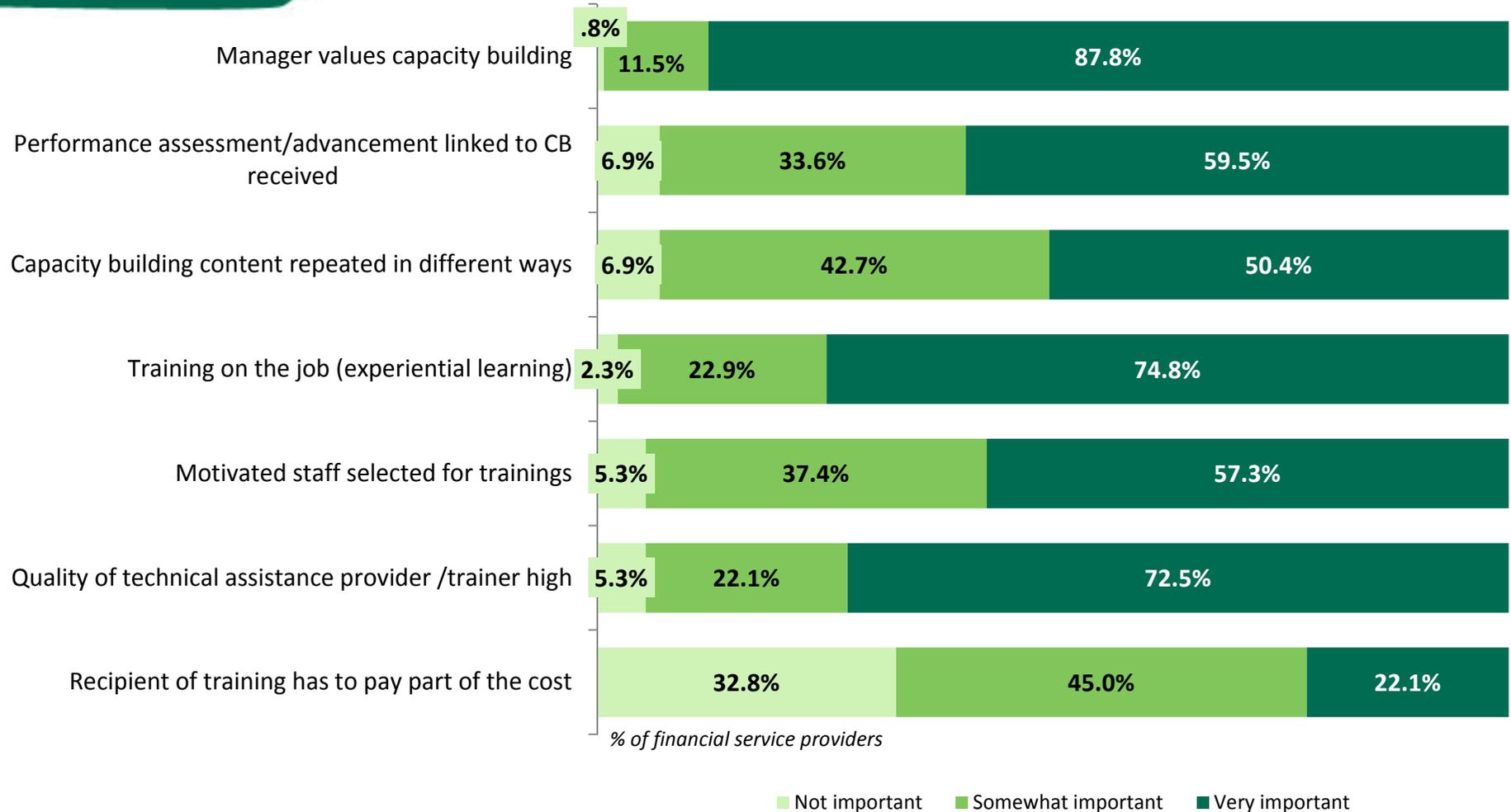
Customer service & client satisfaction



Financial service providers in Western and Eastern regions most likely to be of the perception that high quality CB services are available



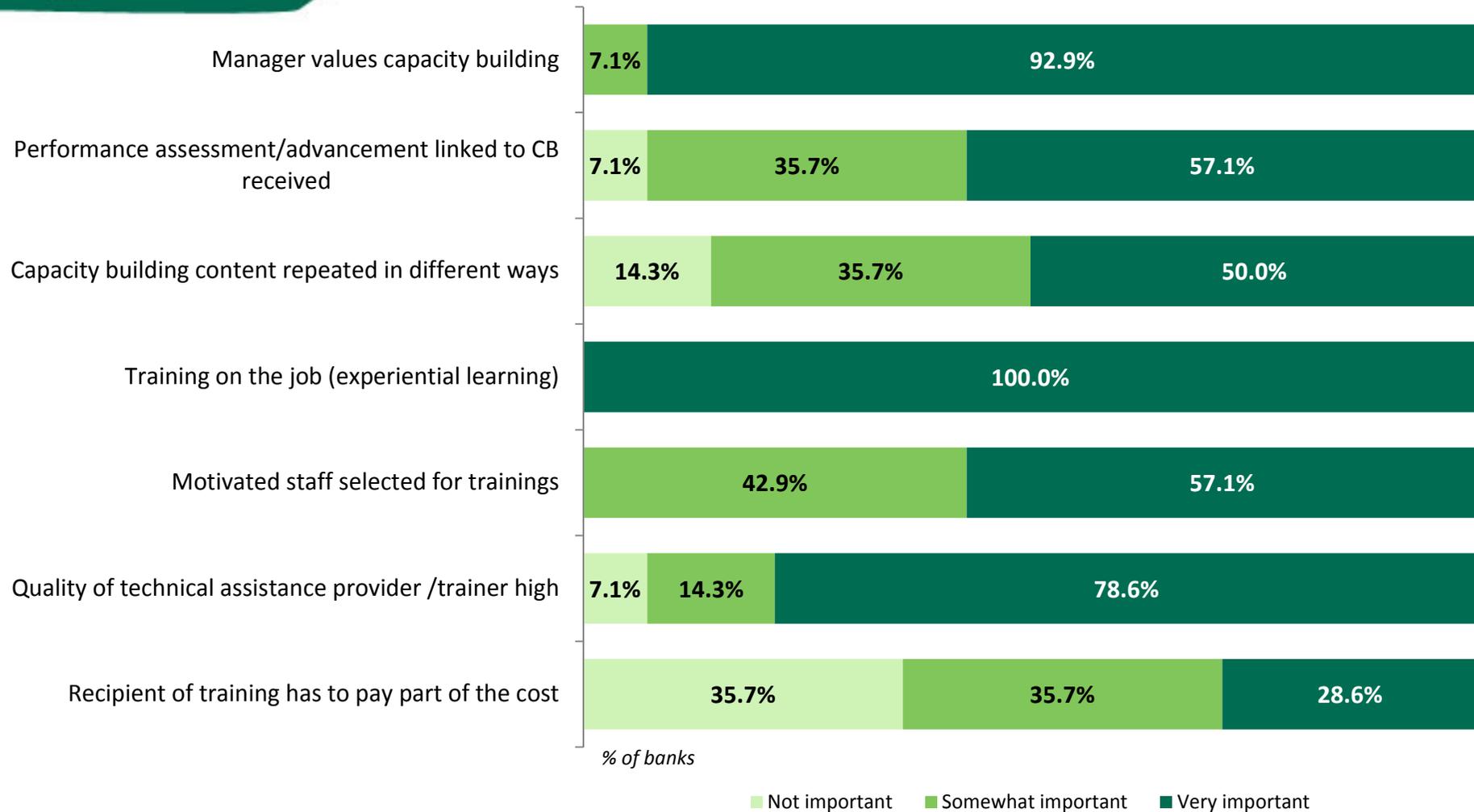
Financial service providers' perceptions regarding conditions for impact of CB initiatives



Managers valuing CB, experiential training and quality of the trainer regarded as the most significant factors influencing CB initiatives; Recipients paying for training regarded as the least significant factor



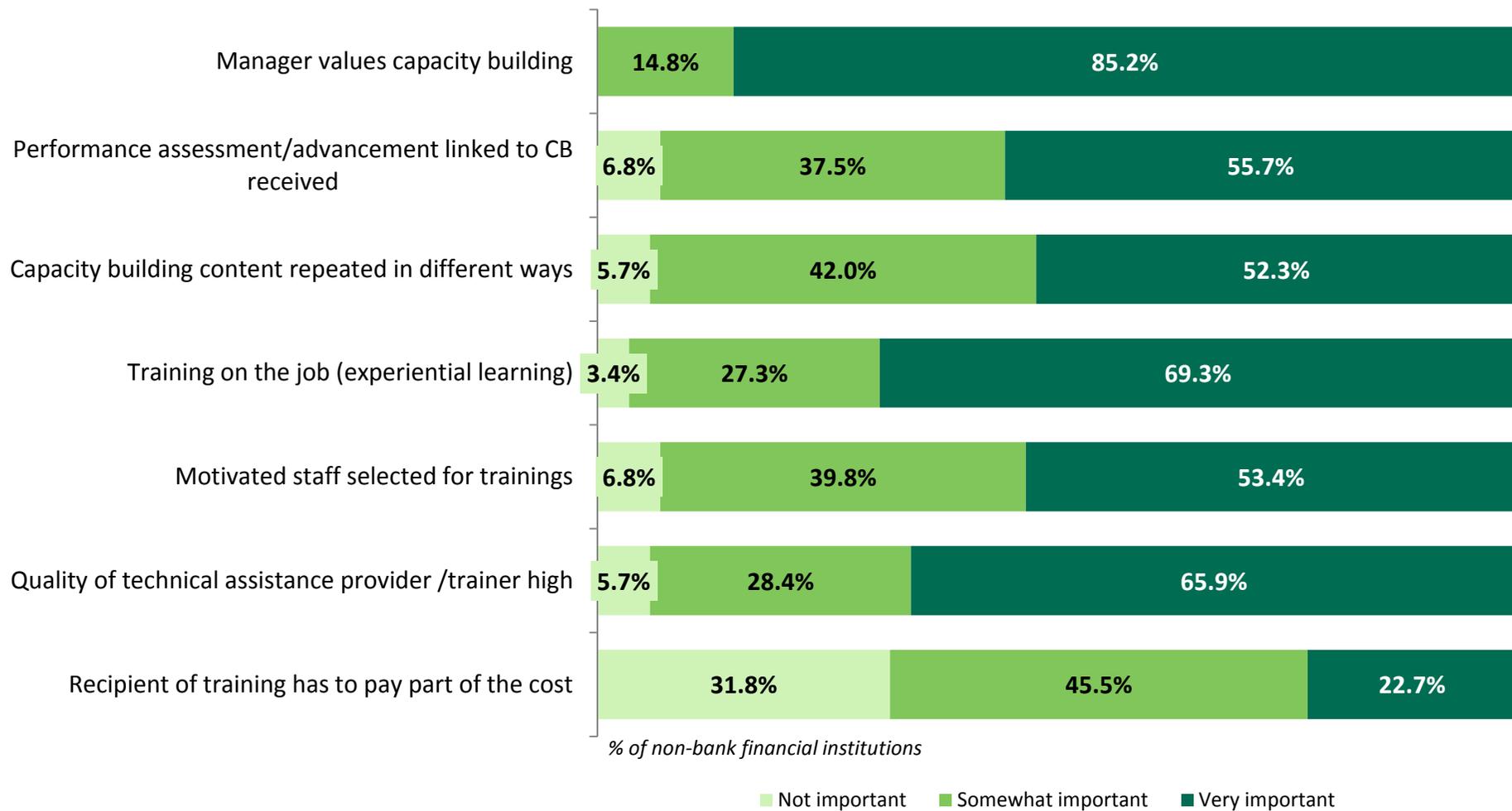
Banks



Representatives from banks regard *experiential training, managers valuing CB and motivated staff selected for training* to have the most significant impact on CB initiatives



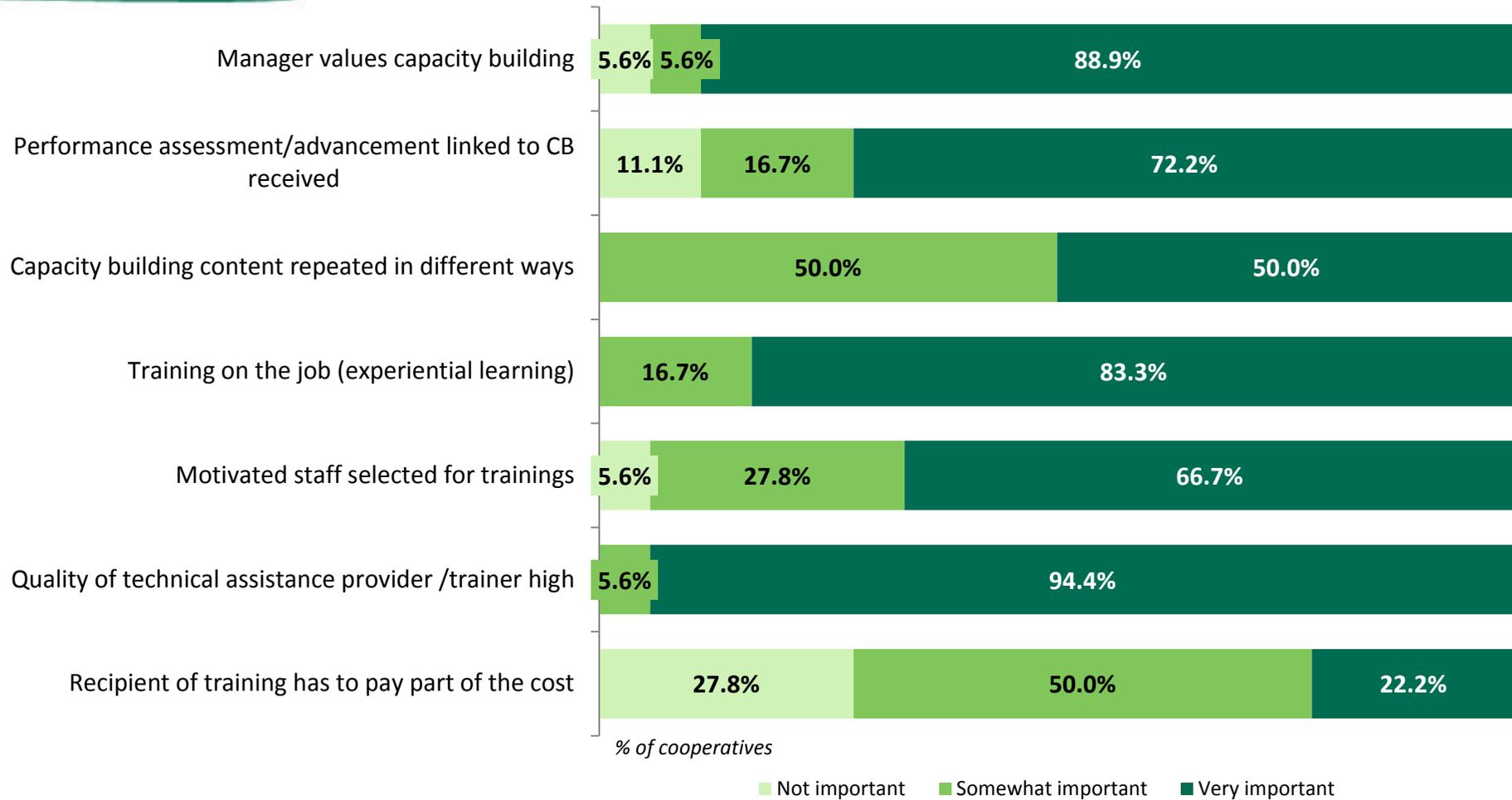
Non-bank financial institutions



Representatives from non-bank FIs regard *managers valuing CB, experiential training and quality of the trainer* regarded as the most significant factors influencing CB initiatives



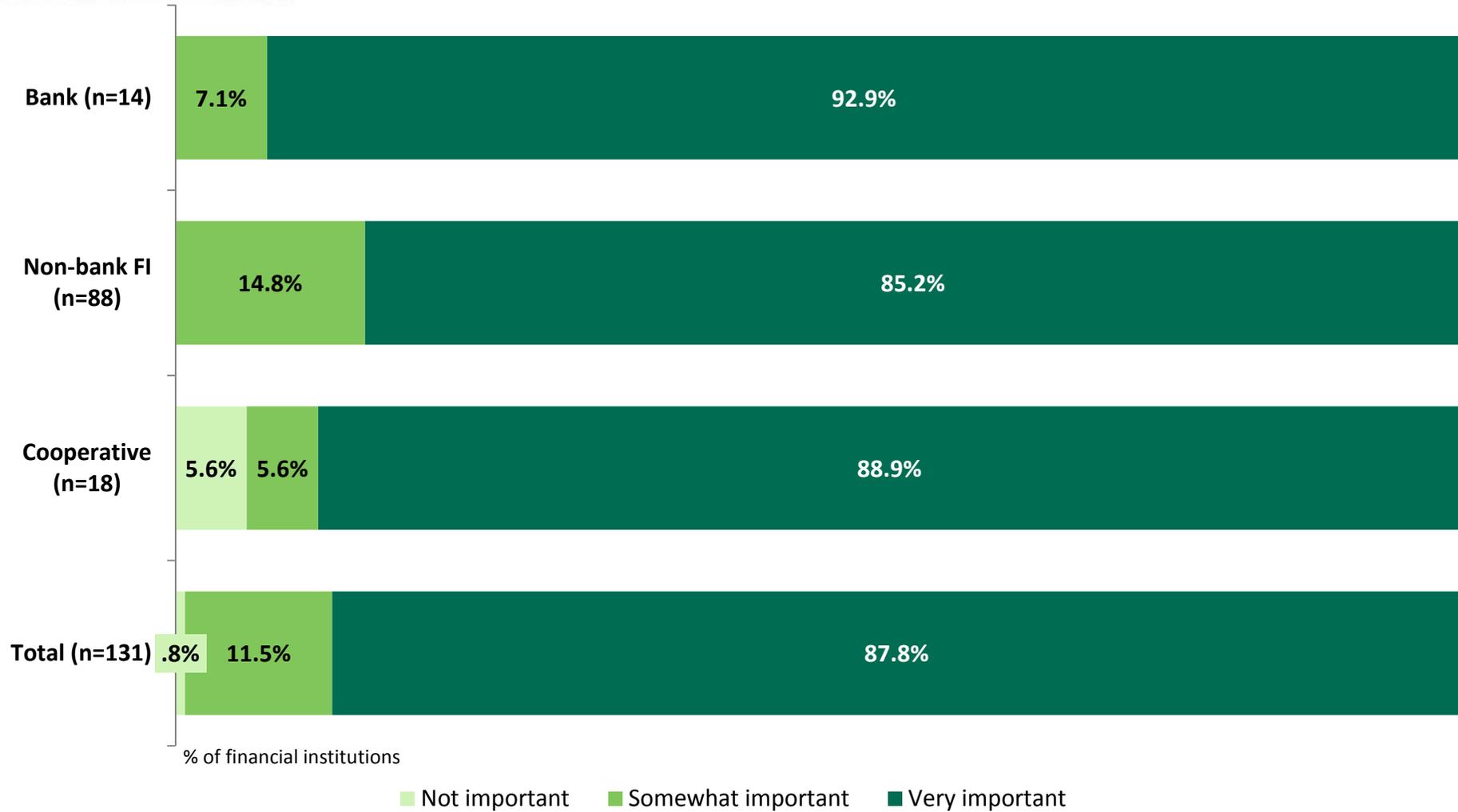
Cooperatives



Representatives from cooperatives regard the impact of *quality of trainers/assistance*, *managers valuing CB*, and *experiential training* as most significant on CB initiatives



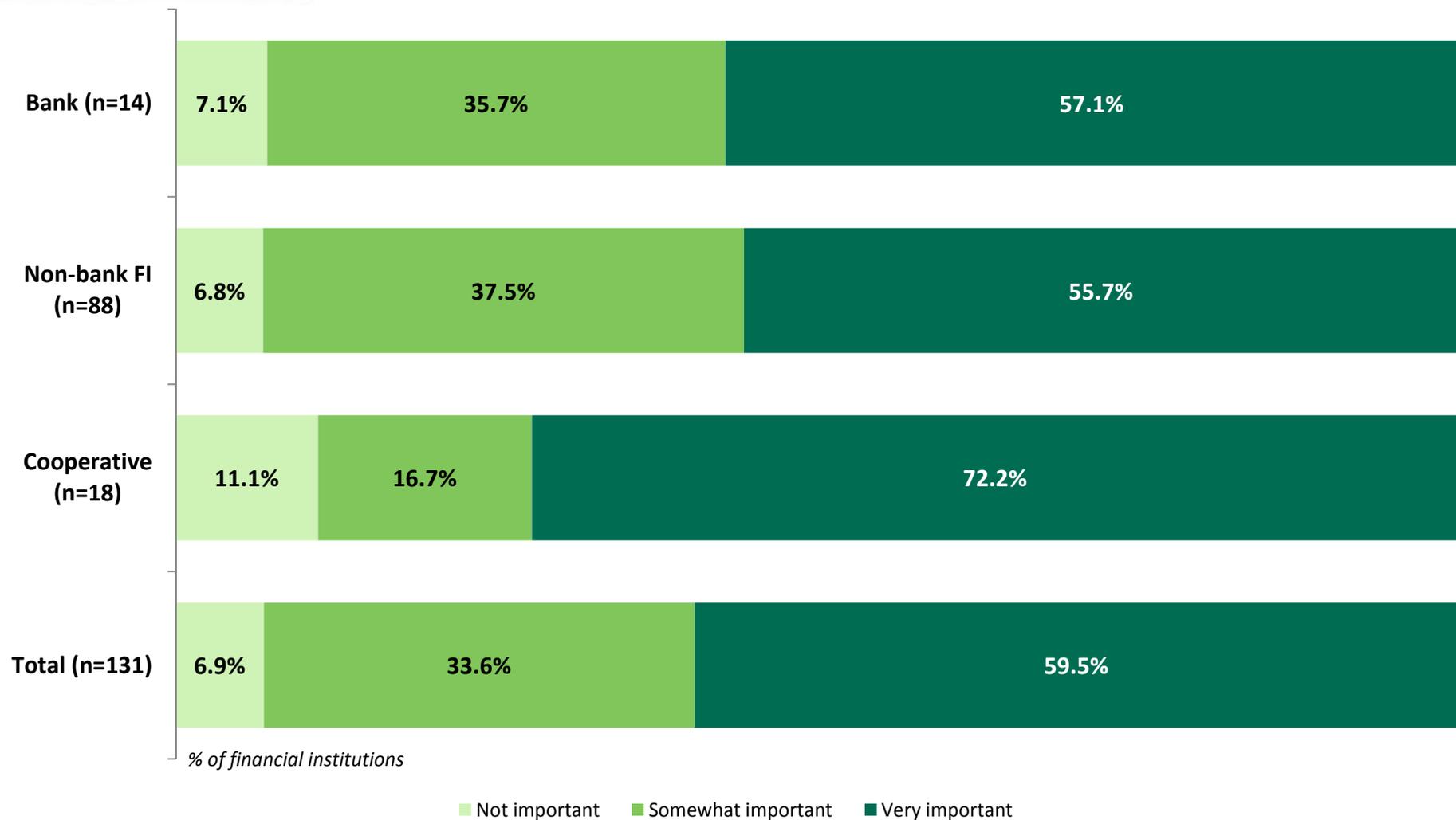
Perceived impact of managers valuing CB initiatives



Managers valuing CB regarded to have a significant impact on CB by all types of financial institutions, but slightly less so by cooperatives



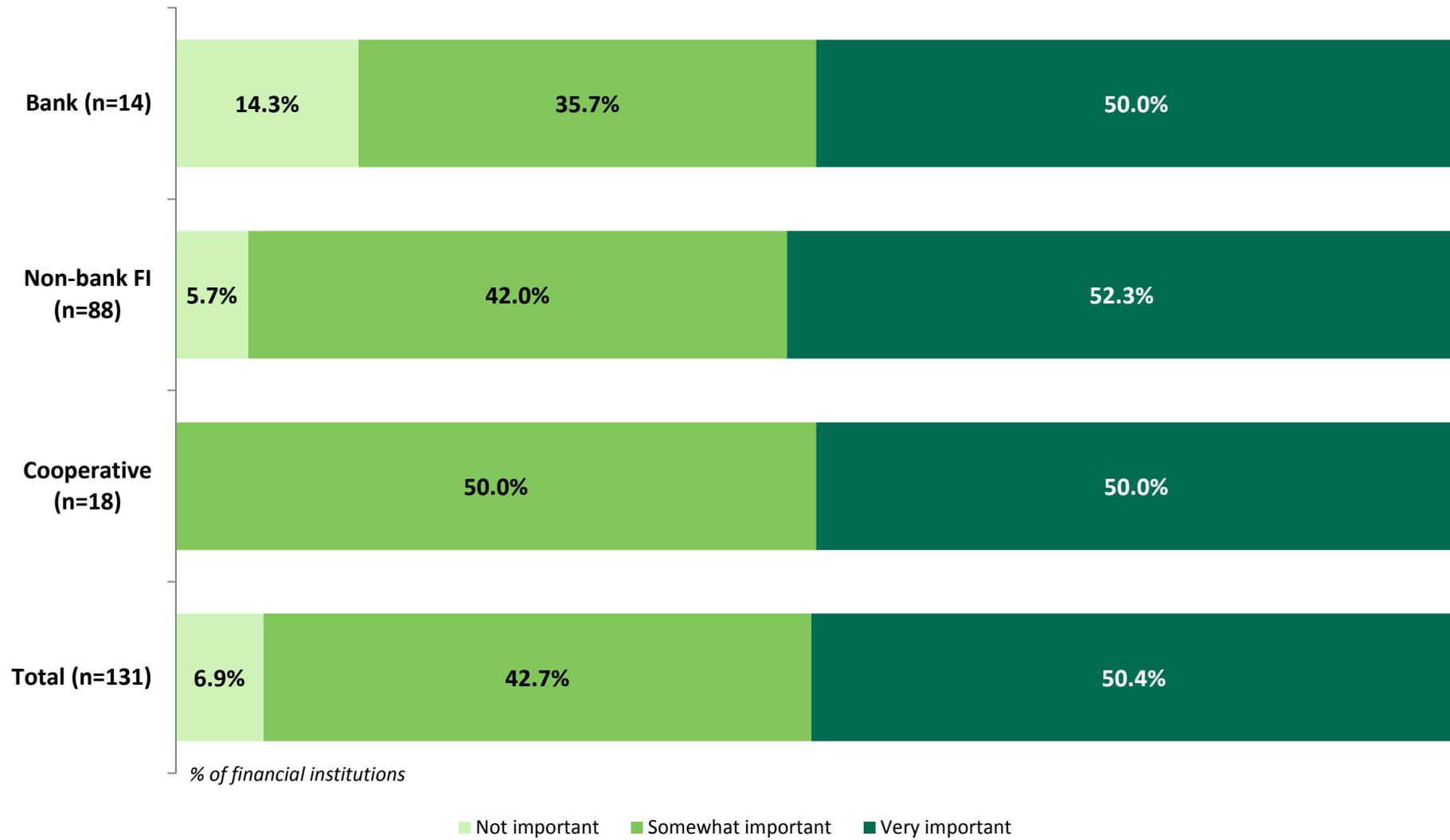
Perceived impact of performance assessment linked to CB



Cooperatives attach more value to the impact of *performance assessment linked to CB attendance* on CB initiatives than other financial institutions

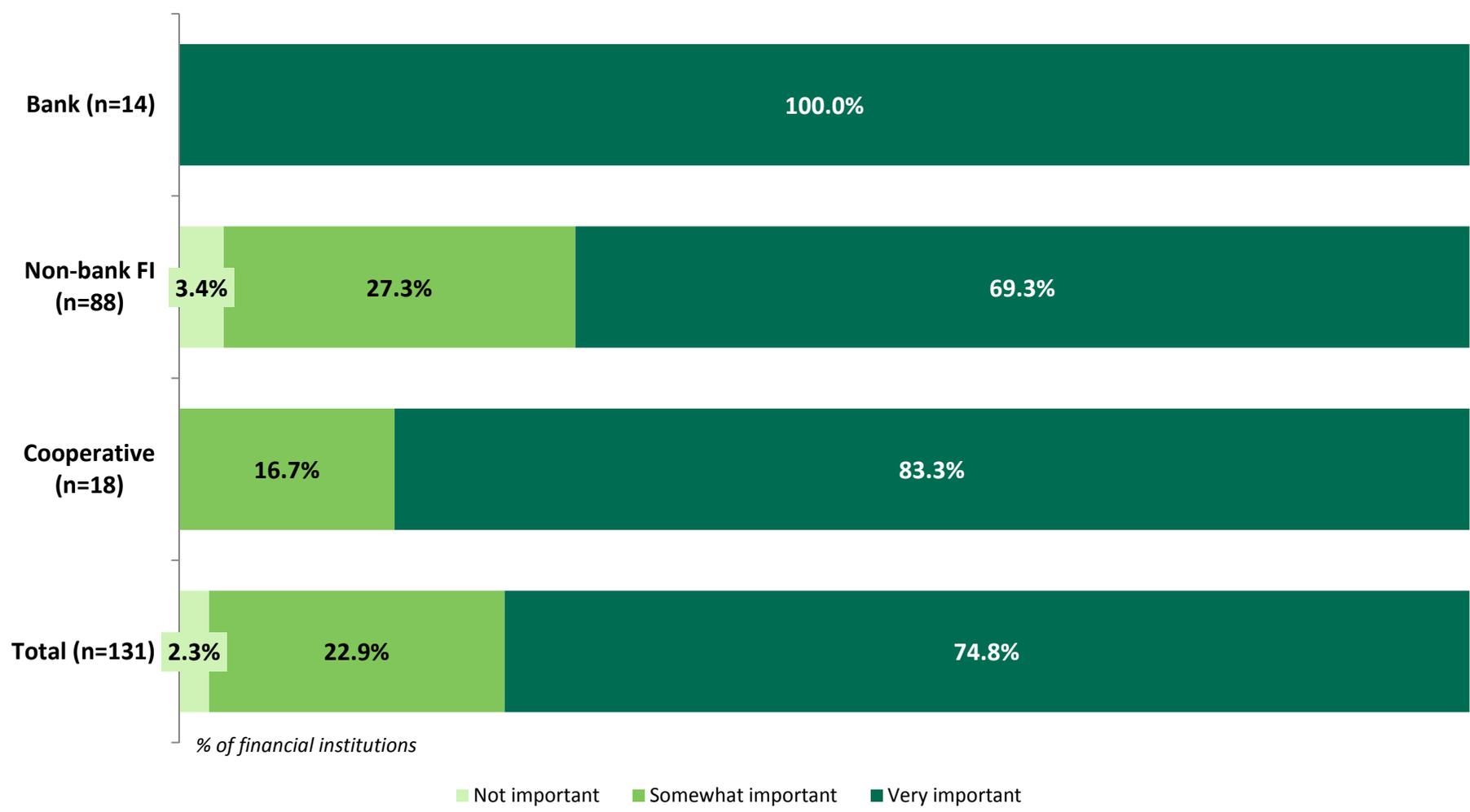


Perceived impact of CB content repeated





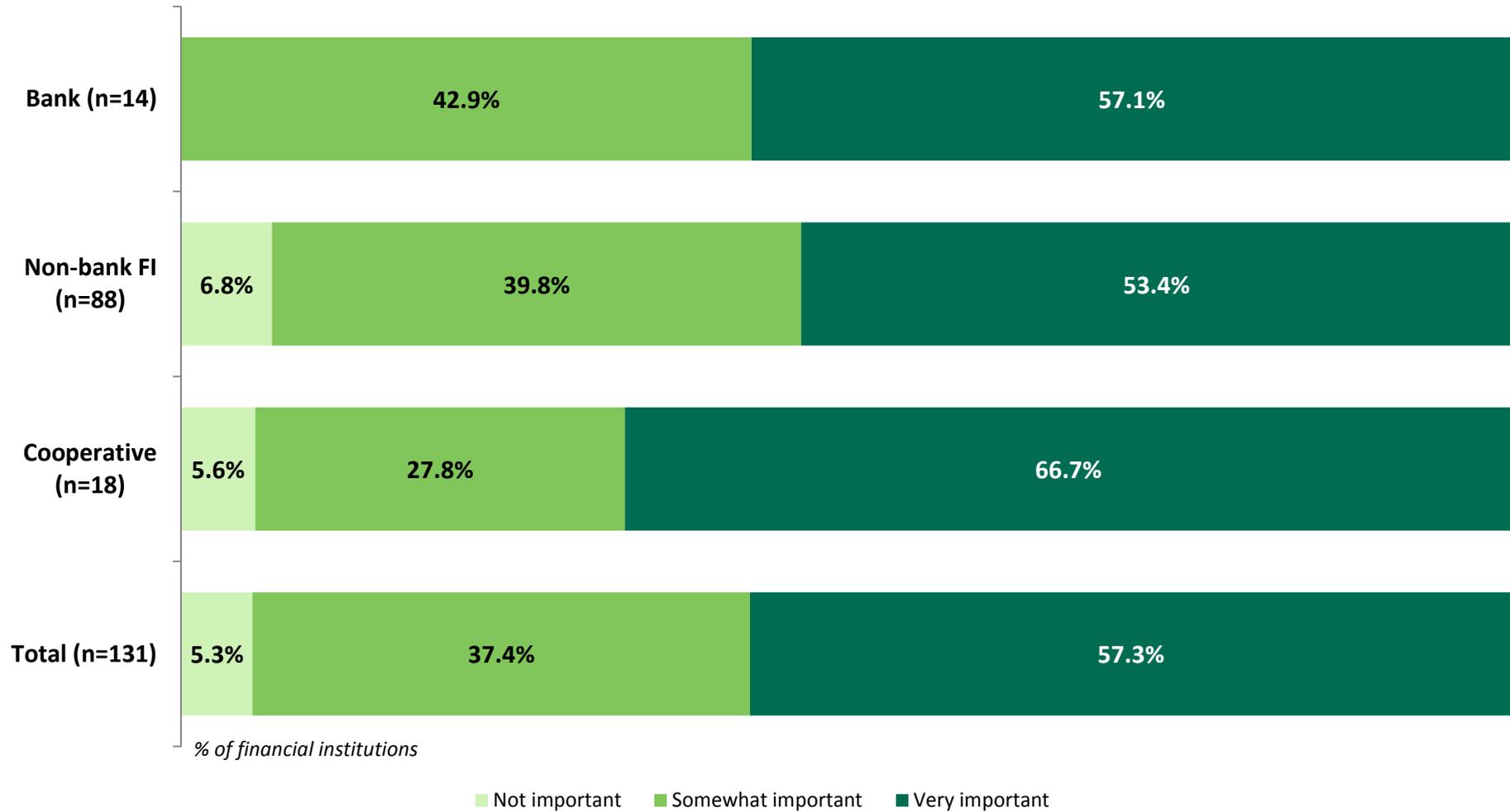
Perceived impact of experiential training



Experiential training regarded to have a significant impact on CB by all types of financial institutions, but less so by non-bank financial institutions



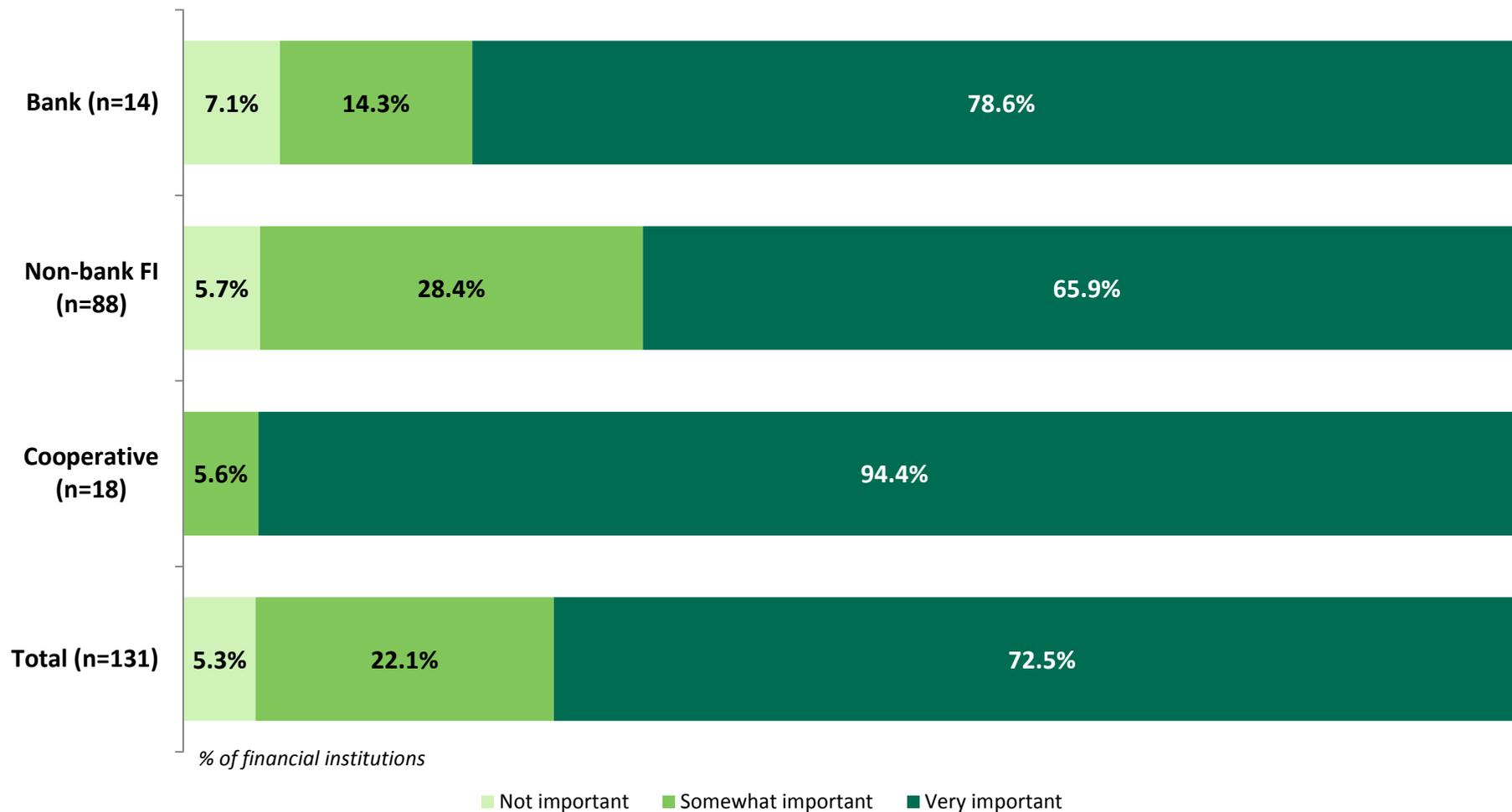
Perceived impact of motivated staff being selected for CB



Cooperatives attach more value to the impact of *motivated staff being selected for CB* on CB initiatives than other financial institutions



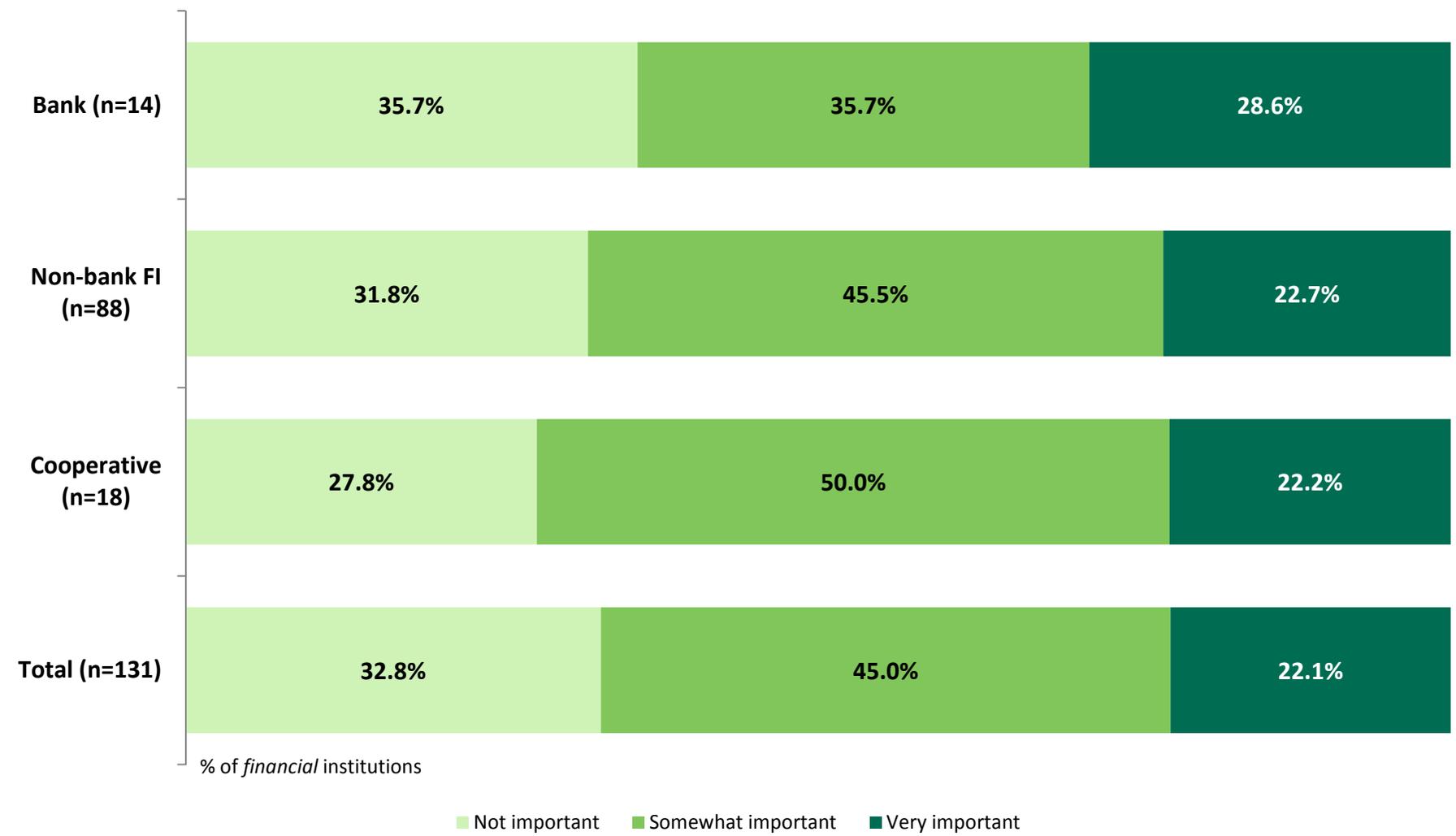
Perceived impact of the quality of the trainer/assistance



Cooperatives attach more value to the impact of *quality of assistance/trainers* on CB initiatives than other financial institutions

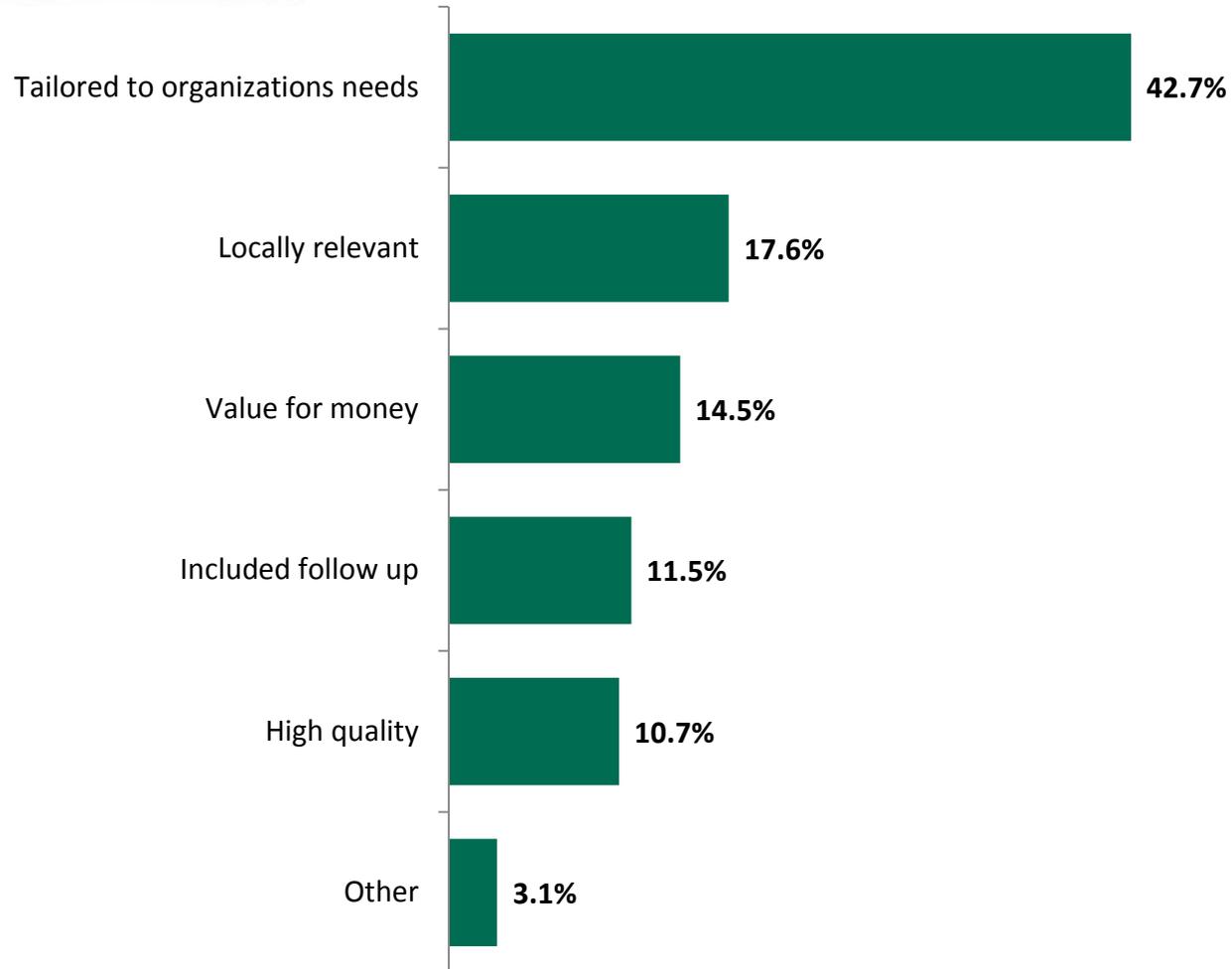


Perceived impact of recipients paying





Financial service providers' perceptions regarding most important features of CB initiatives

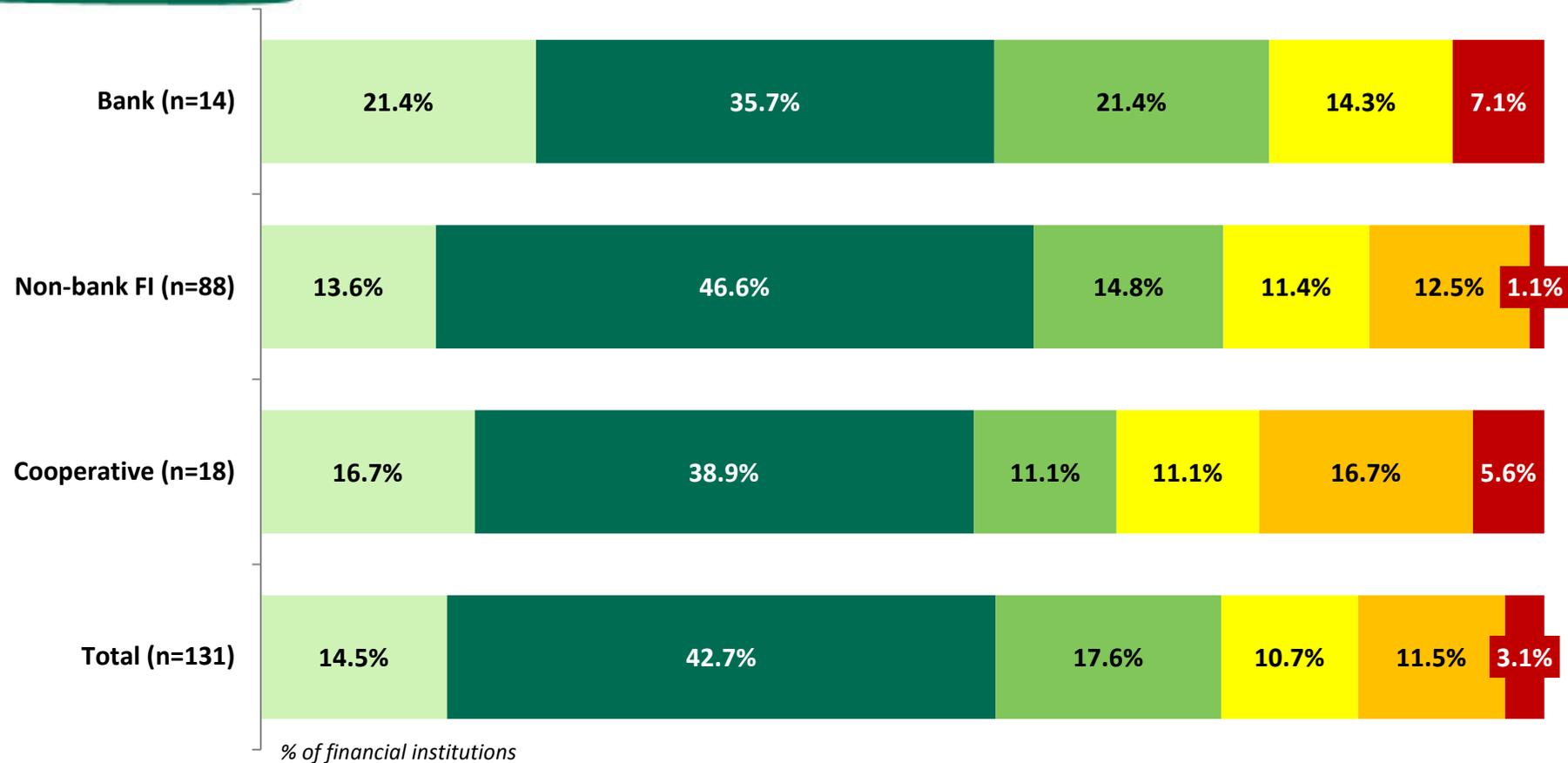


% of financial service providers

Financial service providers regard *being tailored to the organisation's need* as the most important feature of CB initiatives



Comparing type of institutions



■ Value for money
 ■ Tailored to organizations needs
 ■ Locally relevant
 ■ High quality
 ■ Included follow up in some form (e.g. coaching)
 ■ Other

All financial service providers regard *being tailored to the organisation's need* as the most important feature of CB initiatives; Banks are more likely than other FSPs to regard *value for money* and *local relevance* as important features of CB

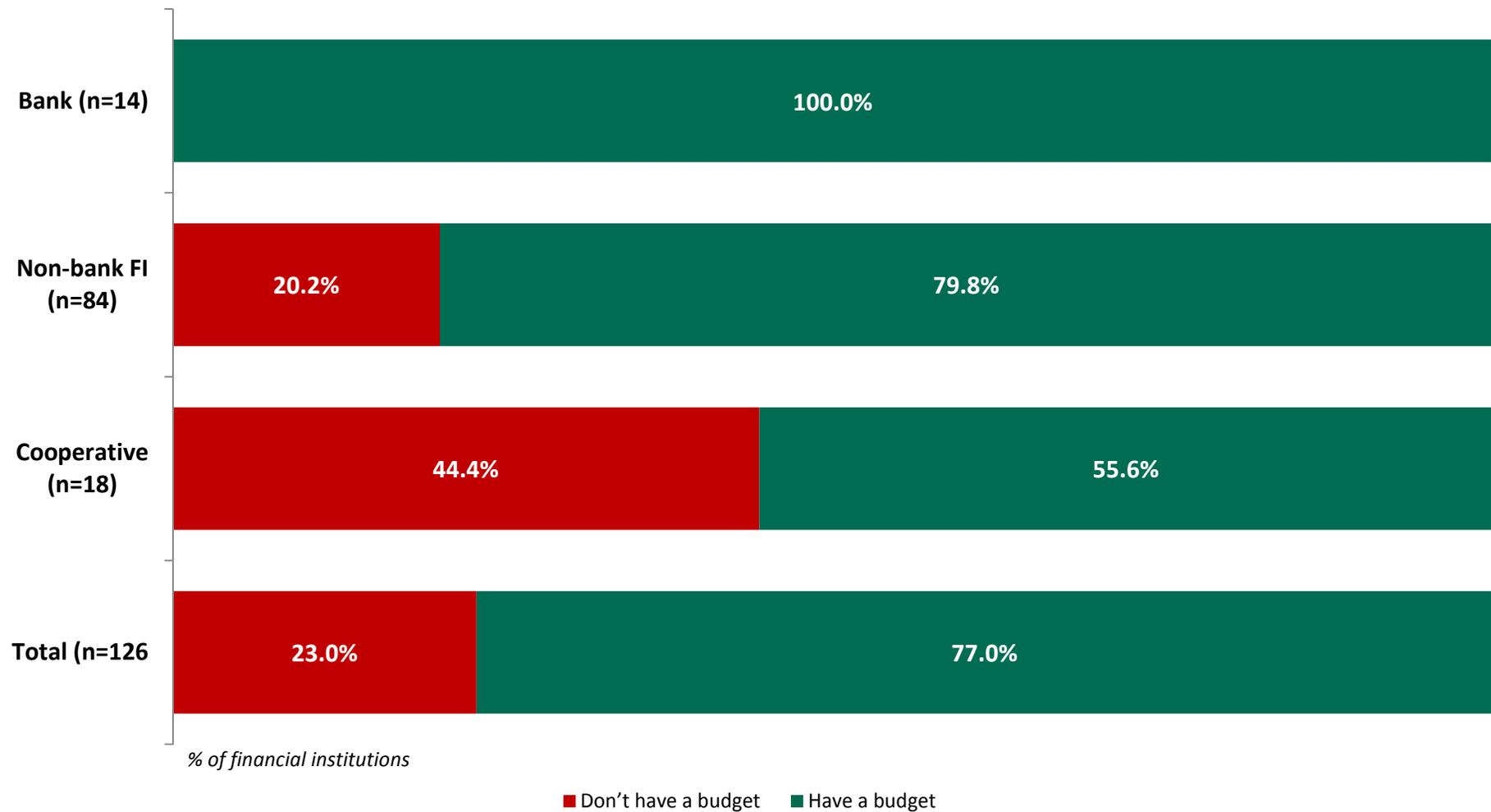


Management of capacity building services

- **Budgeting & value for money**



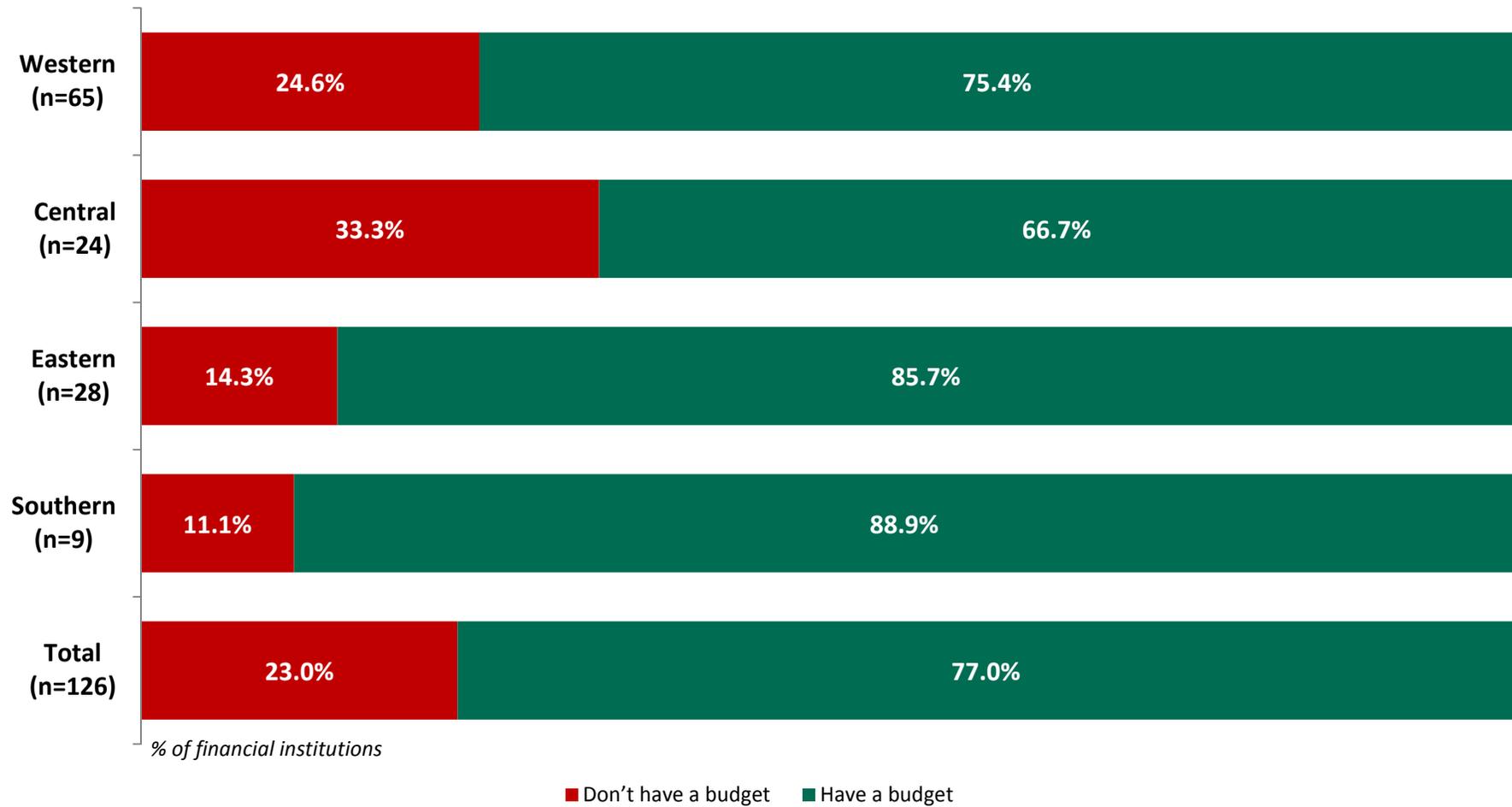
Comparing type of institutions: CB Budget



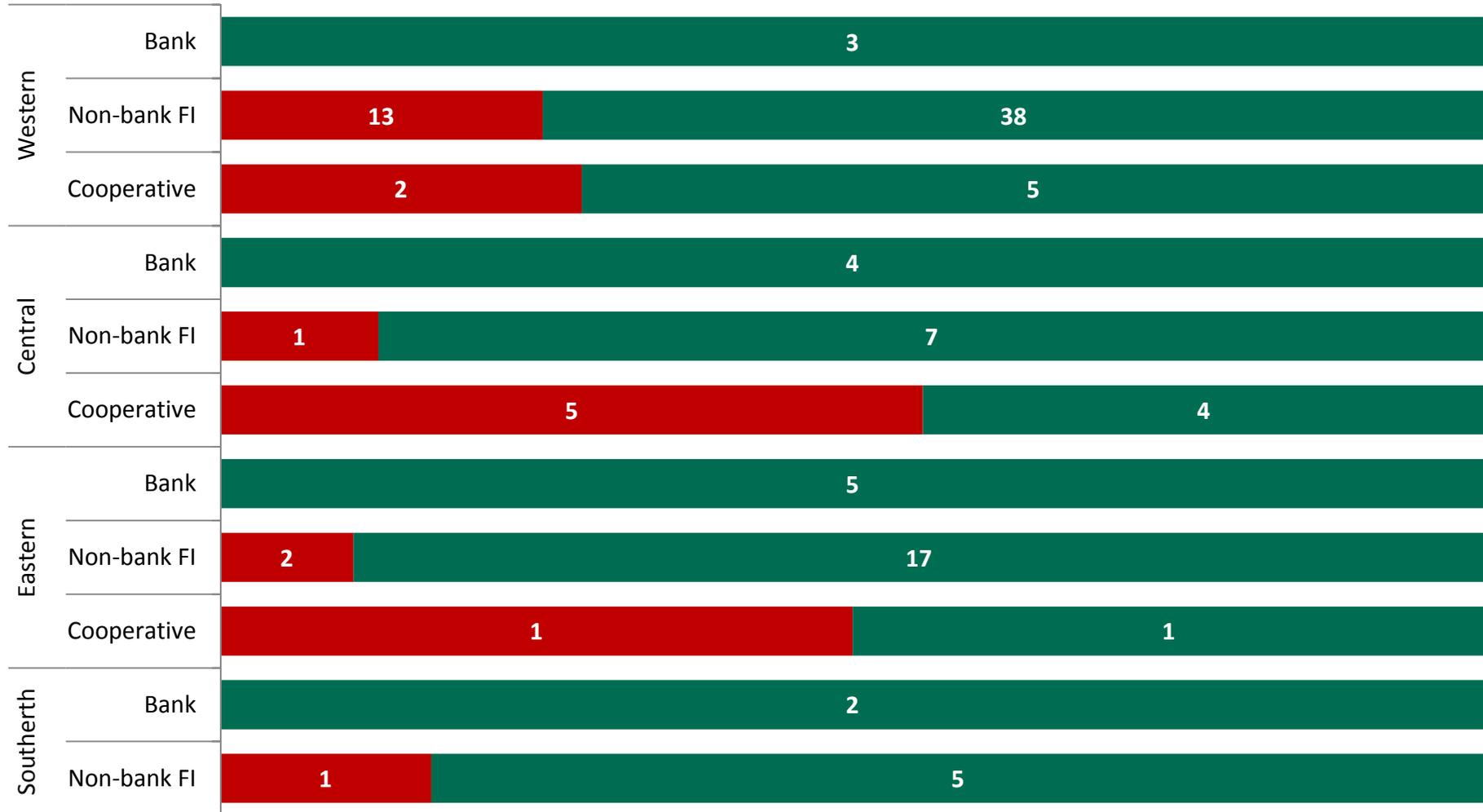
77% of financial institutions have budgets for CB; Cooperatives are significantly less likely than other financial institutions to have a budget for CB



Comparing regions



Financial institutions in the Central region are less likely to have budgets for CB than those in other regions

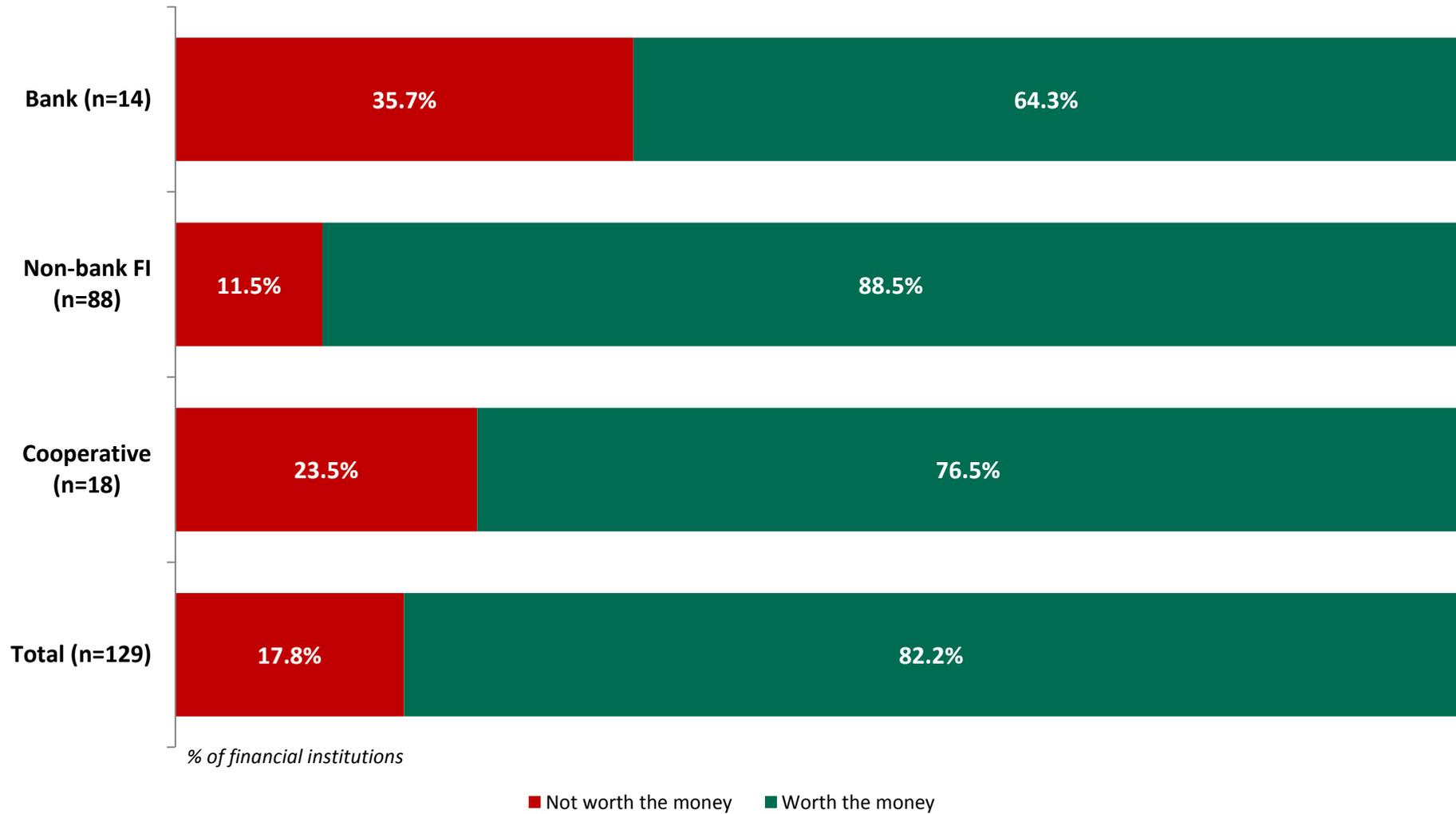


Number of financial institutions

■ Don't have a budget ■ Have a budget



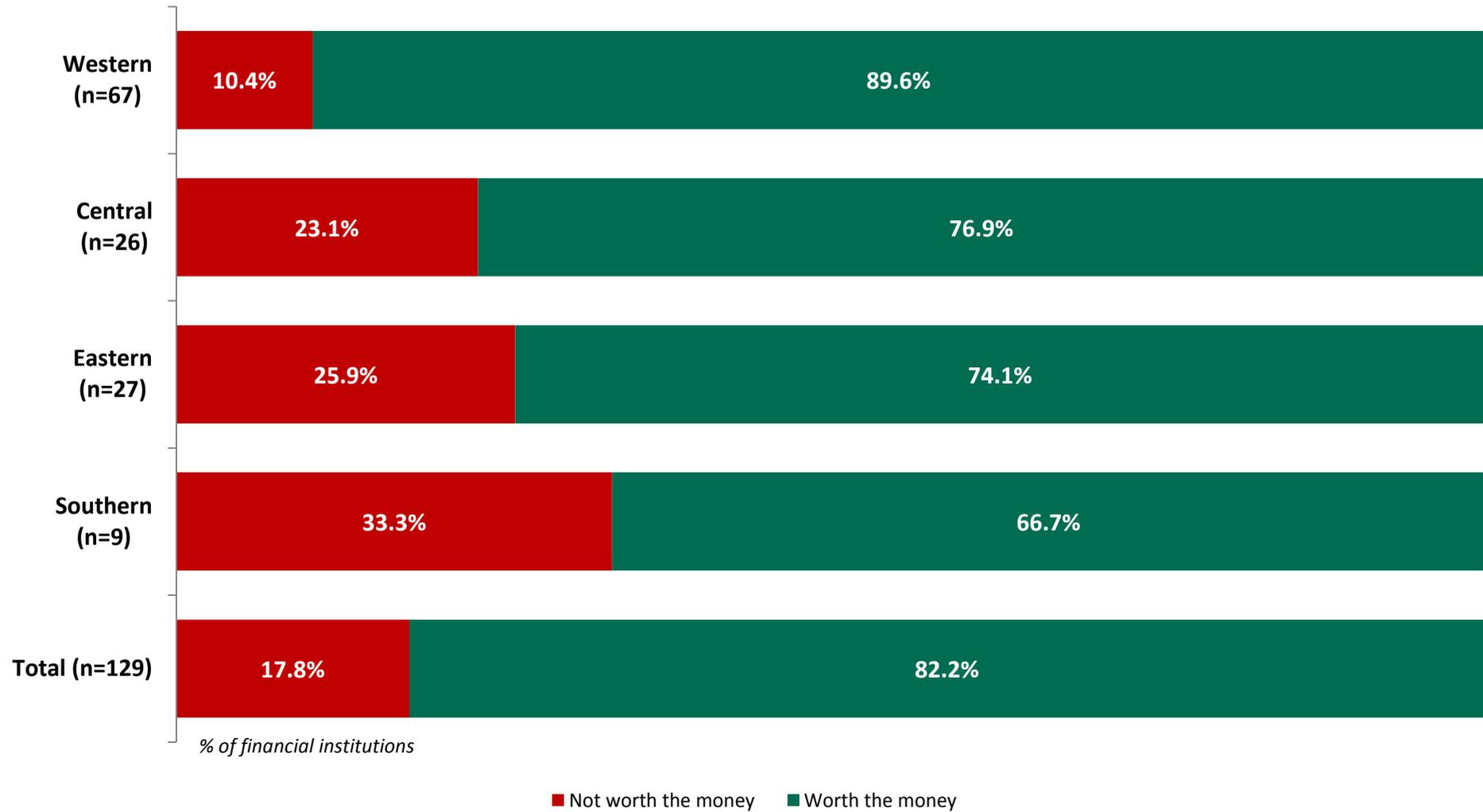
Comparing type of institutions: Value for money



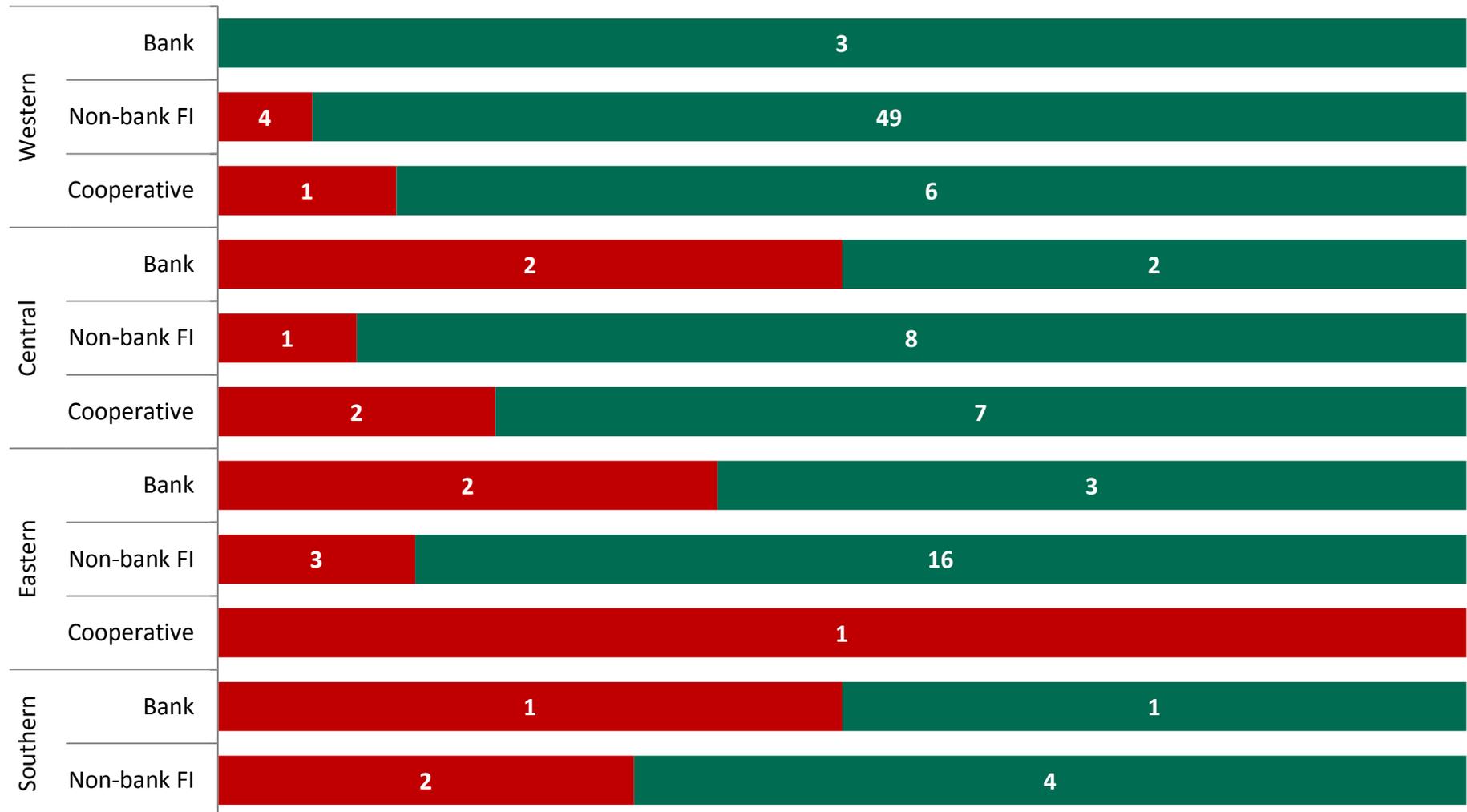
82.2% of financial institutions regard the funds spent on CB as worth the money; Banks are most likely not to regard funds spent on CB as worth the money



Comparing regions



Financial institutions in the Western region are more likely to regard the funds spent on CB as worth the money



%Number of financial institutions

■ Not worth the money ■ Worth the money

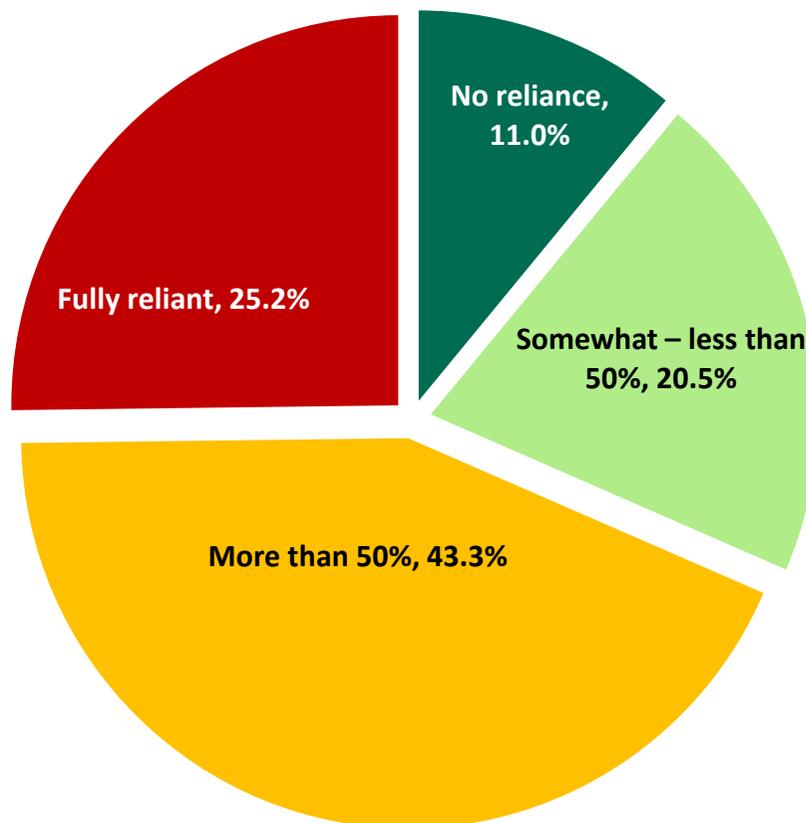


Management of capacity building services

- **Role of external support**



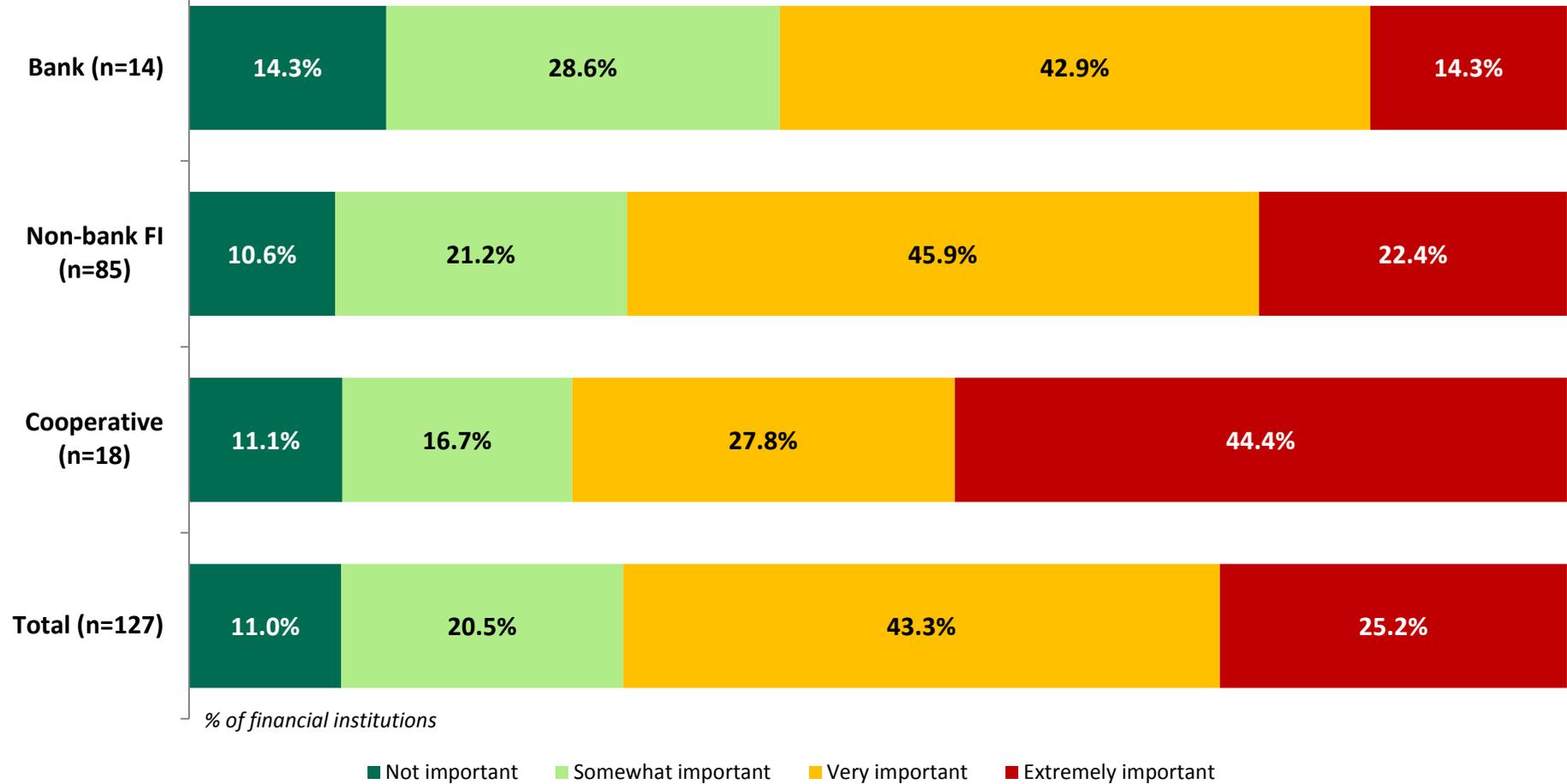
Reliance on external support for CB



11% of financial institutions regard external support for CB as not important (they can cover most of the costs themselves); 68.5% regard it as either very or extremely important; 25.2% are fully dependent on external support



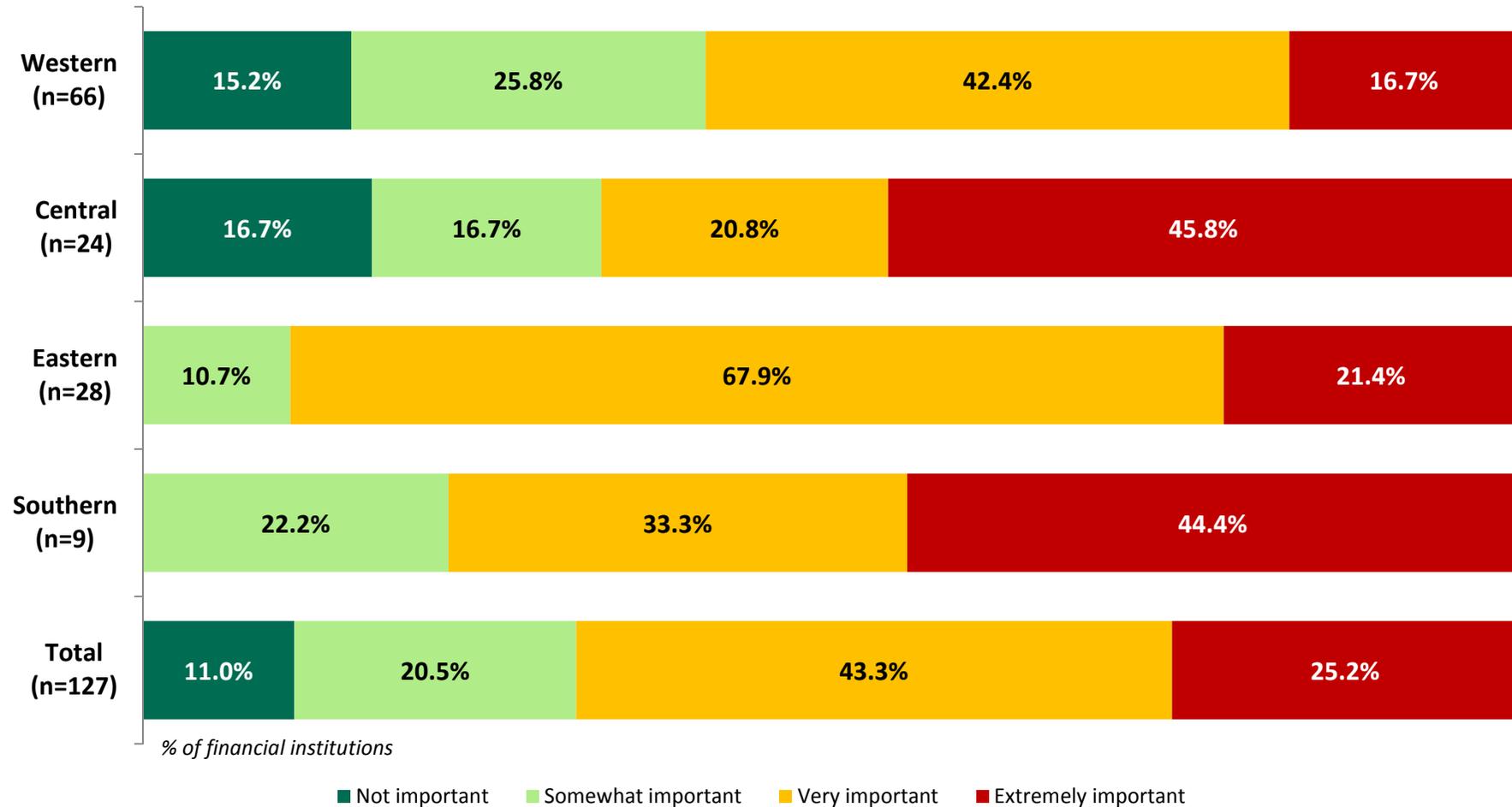
Comparing type of institutions in terms of the importance of subsidies



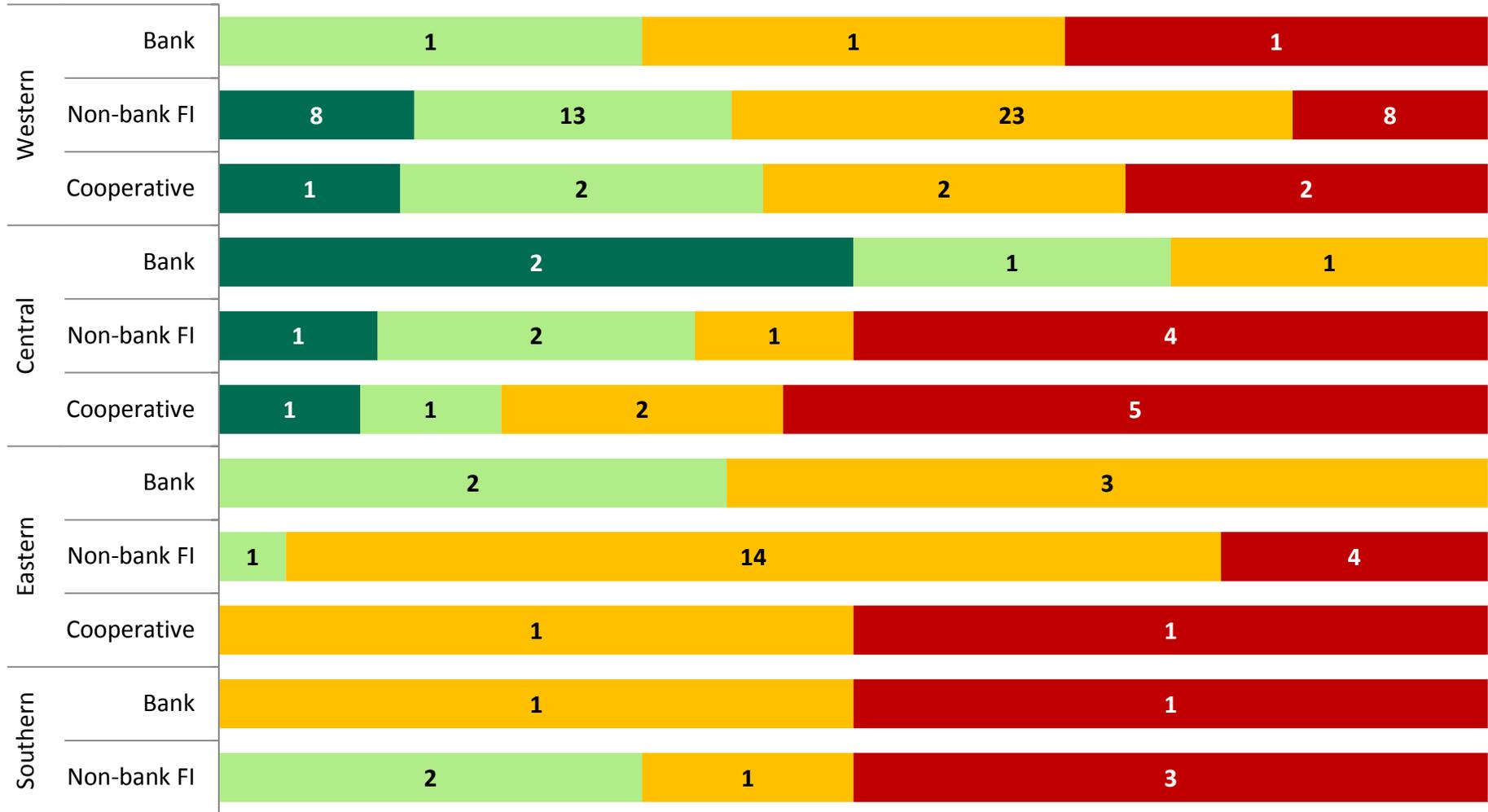
Cooperatives are most likely to be dependent on external support for CB (44.4%) with an additional 27.8% being partially dependent on external support



Comparing regions in terms of the importance of subsidies



Financial institutions in the Eastern and Central regions are most likely to depend on external support for CB; 45.8% of institutions in the Central region and 21.4% are fully dependent on external support whilst an additional 20.8% and 67.9% respectively are partially dependent on external support



Number of financial institutions

■ Not important
 ■ Somewhat important
 ■ Very important
 ■ Extremely important



Advice for donors from FSPs



- **Understand the local need for CB**
 - Assess financial sector CB needs
 - Assess staff needs within different organisations
 - Understand the organisations you support
 - Involve FSPs effectively
- **Develop a CB strategy based on the assessment of need**
 - Have specific targets and track progress
 - Regard FSPs as partners – ensure that they develop internal CB strategies that fits into the broader strategy
- **Create awareness of CB opportunities and selection criteria**
- **View CB as a long term project – ensure funding for follow-up/coaching**
- **Monitor the impact of CB activities – ensure that the budget allows for this**
- **Ensure sustainability – have a strategy to withdraw funding over time**



With regard to beneficiaries

- **Don't distribute funding – have a strategy and select specific institutions for CB**
- **Have clear and transparent selection criteria**
- **Focus should be on**
 - Institutions with the capacity to absorb the CB
 - Institutions that can contribute to the cost (10 to 15%)
 - Young, developing institutions
 - Rural areas rather than urban areas
- **Ensure that training is aligned with the mission of the institution/ responsibilities of staff**
- **Train trainers – invest in CB of CBPs**
 - Invest in technology to expand reach

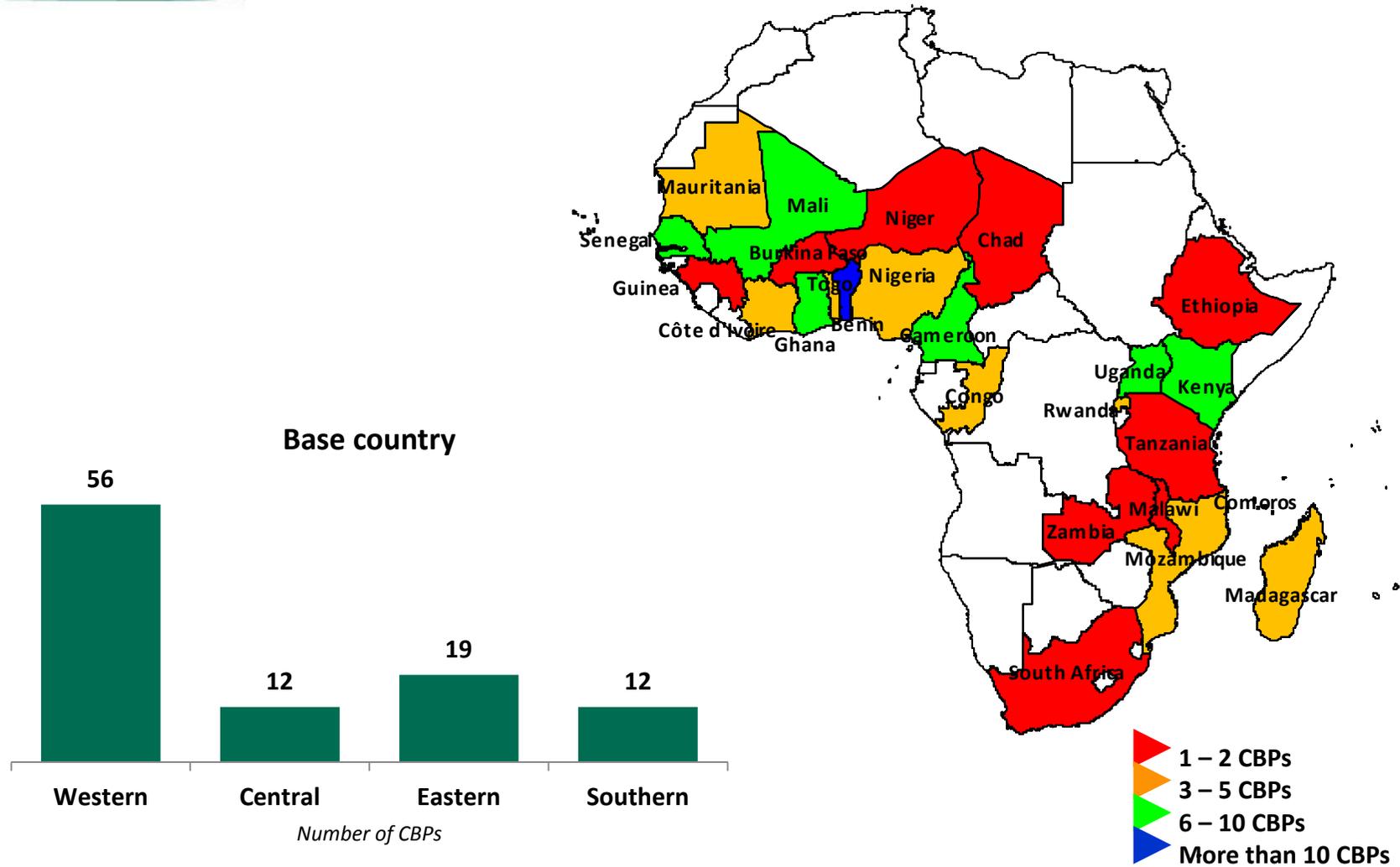


With regard to CBPs

- **Selection of CBPs strictly based on**
 - Quality of work they deliver
 - Understanding of FSPs/financial sector
- **In terms of the content they provide ensure:**
 - Local relevance
 - Practical relevance rather than generic training (adapted to the realities of beneficiaries)
 - Focus on best practice



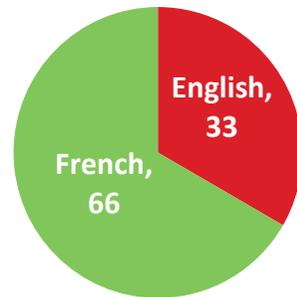
Capacity Building Service Providers (99 respondents)



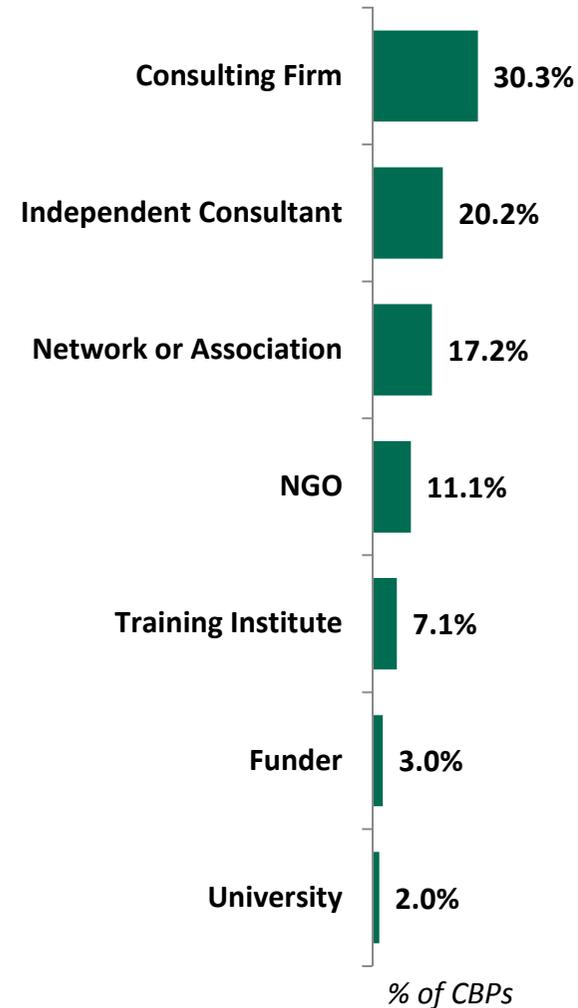
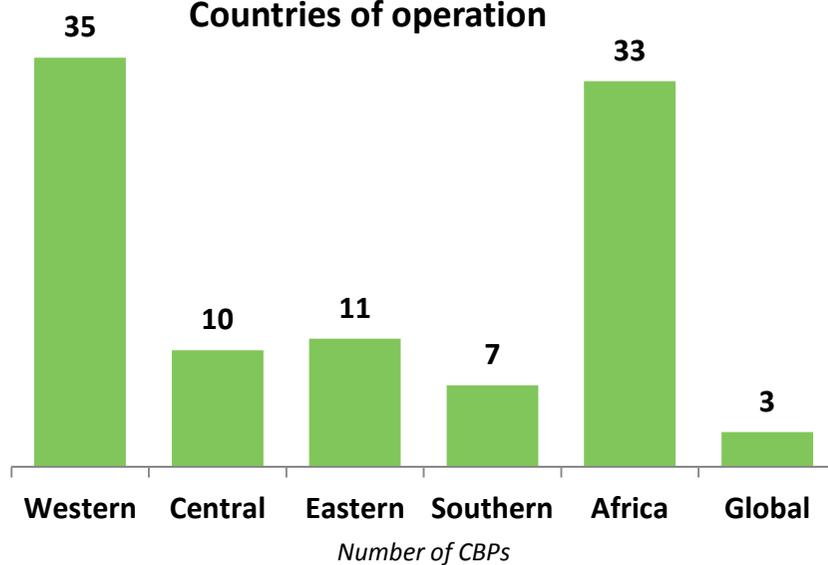
Base country: Geographical distribution skewed towards West Africa



Language



Countries of operation



Sample further skewed towards French speakers, consultants, operational activities in Western Africa

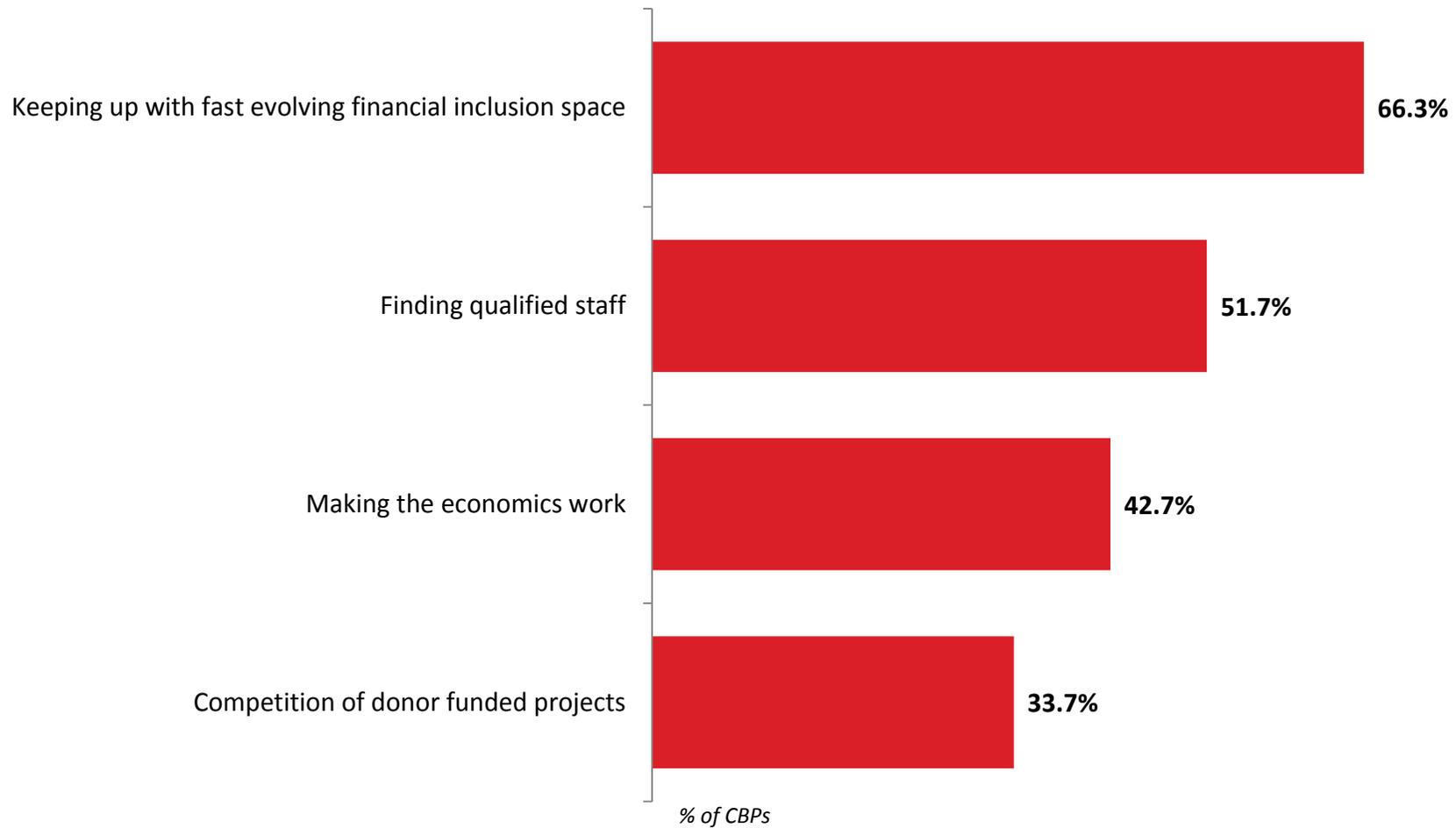


Sample not representative:

- **Central, Eastern & Southern region samples not reliable**
- **Institution samples not reliable**
- **Overall picture skewed towards perceptions of respondents from West Africa, Francophone, consultants**



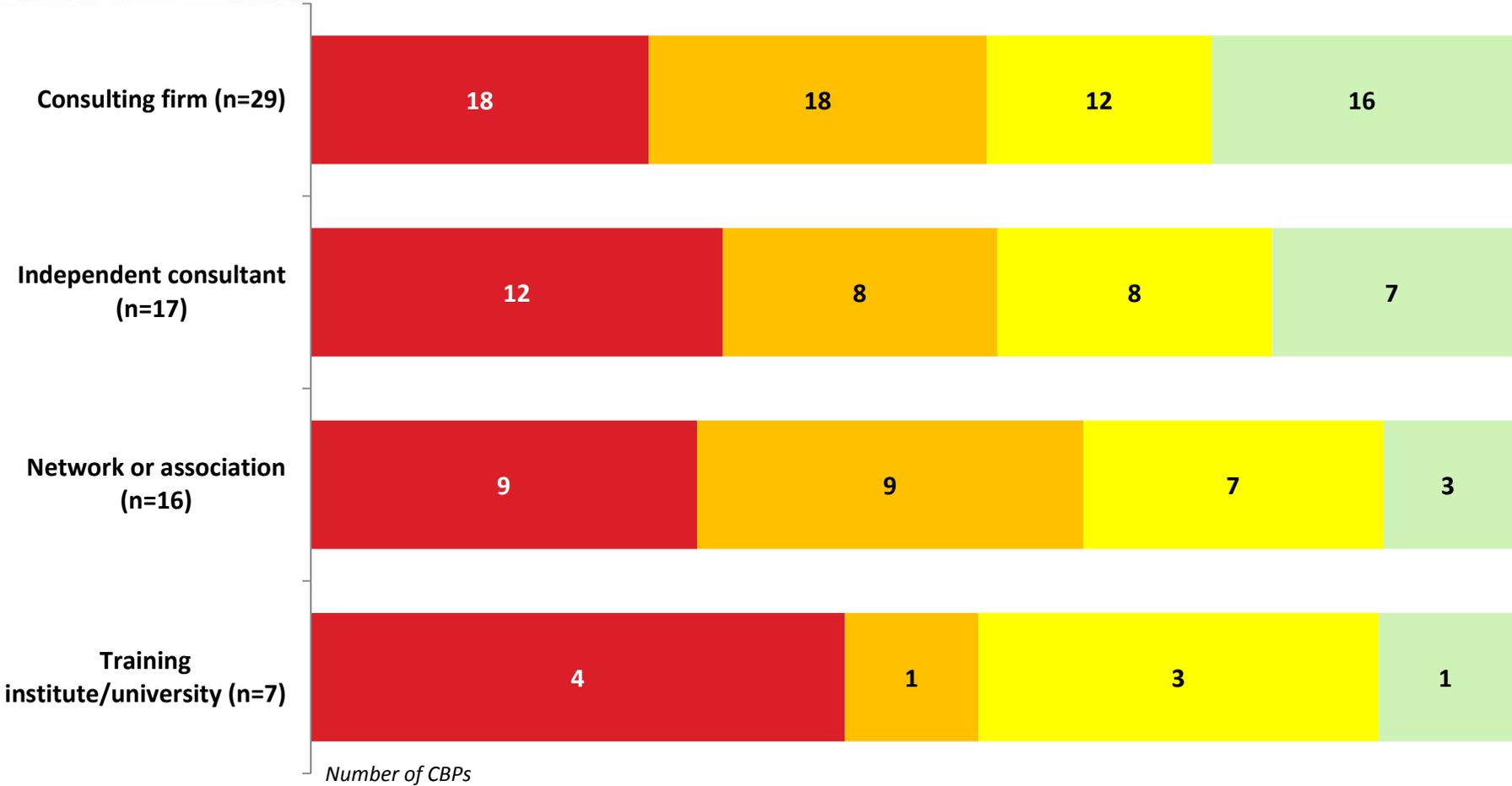
Challenges faced by capacity building service providers



Keeping up with a fast evolving financial inclusion space most significant challenge faced by CBPs



Comparing type of CBPs

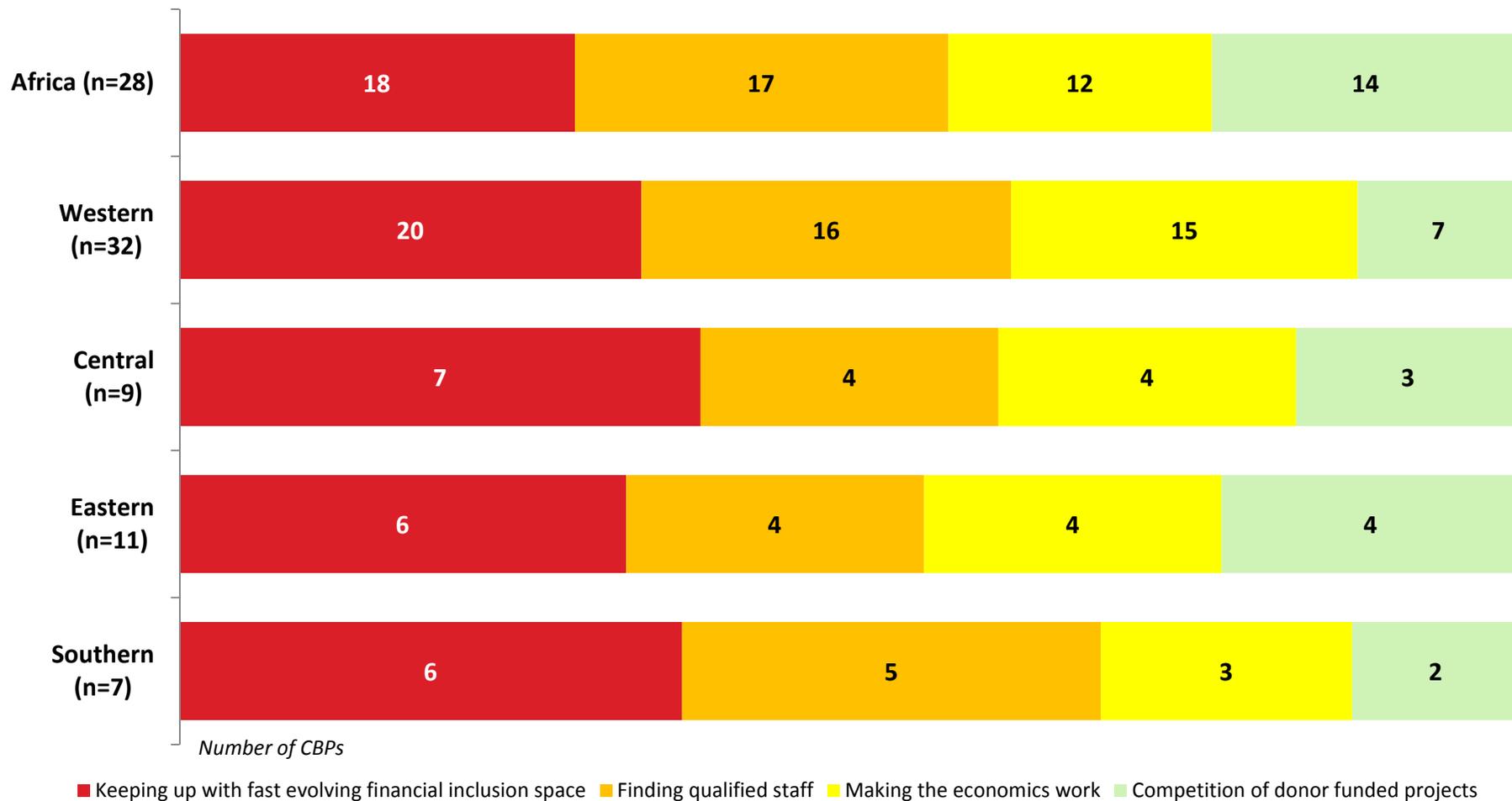


■ Keeping up with fast evolving financial inclusion space ■ Finding qualified staff ■ Making the economics work ■ Competition of donor funded projects

Training institutions/universities less likely to regard *finding qualified staff* a challenge



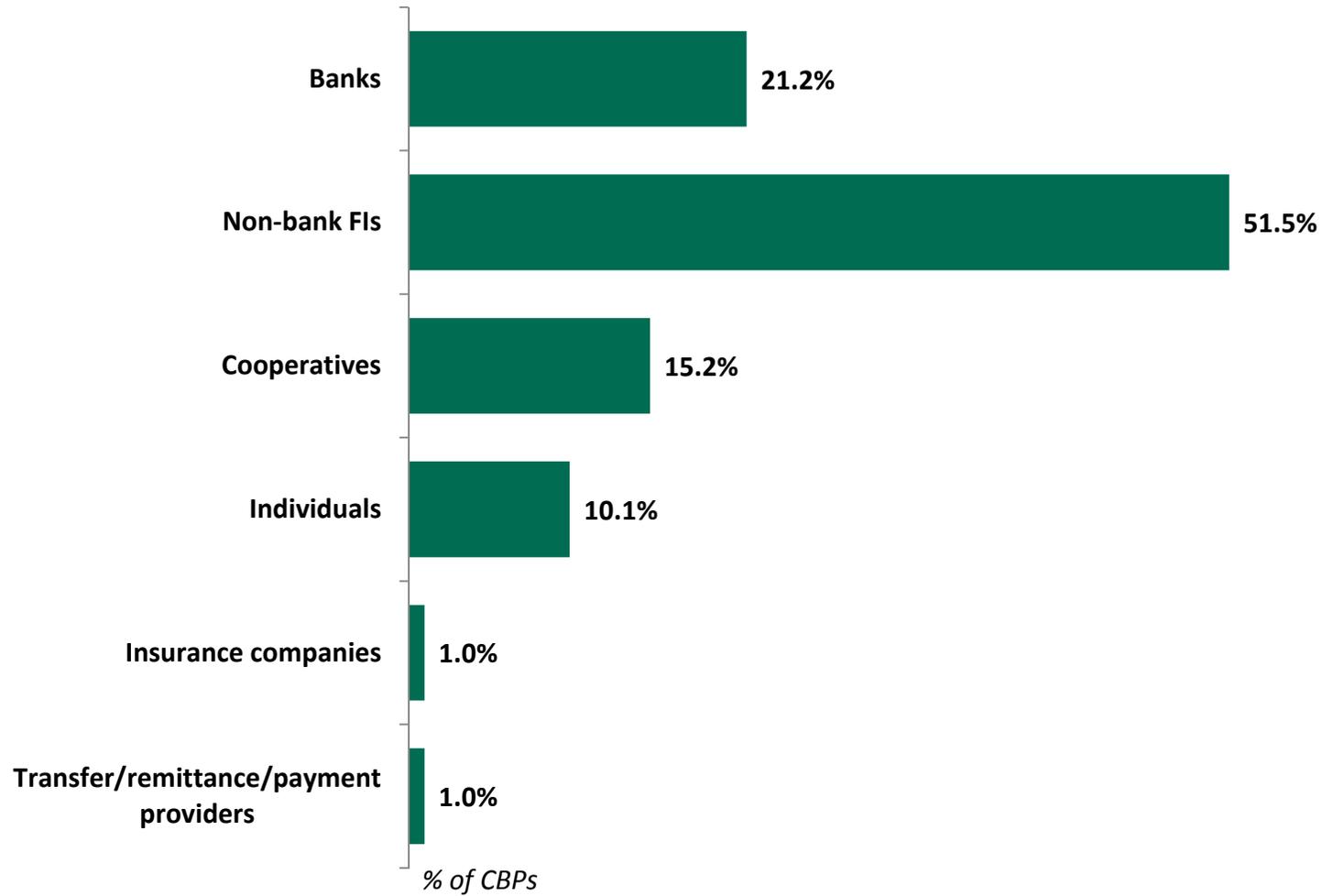
Comparing operational regions



No significant differences regarding challenges faced by CBPs operating in different regions



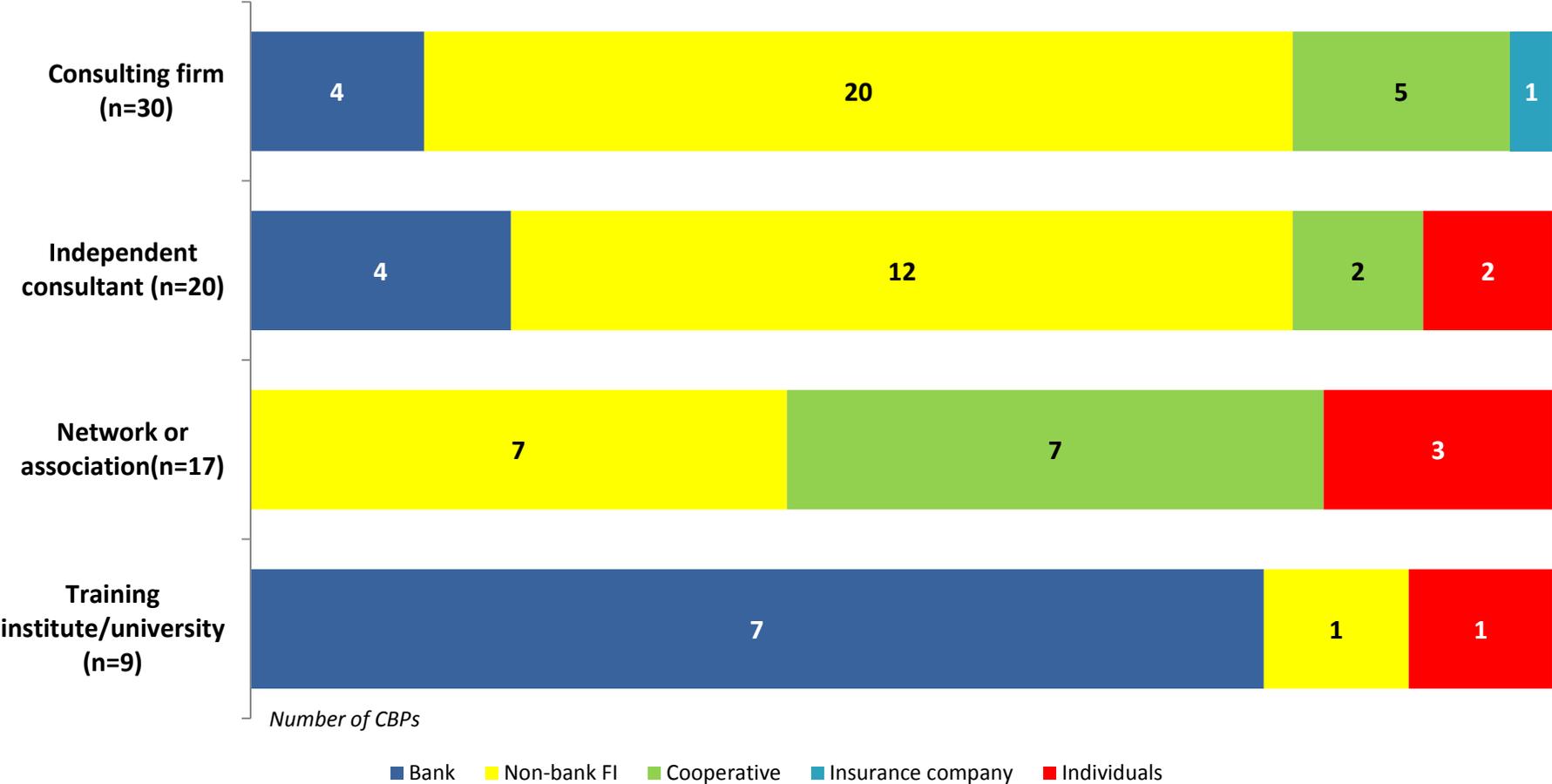
Main financial sector clients



More than half (51.5%) of CBPs regard non-bank financial institutions as their main clients



Comparing type of CBPs



Significant difference between different types of CBPs in terms of their main clientele; Consulting firms and consultants most likely to target non-bank financial institutions, training institutions/universities more likely to target banks



Services offered



CBPs are most likely to offer CB services related to *governance, strategic planning/innovation, risk management and product development*



Strategic planning/innovation, risk management and mid-level and people management skills most significant CB needs identified FSPs

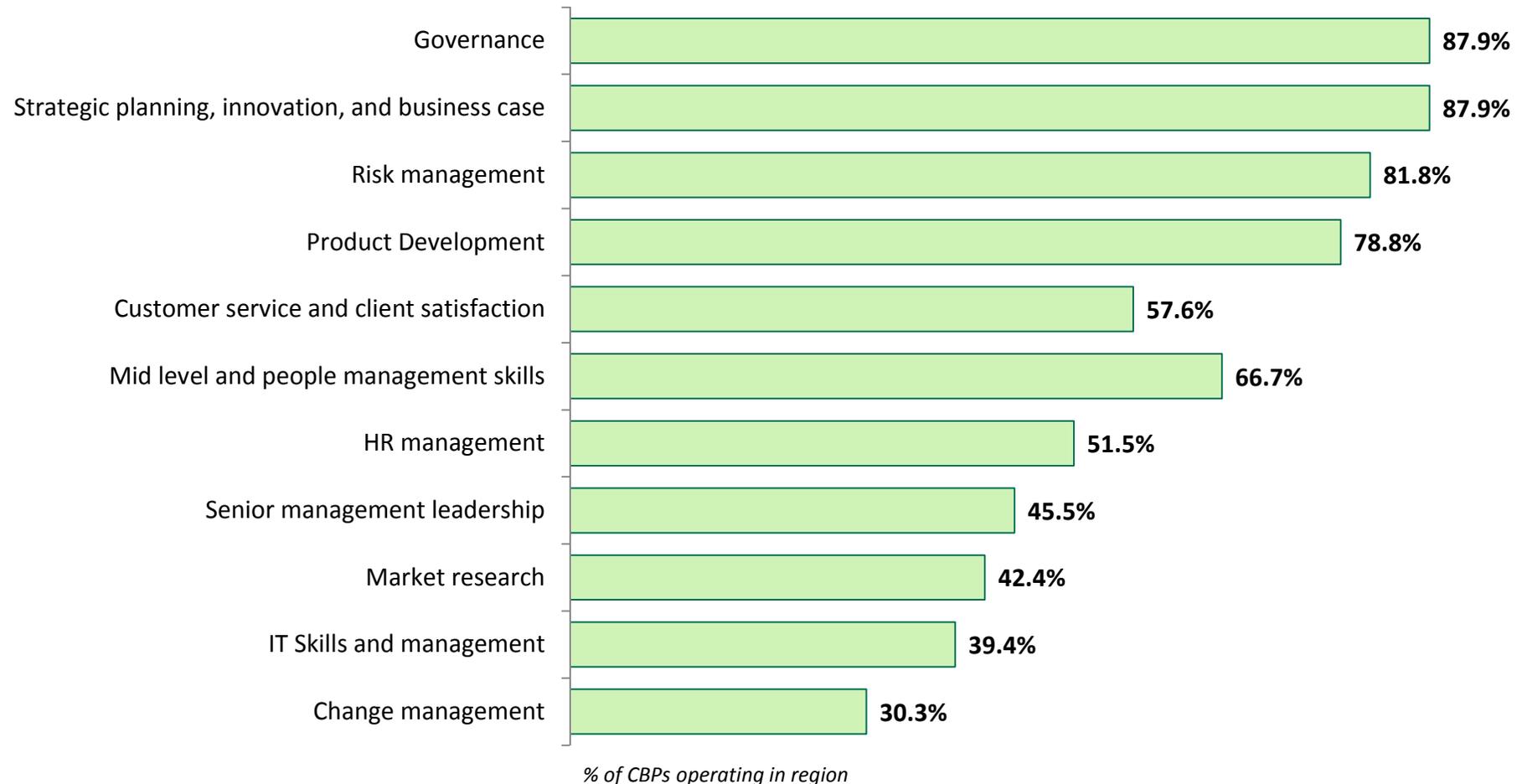
whilst CBPs regard

governance, strategic planning/innovation, risk management and product development as most significant demand and are most likely to be offered

Governance and **product development** seem to be over-emphasised and the need for **mid-level and people management skills** under-emphasised



CBPs operating across Africa (n=33)



CBPs operating across Africa are most likely to offer CB services related to *governance, strategic planning/innovation, risk management and product development*; More focused on *mid level and people management skills* CB initiatives than CBPs operating in specific regions



CBPs operating in Western region (n=35)



CBPs operating in the Western region more likely to focus on *customer service and client satisfaction* than on *product development* and *strategic planning*



CBPs operating in Central region (n=10)



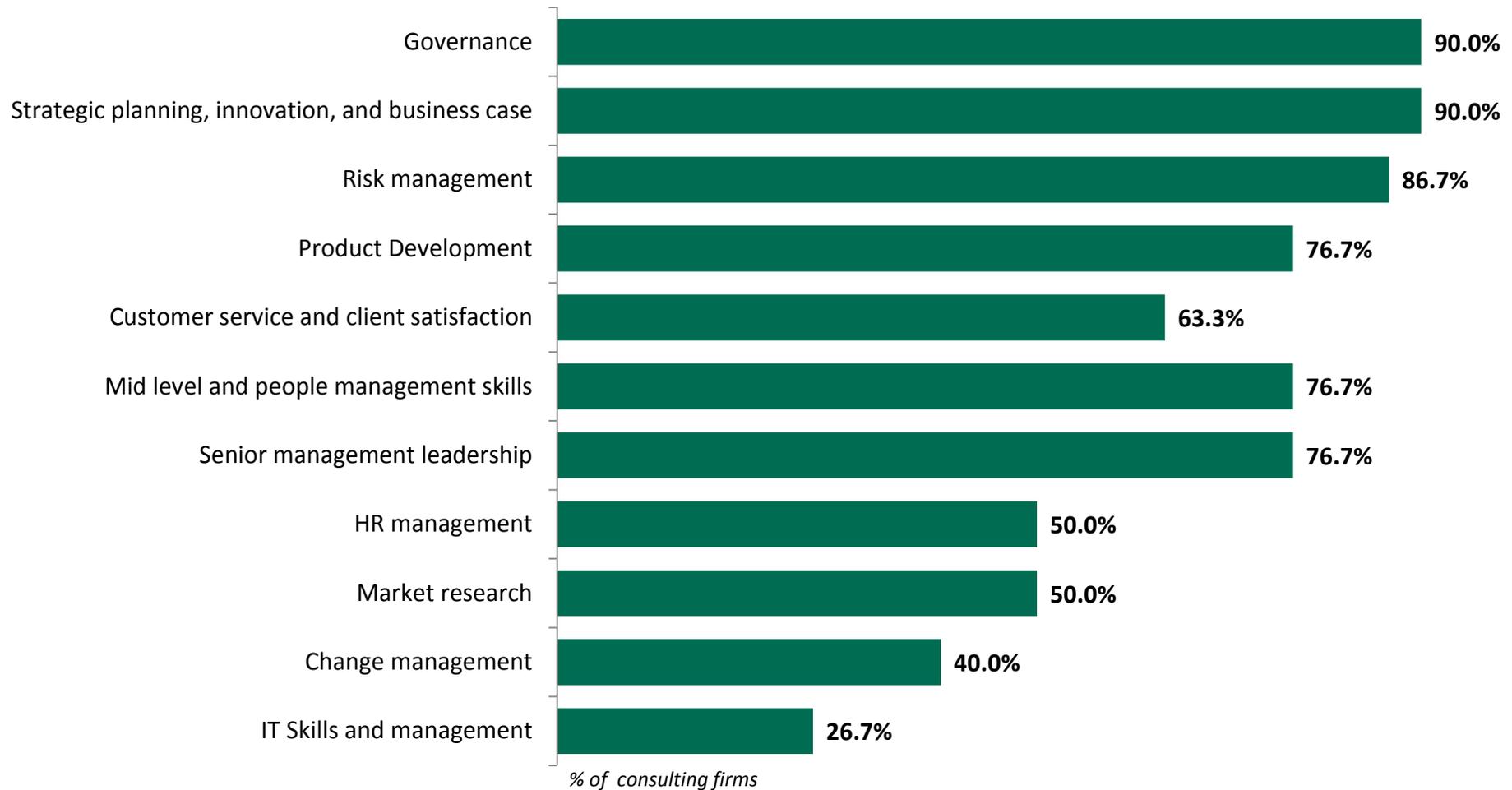


CBPs operating in Eastern region (n=11)





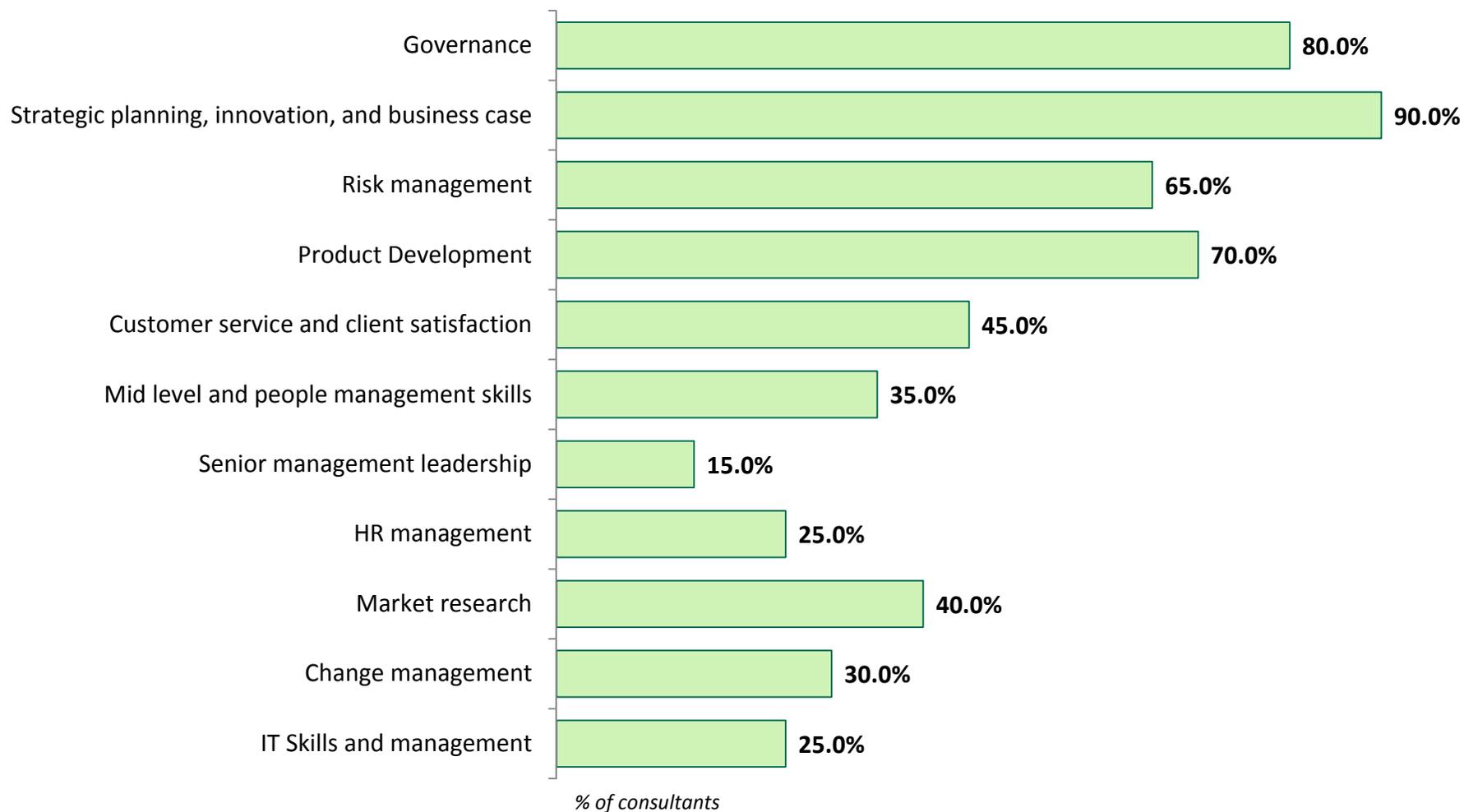
Services provided by consulting firms (n=30)



CB services offered by consulting firms have a strategic focus – *governance, strategic planning, risk management, product development and leadership/management*



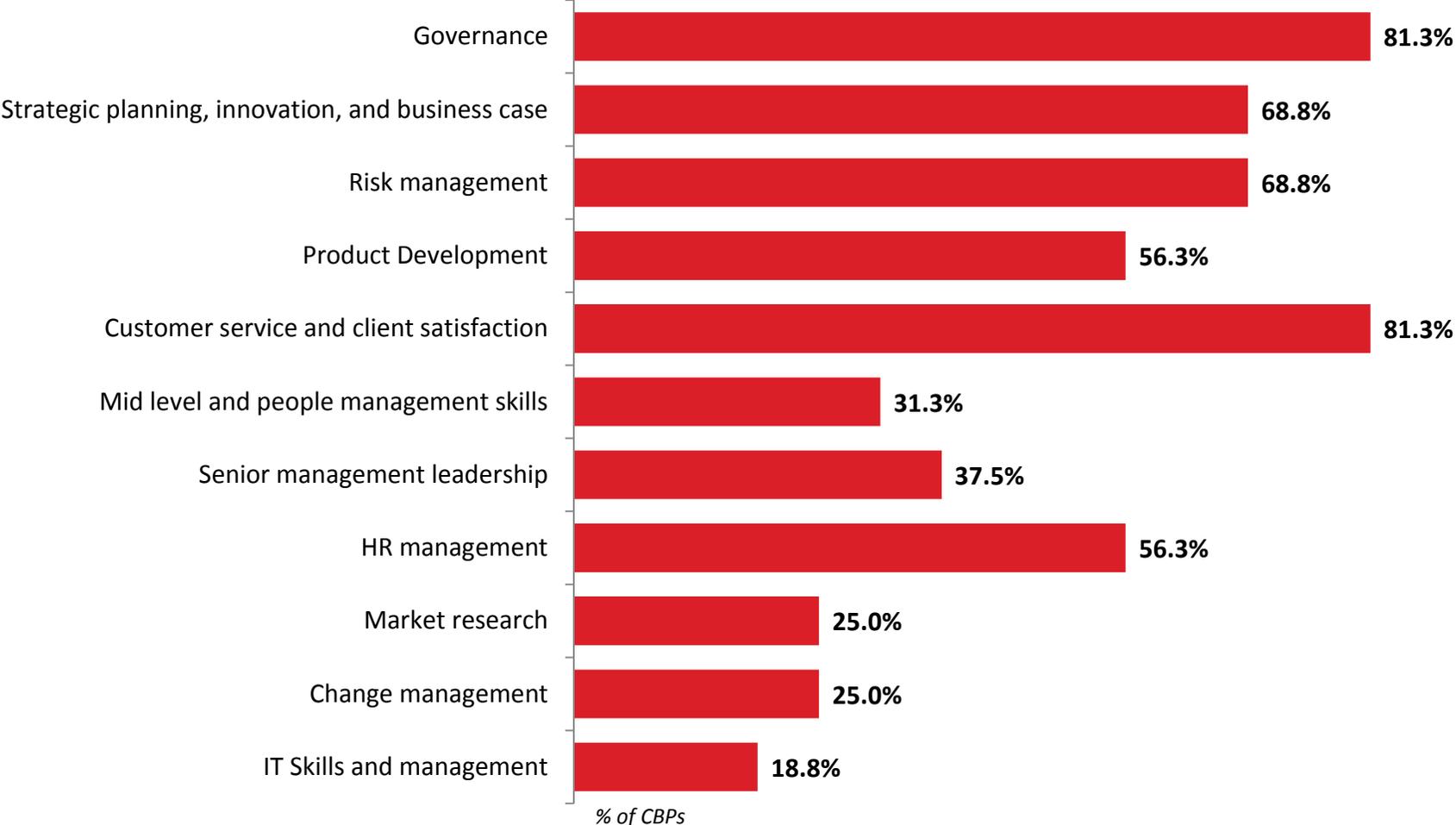
Services provided by independent consultants (n=20)



Independent consultants are significantly less likely than consulting firms to focus on *leadership and management skills*



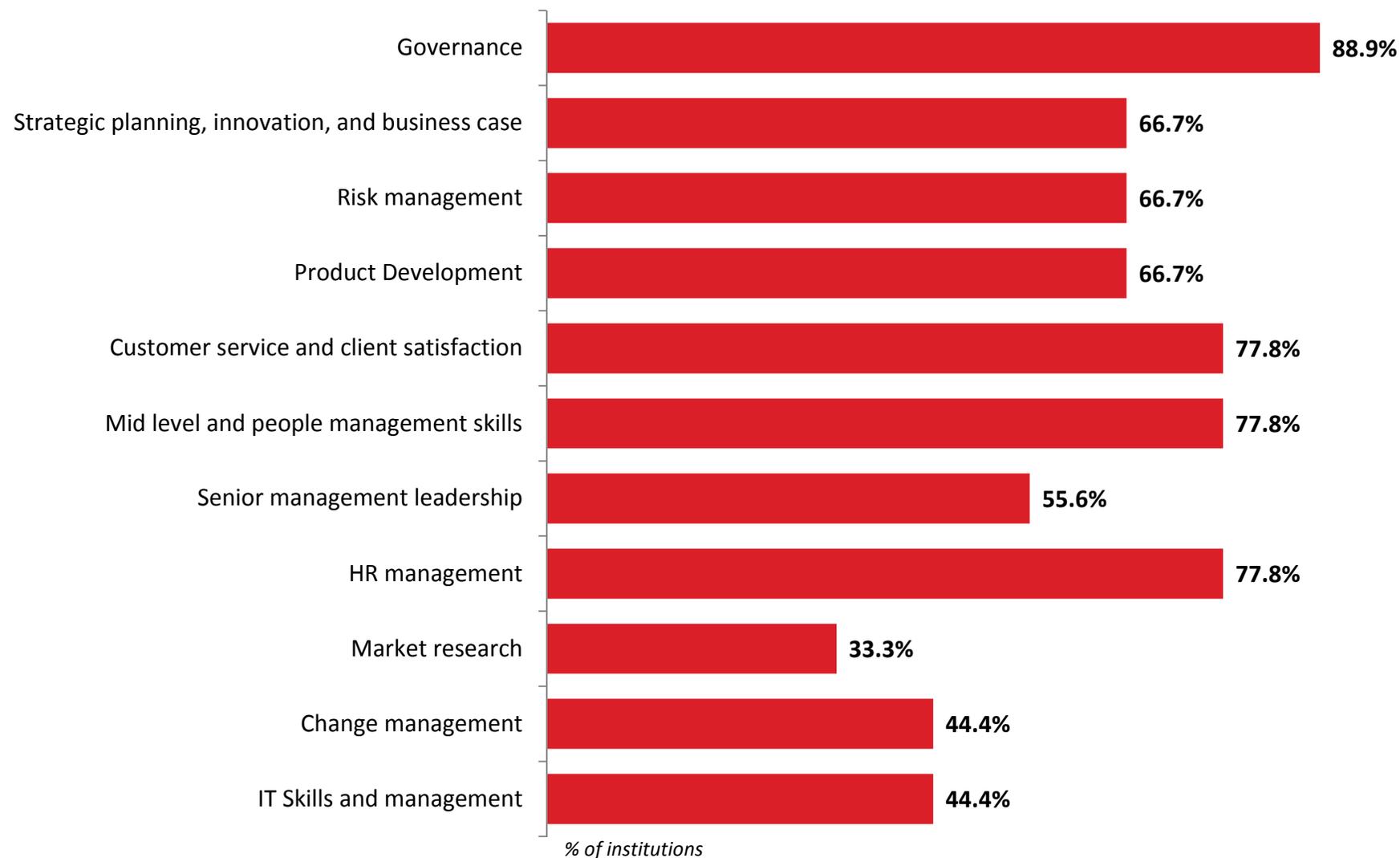
Services provided by networks/associations (n=16)



Networks/associations seem to be more likely than other CBPs to have a *customer service/client satisfaction* and *HR management* focus

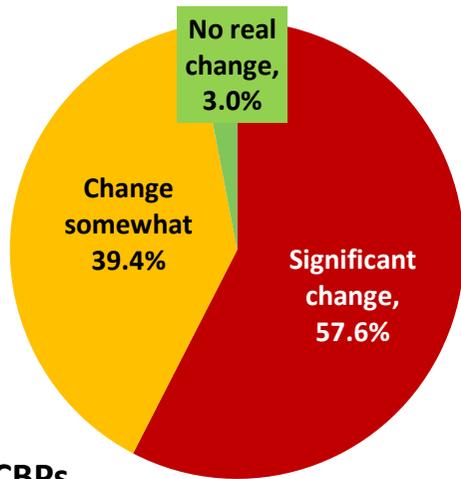


Services provided by training inst/universities (n=9)

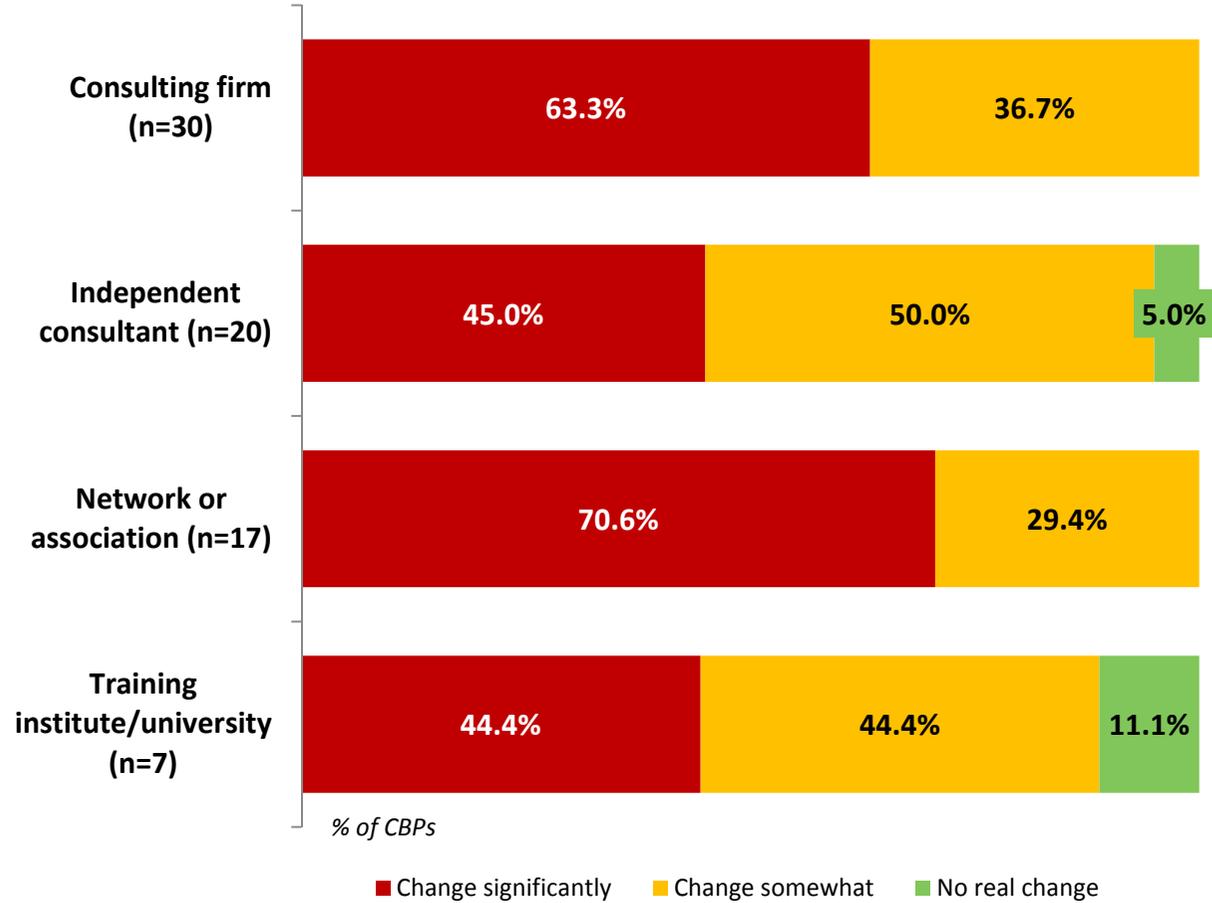




Capacity building service providers' perceptions regarding change in CB demand over the next 3 to 5 years



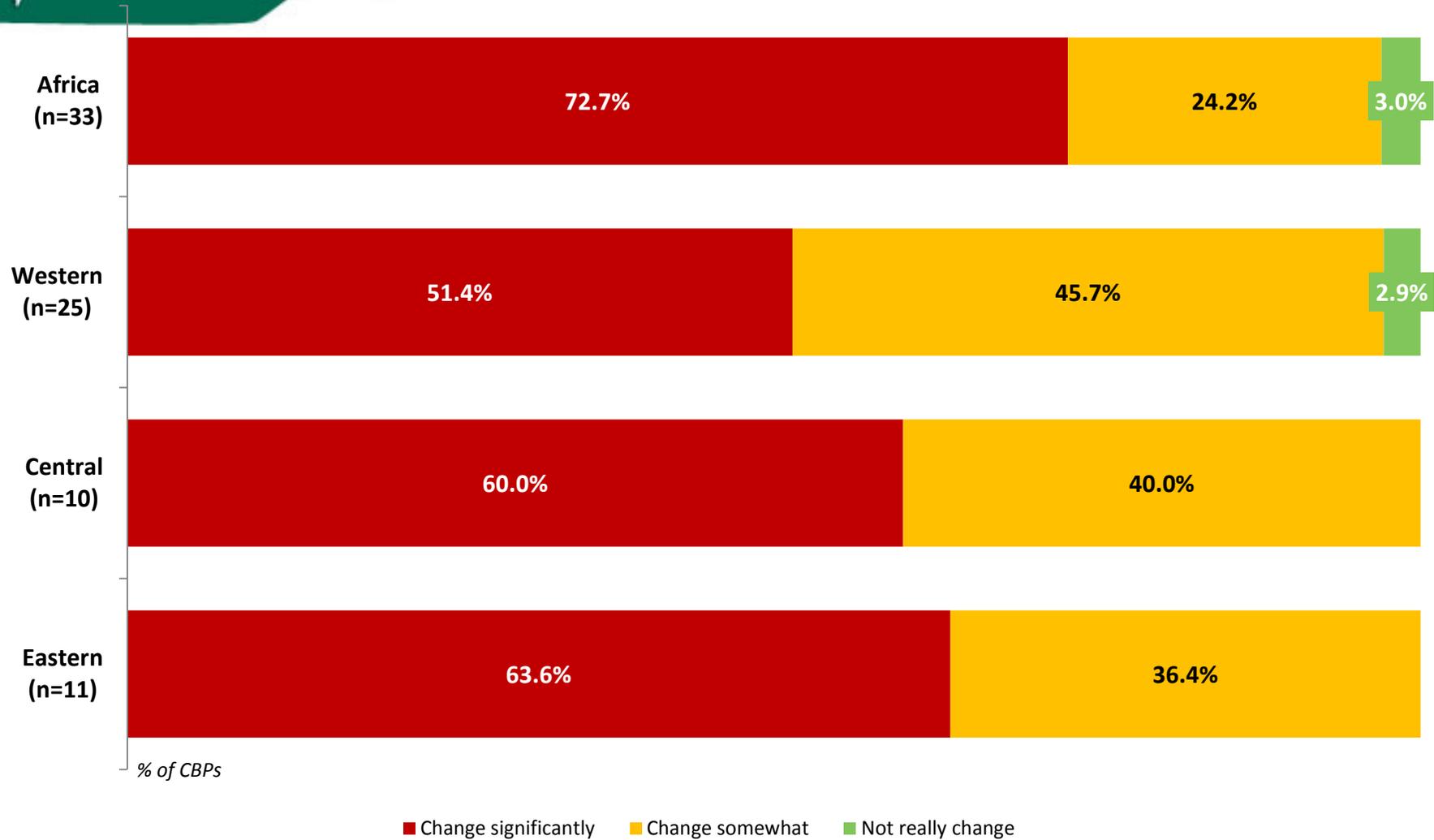
All CBPs



57.5% of CBPs expect the demand for their services to change significantly over the next 3 to 5 years



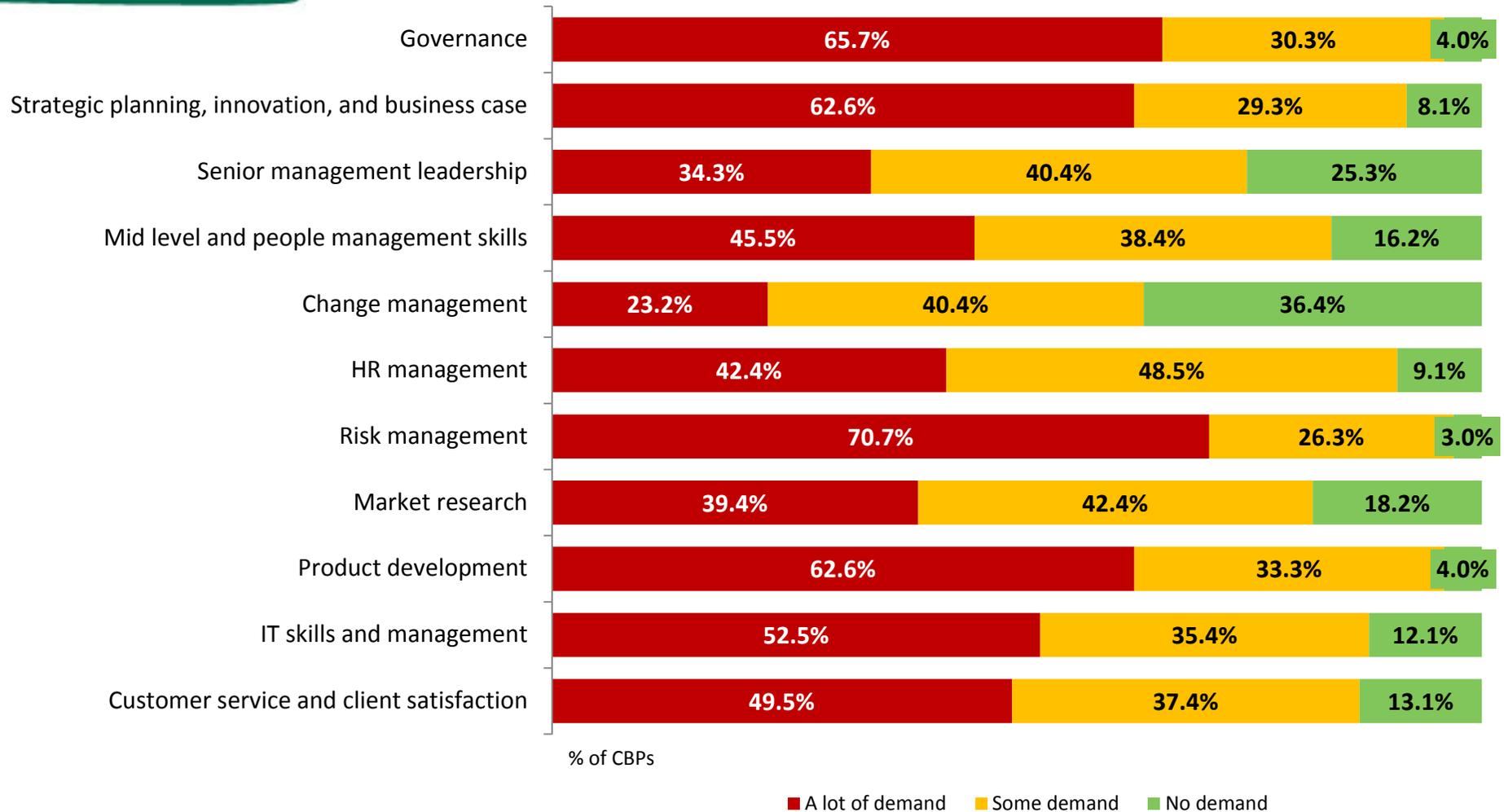
Comparing regions



CBPs operating across Africa are most likely to expect significant changes over the next 3 to 5 years in terms of the demand for their services



Perceived demand for CB services



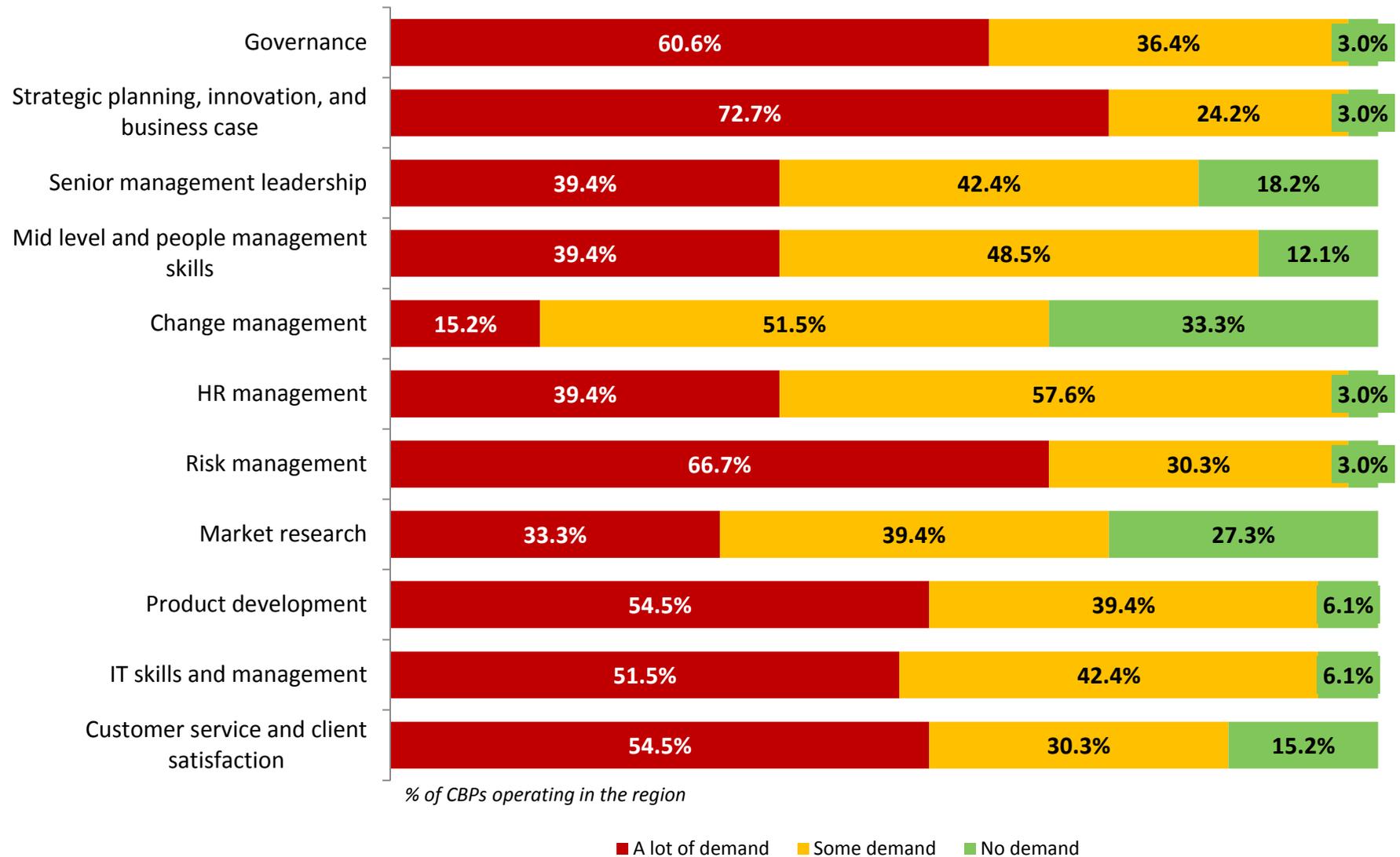
CBPs regard the demand for *governance, strategic planning/innovation, risk management and product development* CB as most significant



Although CBPs regard **risk management** and **product management** as most significant in terms of demand, high quality CB services most likely to be perceived as not available by FSPs include **product development** and **risk management**

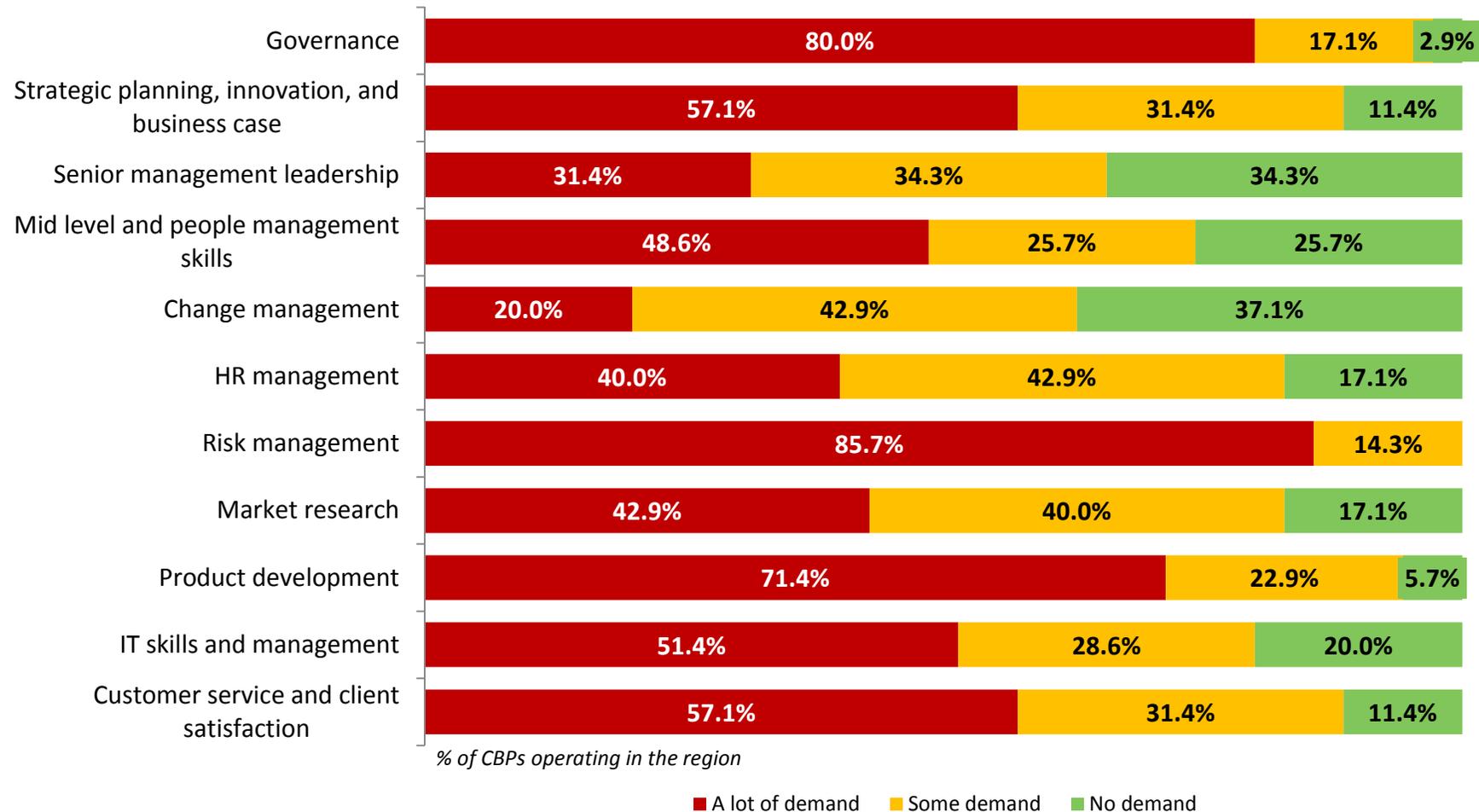


CBPs operating across Africa (n=33)



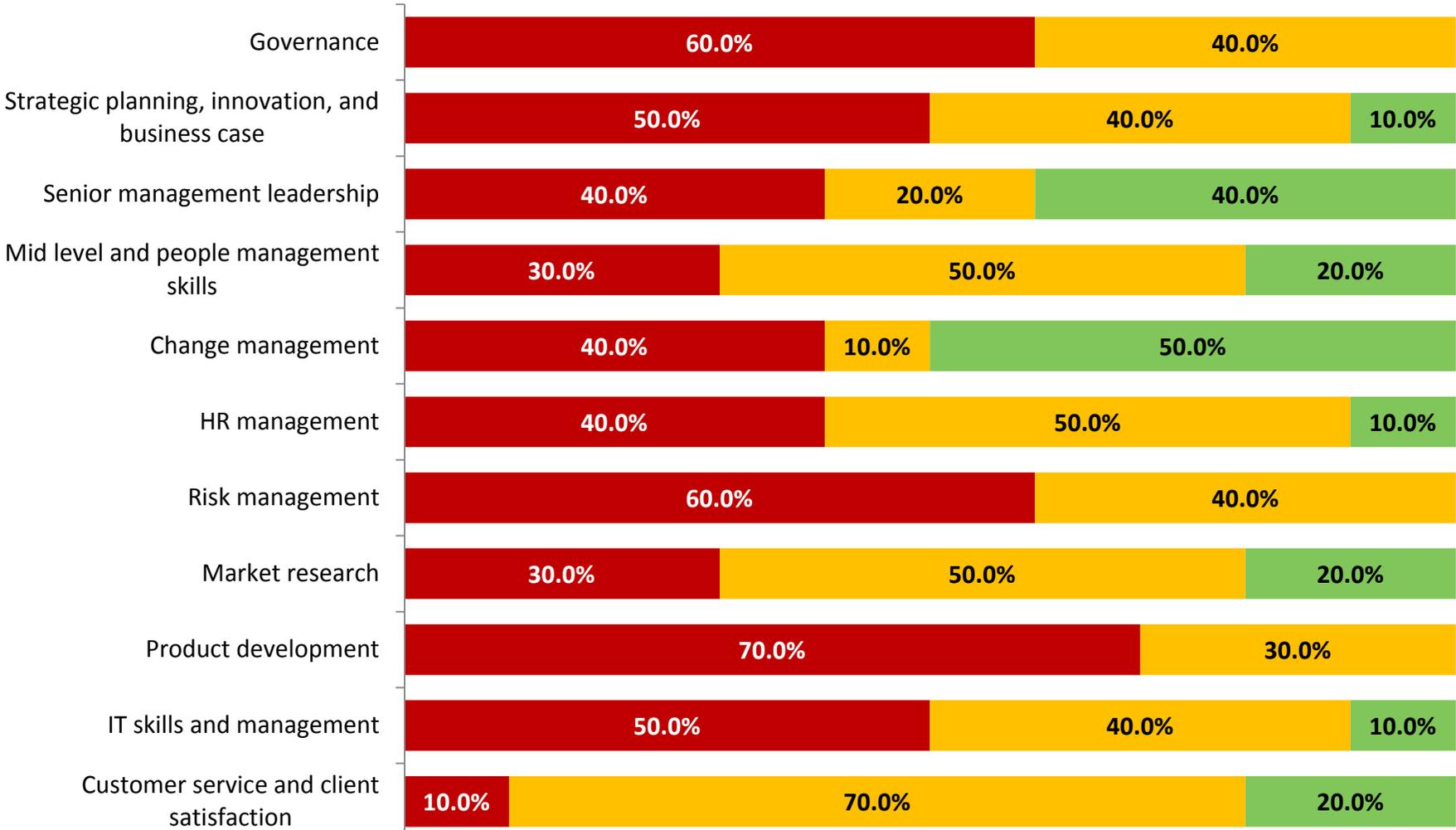


CBPs operating in Western region (n=35)



CBPs operating in Western Africa seem to be significantly more likely than those operating in other regions to perceive *governance* and *risk management* CB to be in high demand

CBPs operating in Central region (n=10)

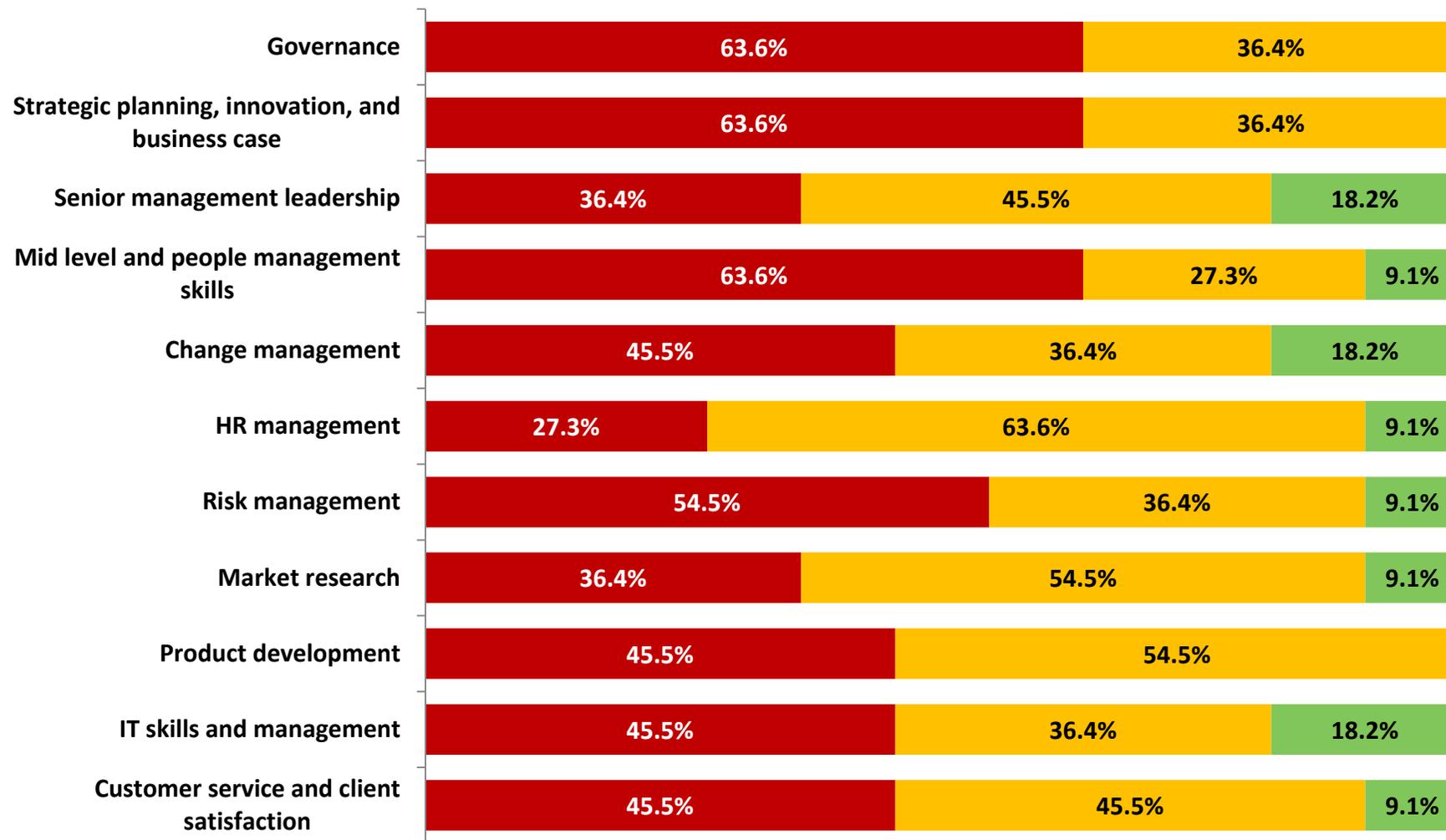


% of CBPs operating in the region

■ A lot of demand ■ Some demand ■ No demand



CBPs operating in Eastern region (n=11)

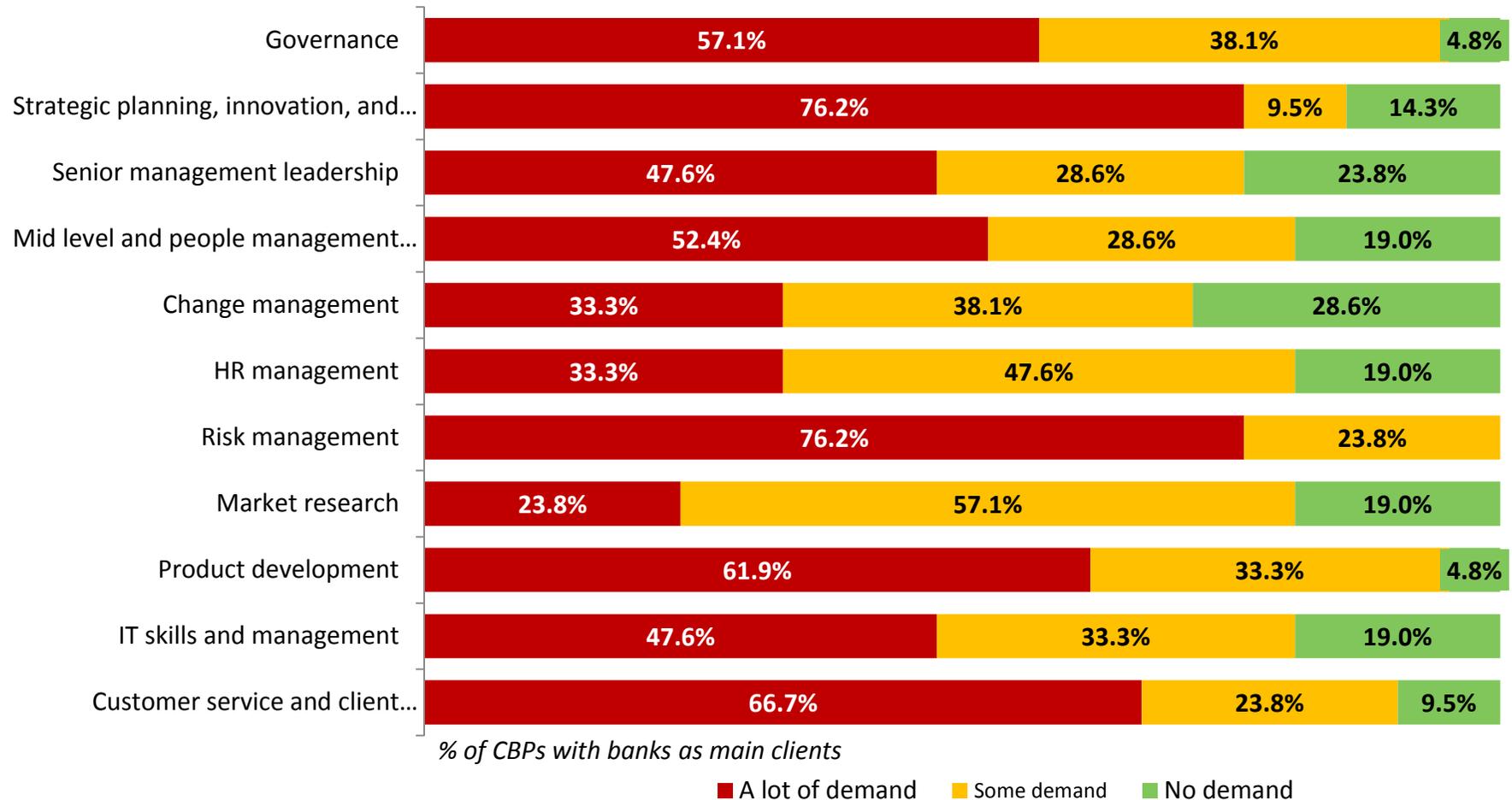


% of CBPs operating in the region

■ A lot of demand
 ■ Some demand
 ■ No demand



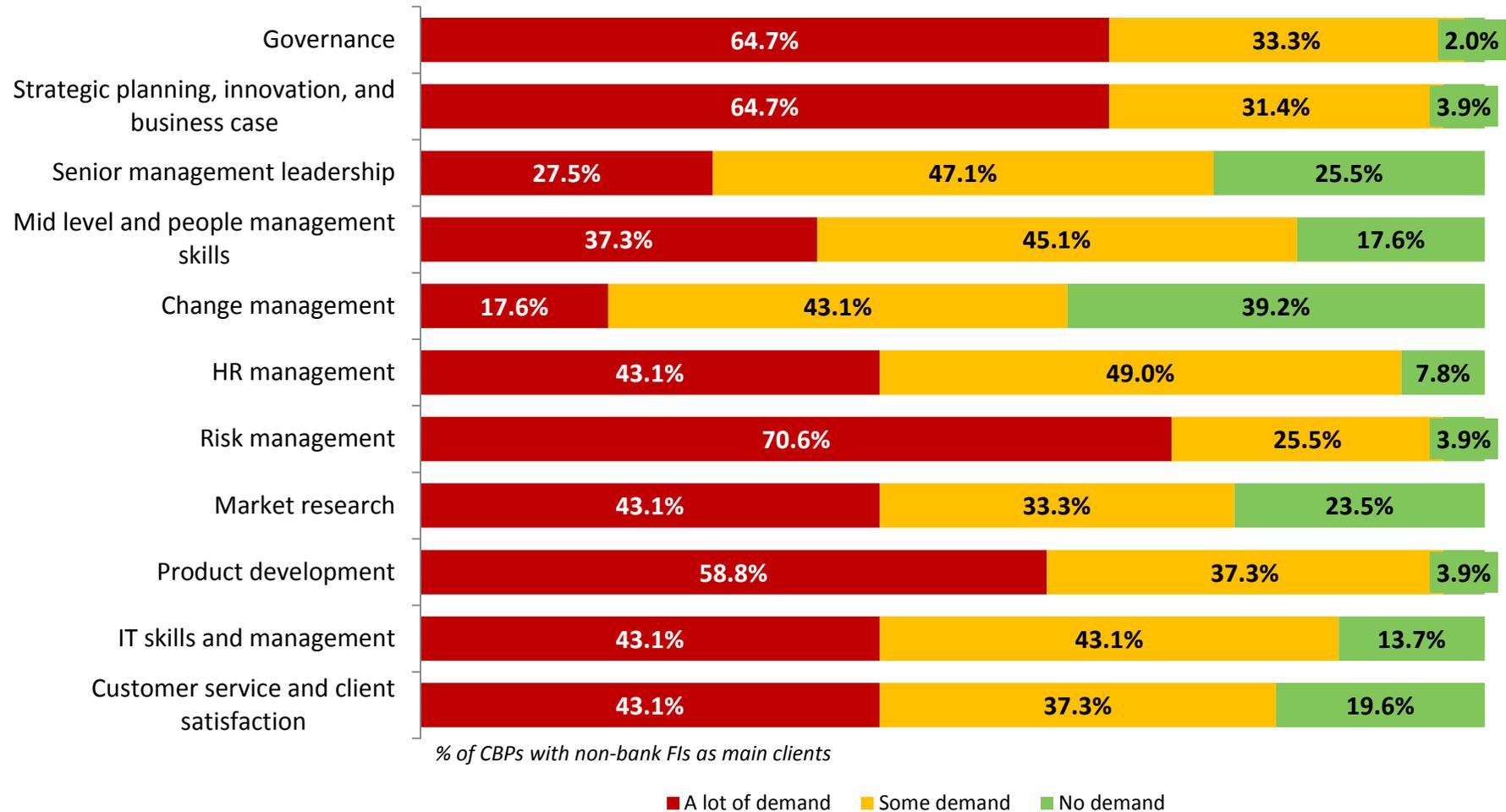
CBPs with banks as main clients (n=21)



CBPs with banks as main clients are significantly more likely than other CBPs to perceive the demand for *strategic planning* and *customer service/satisfaction* CB to be high; they also regard the demand for *risk management* CB to be higher than other CBPs



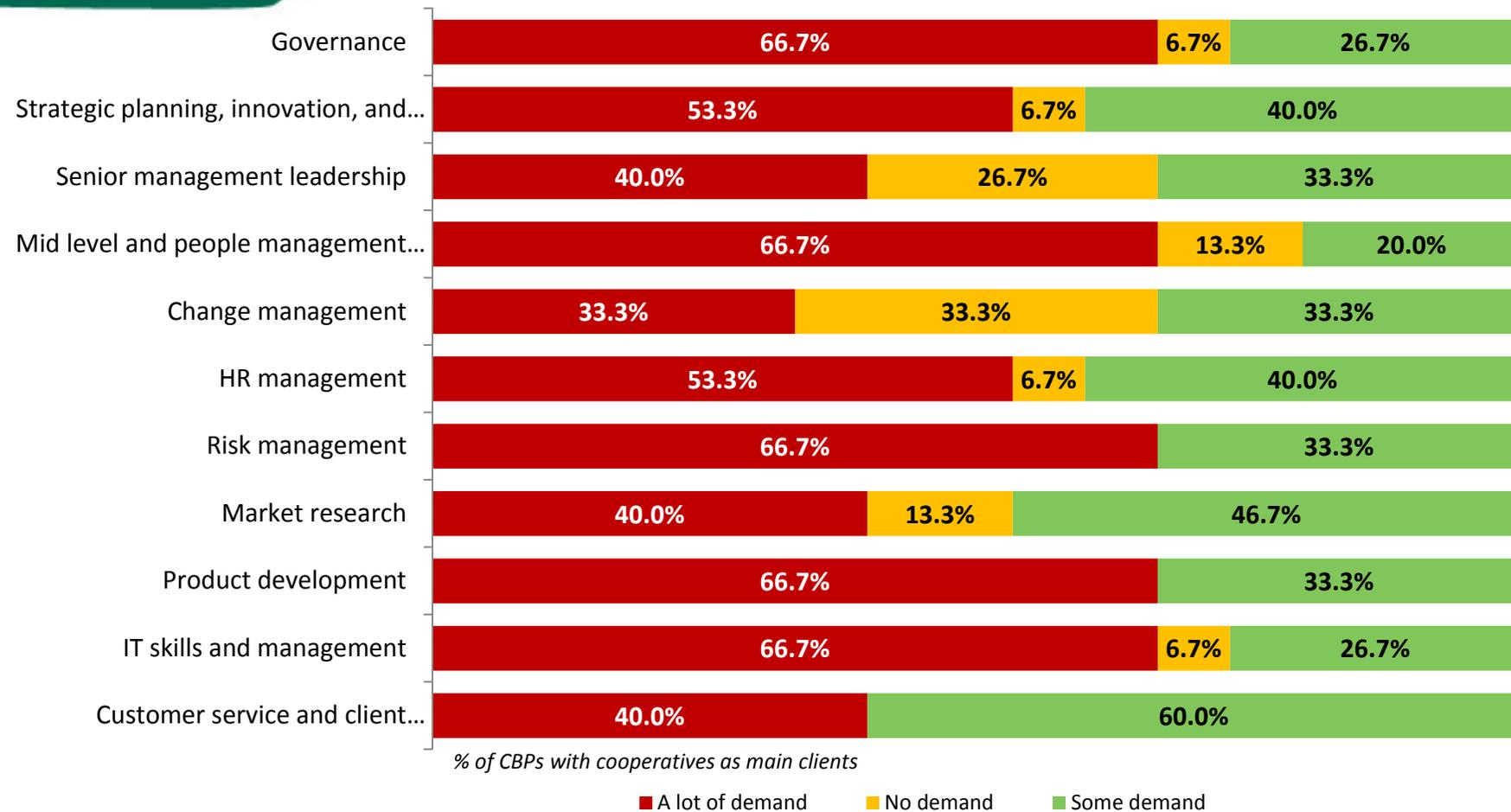
CBPs with non-bank FIs as main clients (n=51)



CBPs with non-bank financial institutions as main clients perceive the demand for *risk management* CB as most significant; they are more likely than other CBPs to be of the perception that there is no demand for *change management* CB



CBPs with cooperatives as main clients (n=15)



CBPs with cooperatives seem to be more likely than other CBPs to be of the perception that there is a high demand for CB in terms of *mid level and people management* and *IT skills and management*; they are more likely than other CBPs to be of the perception that there is no demand for *customer service* CB



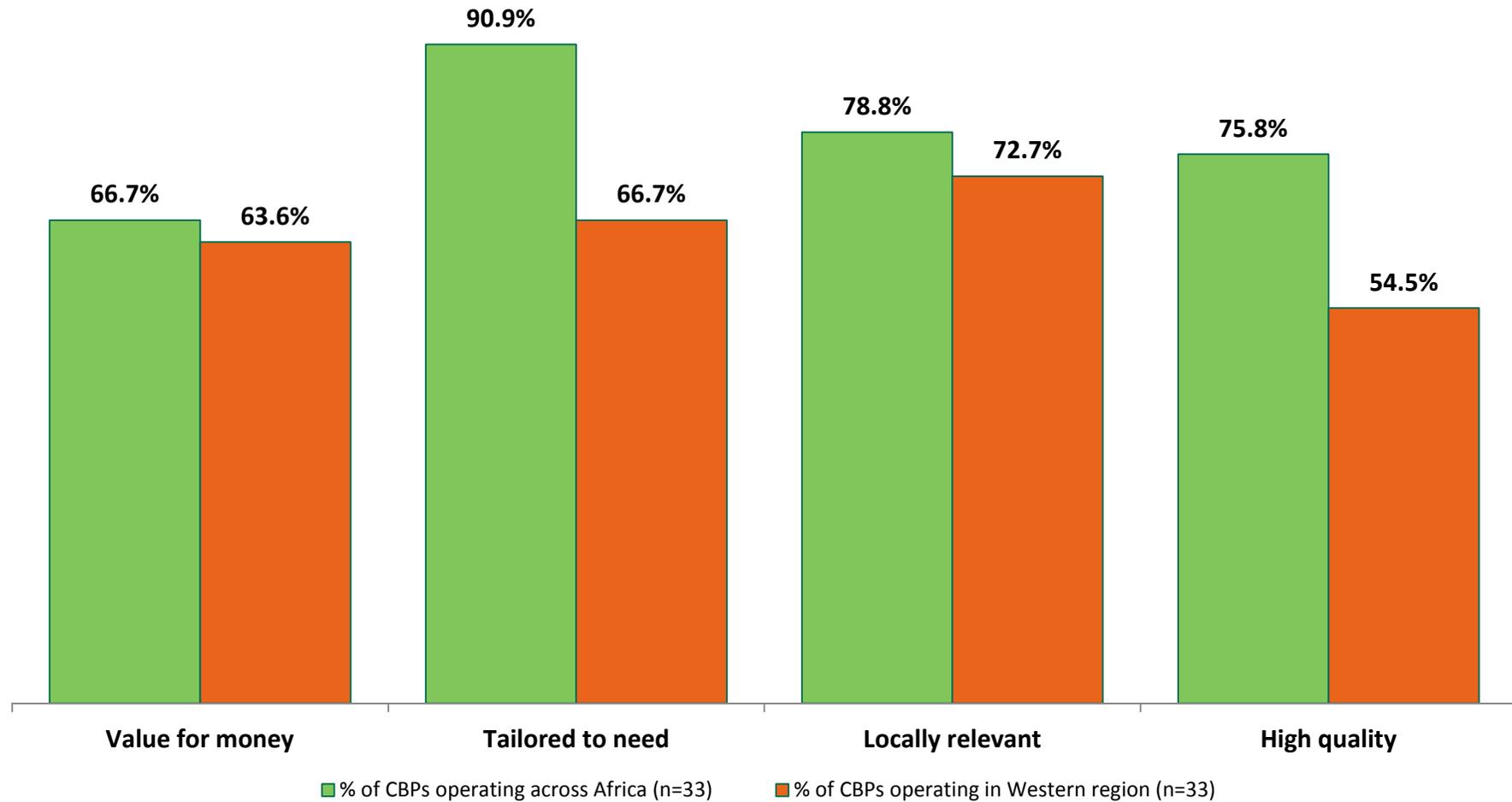
**Perceptions about CB features
most appreciated by clients**



FSPs and CBPs are in agreement with regard to CB programs *being tailored to the organisation's need* being the most important feature of CB initiatives



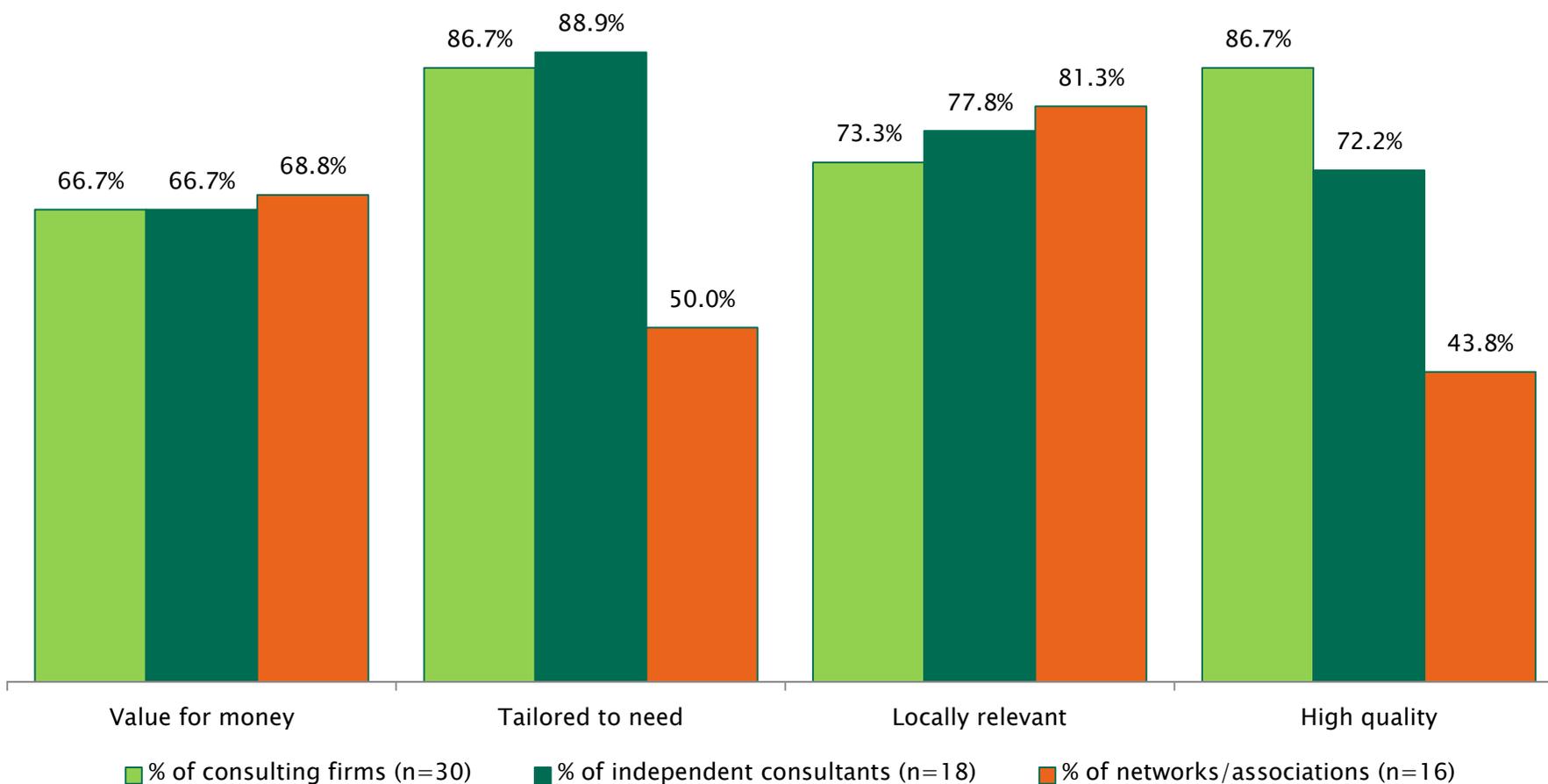
Comparing regions



CBPs that operate in Western Africa are more likely to be of the perception that their clients most value *local relevance* and that *value for money* is as important as *customised* programs



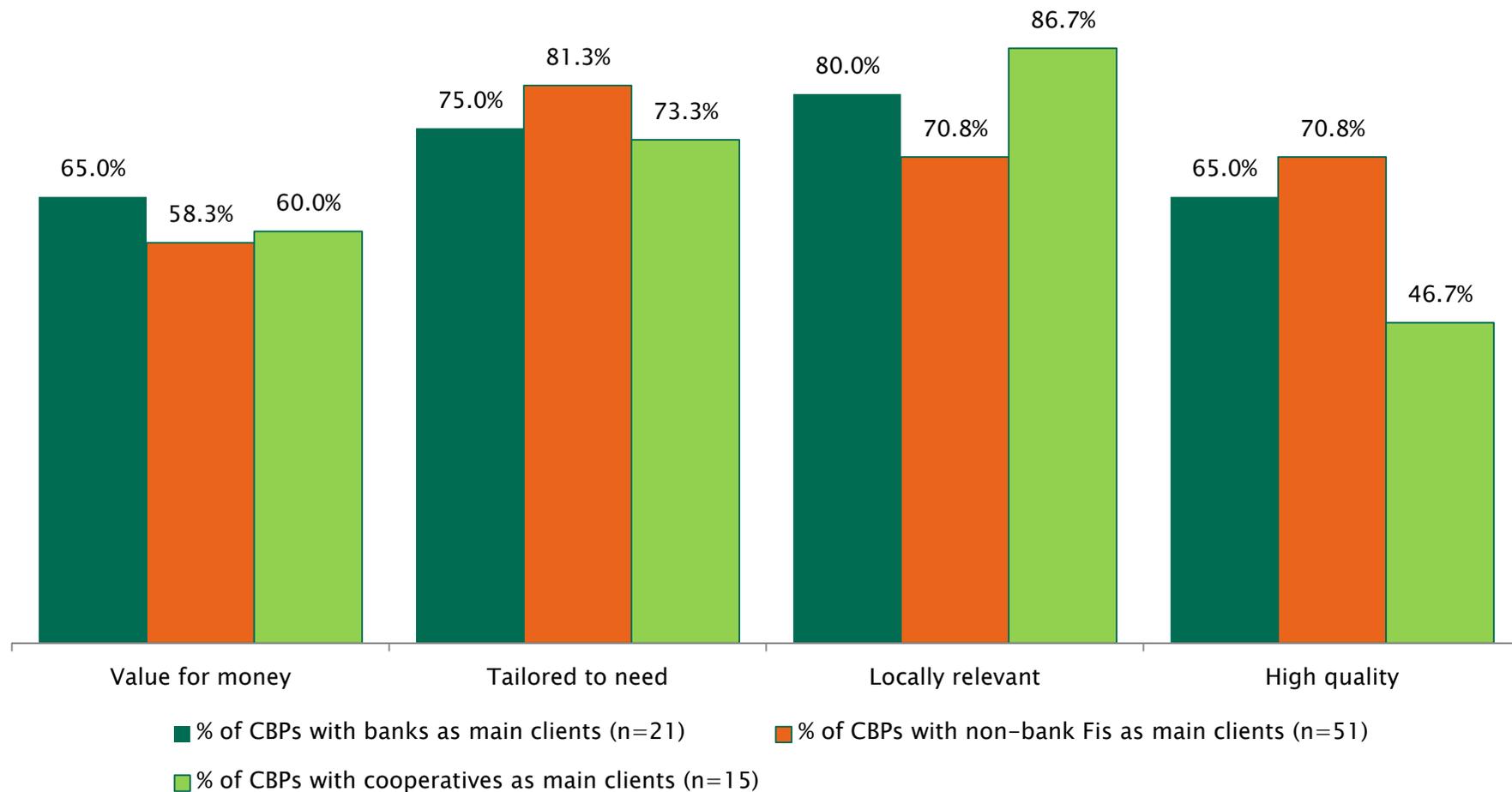
Comparing type of CBPs



Networks/associations differ significantly from other types of CBPs – they are more likely to be of the perception that that their clients value *local relevance* most with *value for money* and *customisation* being significantly less valued



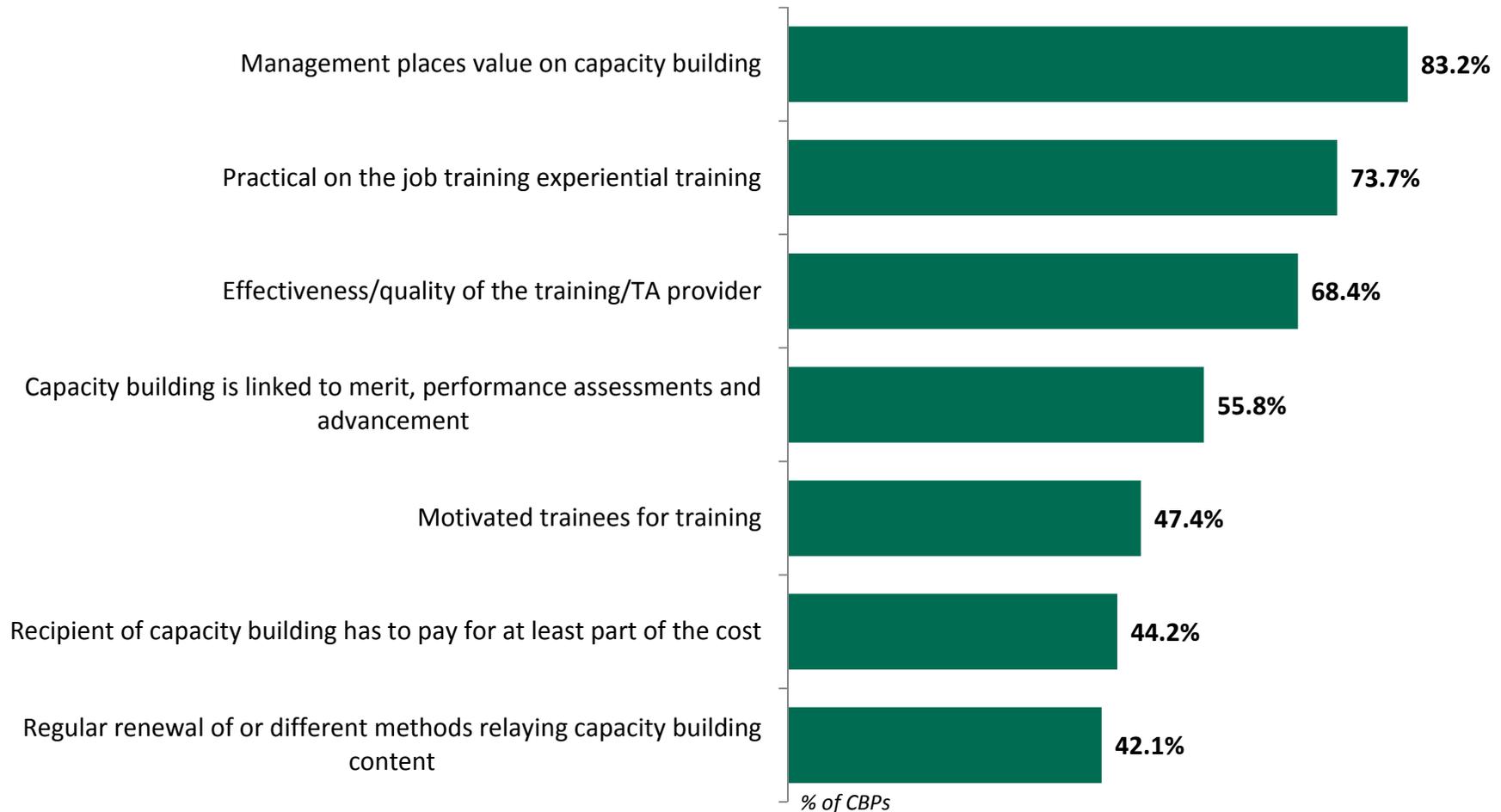
Comparing CBPs in terms of main clientele



CBPs with banks as well as those with cooperatives as main clients regard *local relevance* as most important whilst CBPs with non-bank FIs regard *customisation* as most important



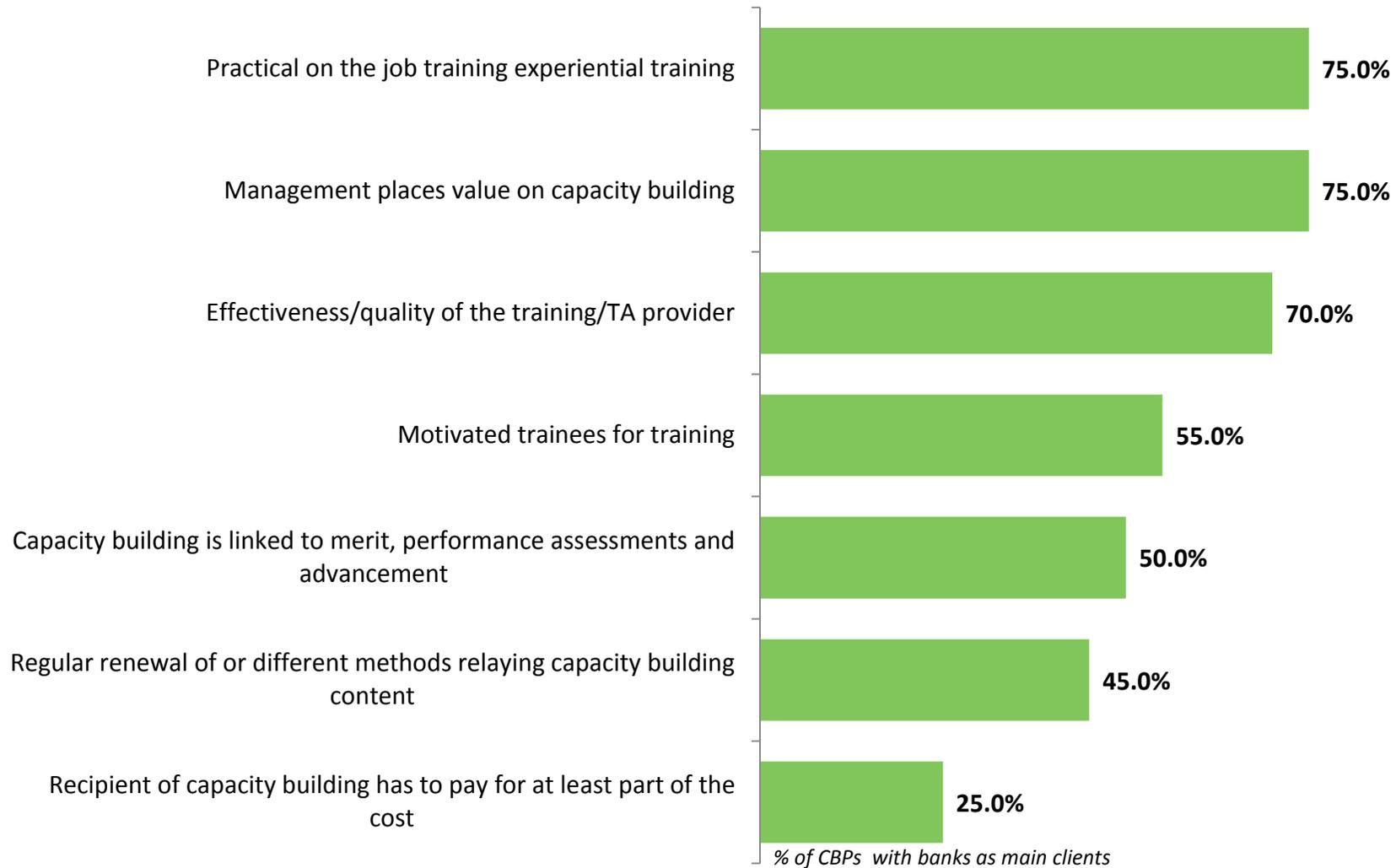
Perceptions about conditions leading to change within recipient organisations



FSPs and CBPs are in agreement in terms of *management of beneficiaries valuing CB and experiential training* being the most important conditions for impact followed by *effectiveness of the trainer*

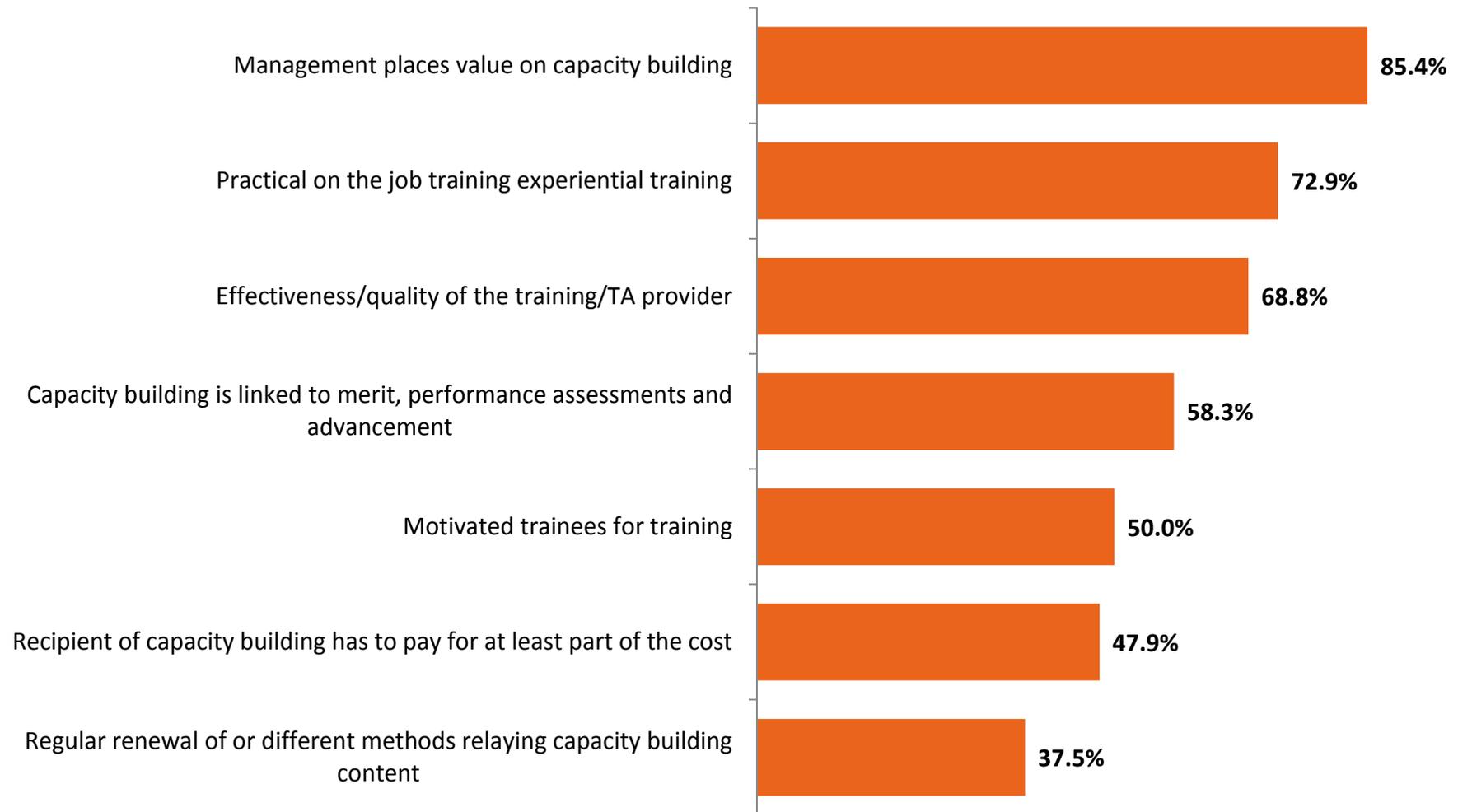


CBPs with banks as main clients (n=20)





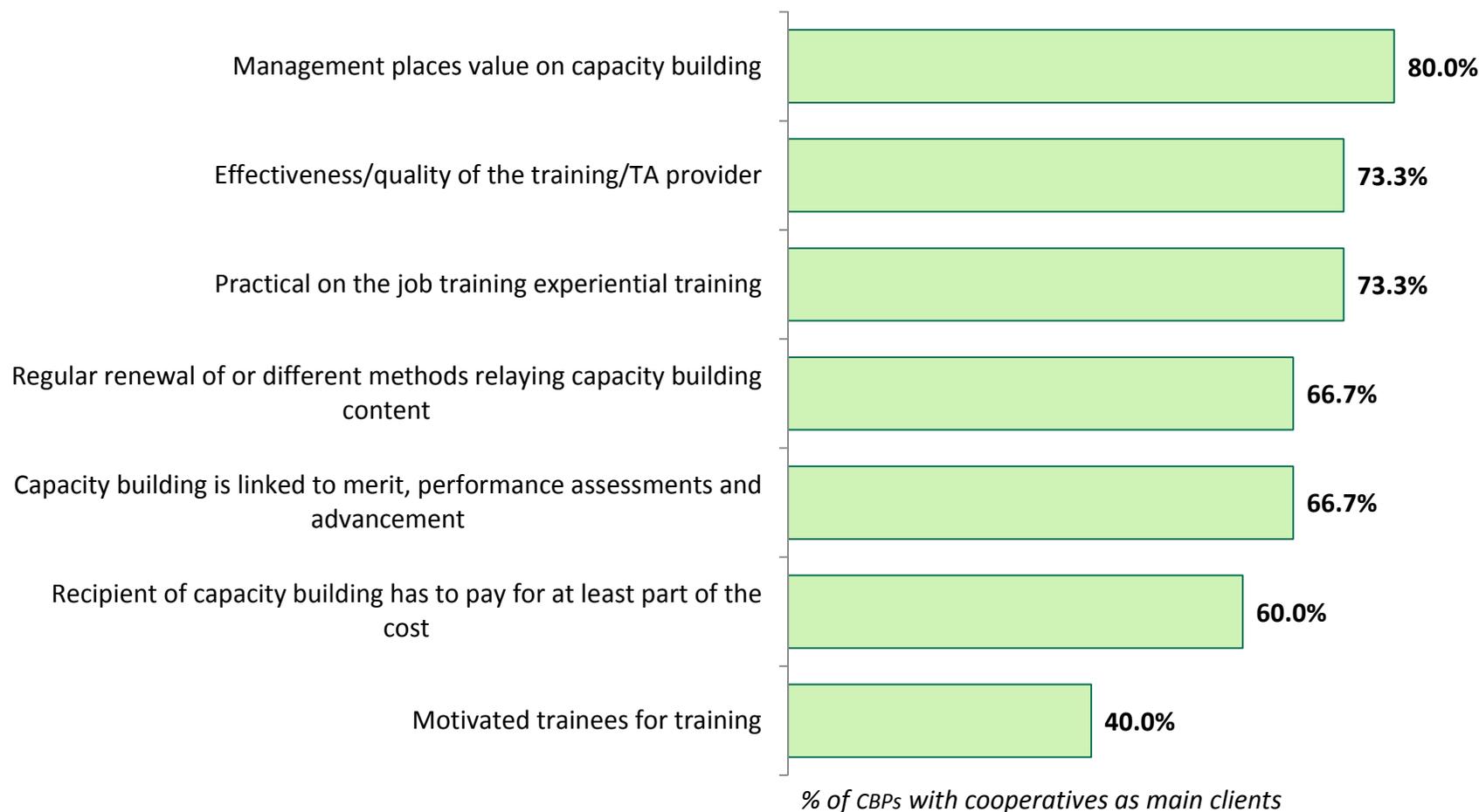
CBPs with non-bank financial institutions as main clients (n=48)



% of CBPs with non-bank Fis as main clients



CBPs with cooperatives as main clients (n=15)



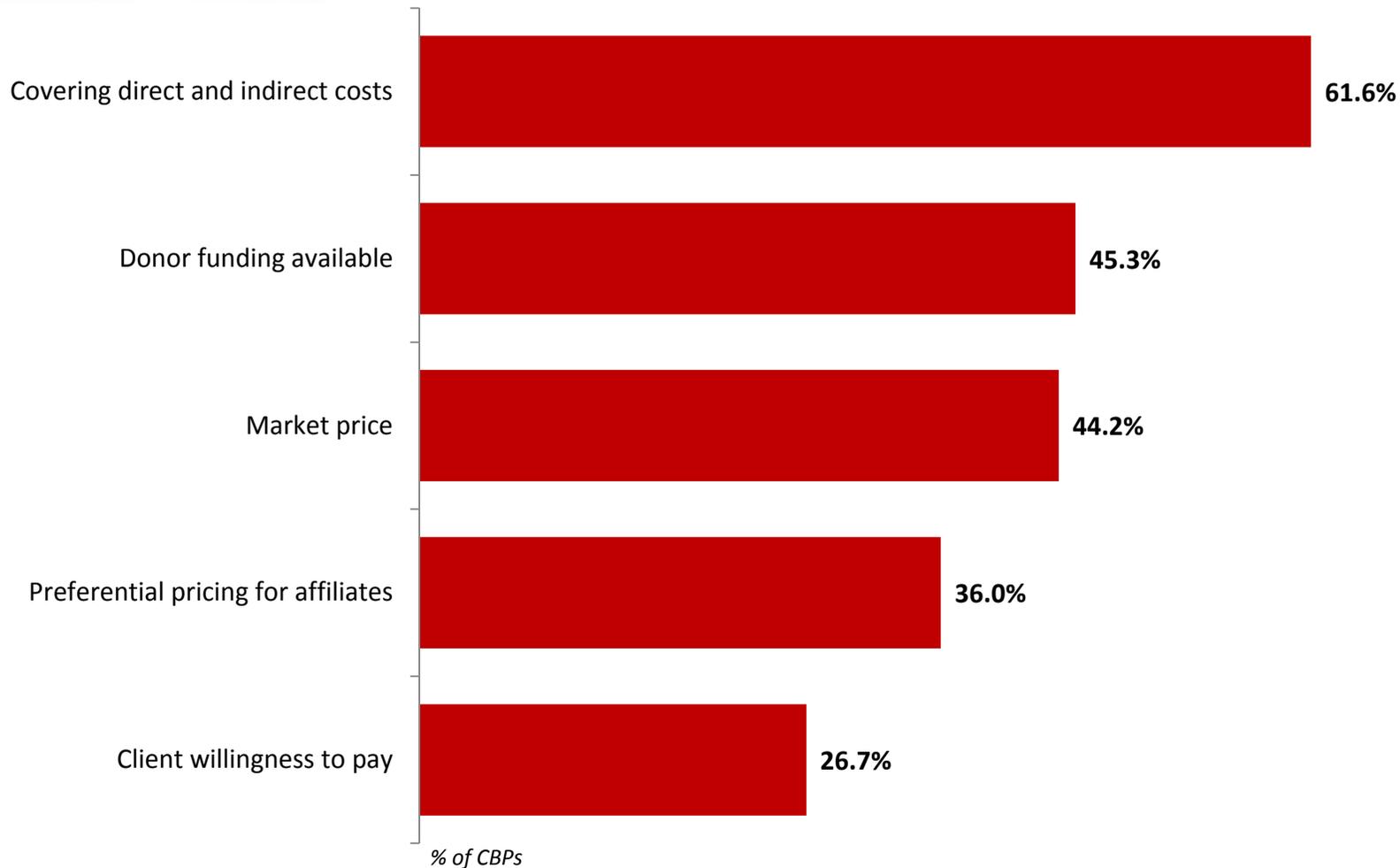
CBPs with cooperatives as clients differ significantly from other CBPs – regarding *effectiveness of the trainer* as more important than *experiential training*; they also place significantly more value on *renewal of different methods of training*



Pricing, profit and subsidies



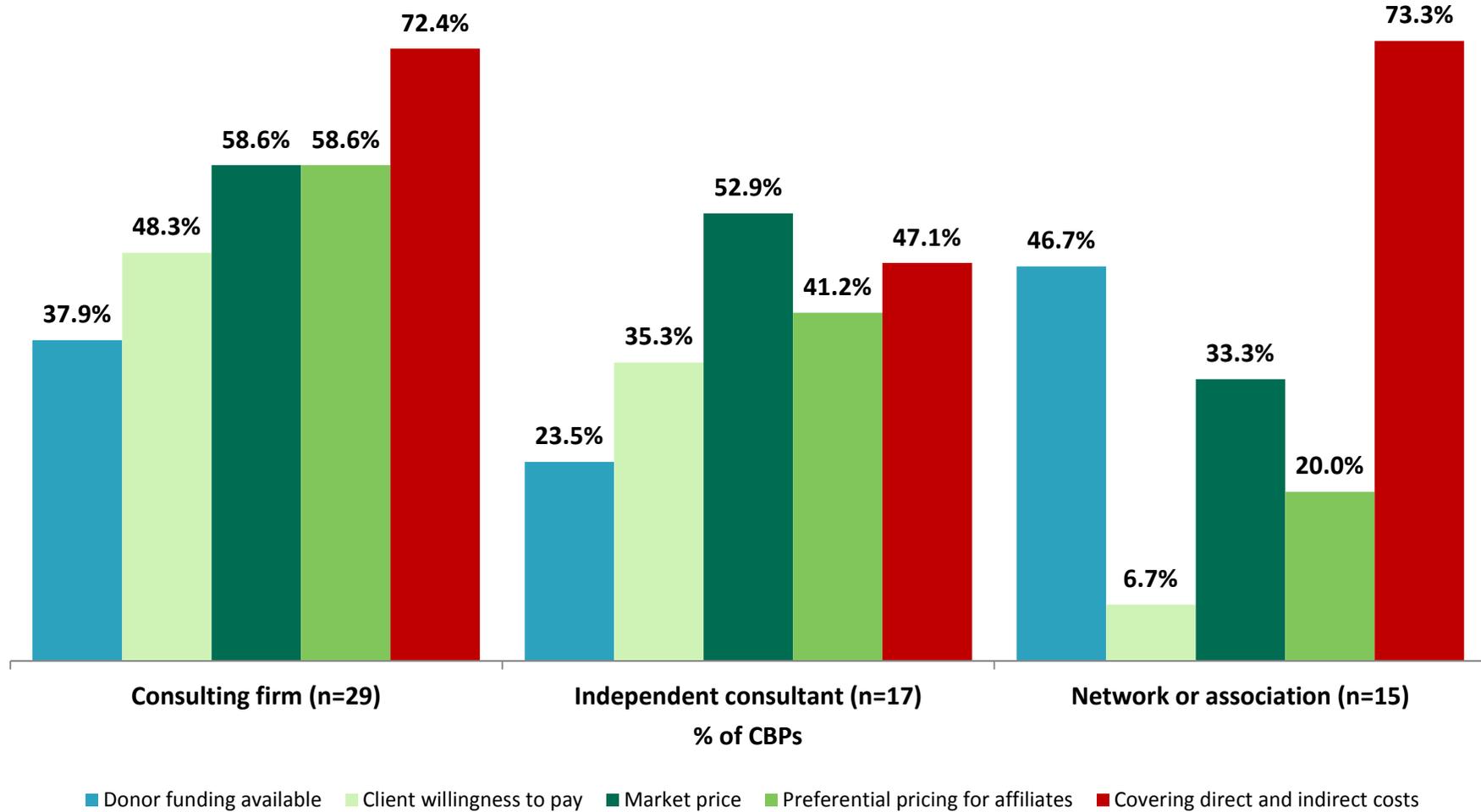
Pricing factors



CPBs regard *covering direct and indirect cost* as most important in setting a price for their services

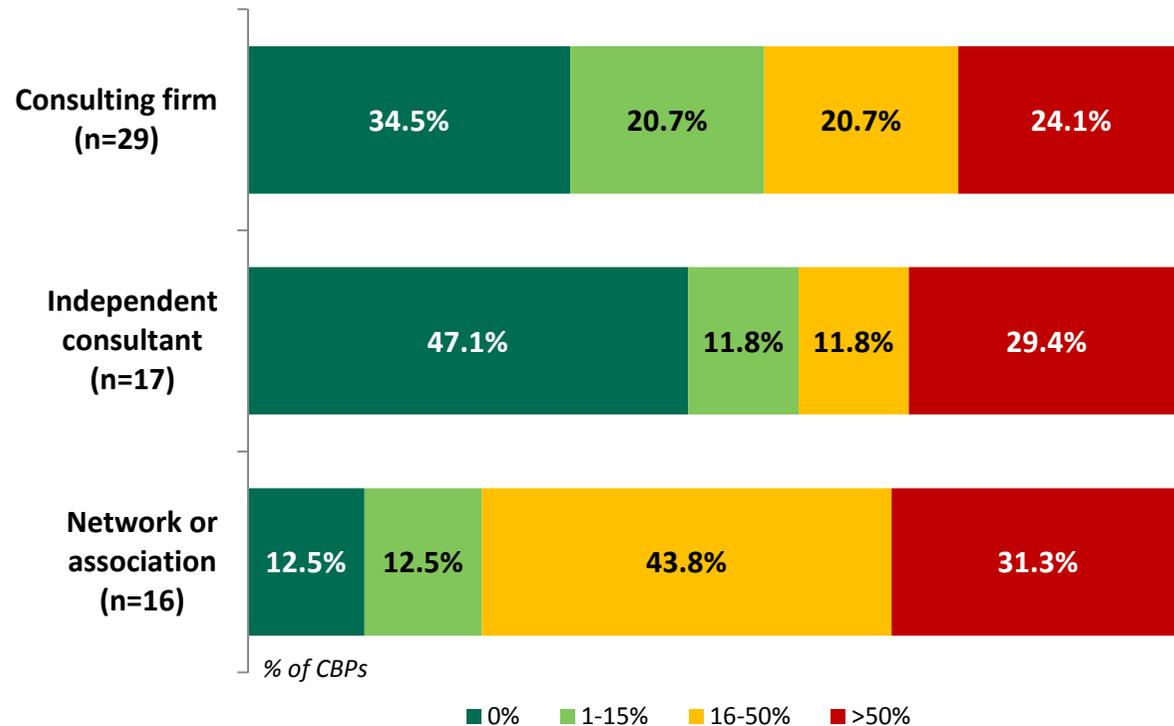
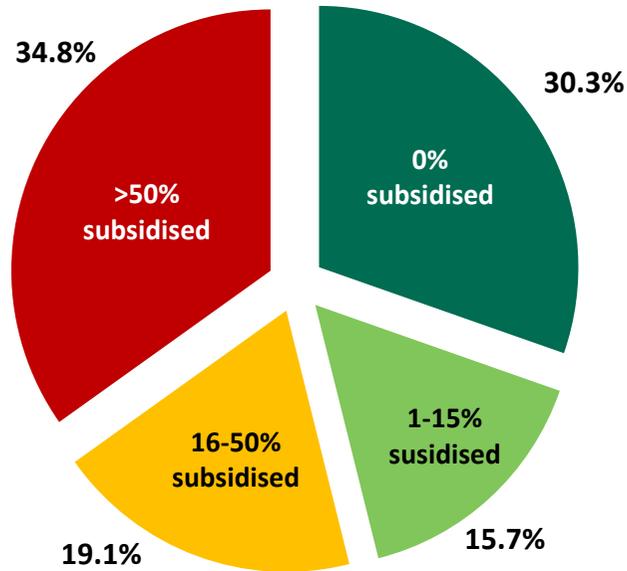


Pricing factors



Independent consultants are more sensitive to *market prices*

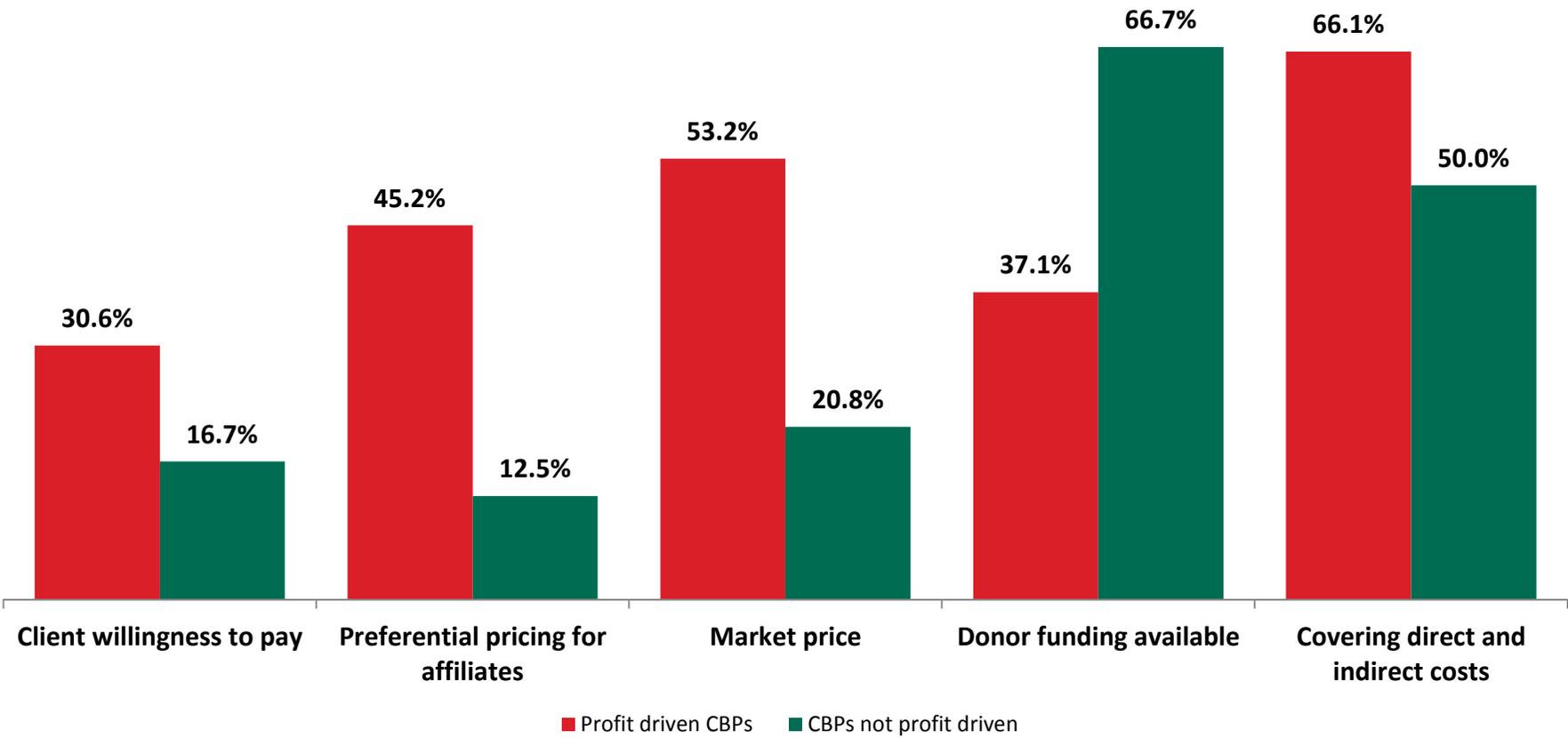
Proportion of cost covered by subsidies



30.3% of CBPs cover all their costs themselves 69.7% rely, to some extent, on subsidies; Independent consultants are most likely to cover their own costs whilst networks/associations are most likely to be reliant on subsidies



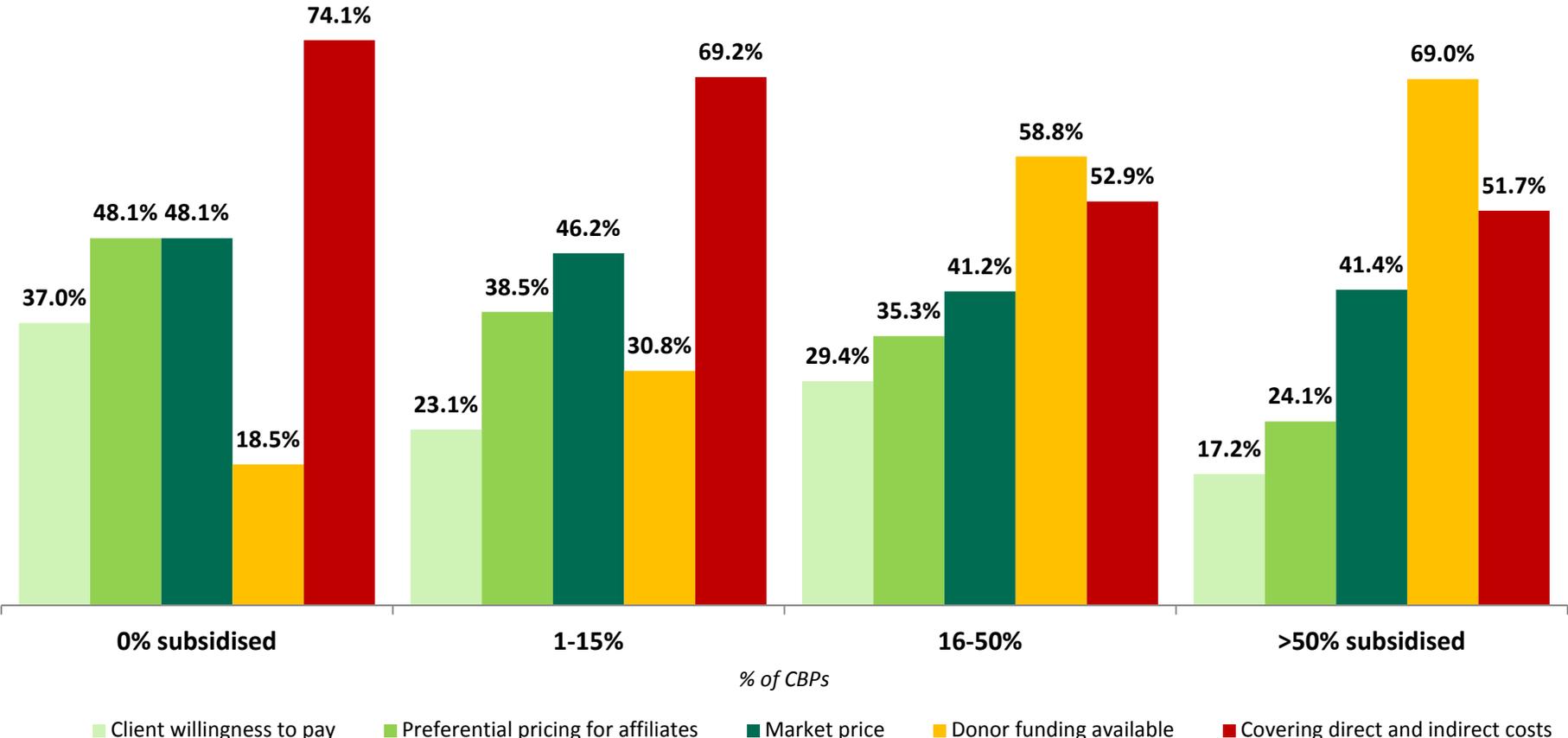
Pricing and profit motive



70.8% of CBPs have a profit motive and are more likely to cover their own costs and significantly less likely to take donor funding into account in setting a price for their services



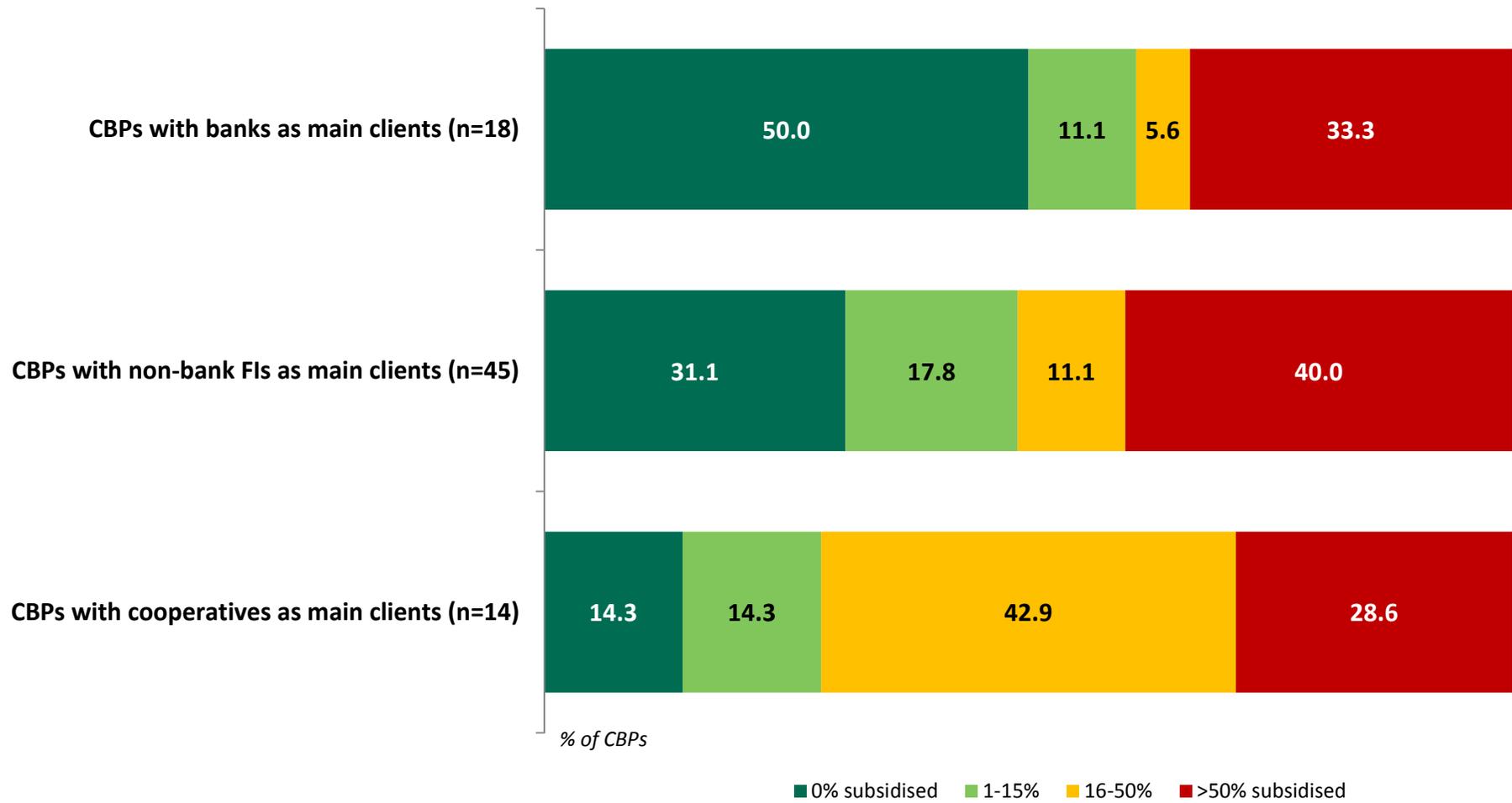
Pricing and subsidies



CBPs less reliant on subsidies are more sensitive to market prices when setting a price



CBP type & subsidies



CBPs with banks as main clients are most likely to be non-subsidised CBPs



Bottlenecks to achieving a sustainable market



Demand side

- **Lack of funding for CB amongst FSPs**
 - Donor dependency
- **Lack of training culture**
 - Senior management do not value CB – trade-off between cost & investment
 - Invest in quality staff therefore do not see the need for CB in the short term



Supply side

- **Not well-organised with no clear CB strategy - responsive**
- **Providers compete in heavy subsidised market**
- **Lack of transparency with awarding of contracts**
 - No clear selection criteria
- **Have a supply orientation – don't understand demand**
- **Cost of development**
 - Staff; material; technology; staying well-informed
- **Poor quality of service**
 - Lack skilled trainers
 - No follow-up/after-care/coaching
- **Training not relevant**
 - Content generic/academic – not customised for context or practice
 - Don't understand financial sector – financial expertise expensive/scarce
- **Duplication of training material by clients**



Advice for donors from CBPs



- **Understand the local need for CB**
 - Do robust research amongst FSPs to assess needs
- **Develop a CB strategy based on the assessment of need and set priorities for funding**
 - Don't do what has worked elsewhere design a CB strategy aligned with local needs
 - Monitor implementation of the strategy
 - Develop guidelines for/advise CBPs to help meet the needs
- **Encourage investment in human capital amongst FSPs – raise CB need awareness**
- **View CB as a long term project – ensure funding for follow-up/coaching**
- **Ensure that CB activities are aligned with organisation's strategy/staff responsibilities**
- **Monitor the impact of CB activities – ensure that the budget allows for this**
- **Ensure sustainability – have a strategy to withdraw funding over time**
- **Take into account the capacity for uptake and impact**



With regard to beneficiaries

- **Must be selected based on CB need rather than ad hoc when funds are available**
- **Proposed selection criteria**
 - FSPs that can share in the cost
 - FSPs with a clear CB strategy and an allocated budget
 - FSPs that can demonstrate need
 - FSPs with ability to measure impact/monitor progress in terms of their strategy
- **Continuous support should be based on performance improvement within the FSP**
- **Donors should have performance contracts with beneficiaries to ensure specific outcomes post-training**



With regard to CBPs themselves

- **Develop a relationship with local CBPs**
 - Establish a network that can organise CBPs
 - Know what they offer & ensure that the total CB need is appropriately addressed by their collaborative services
 - Analyse their capacity & the quality of services they provide
- **Selection of CBPs**
 - Based on knowledge of local context and on-the-ground capacity
- **Channel more resources into technical support for CBPs**
 - Invest in strengthening local CBP capacity – focus on sustainability
 - Development of new material; staying up to date
 - Assist with recruitment of expertise not locally available
- **Invest in the training of CBPs**
 - Finance certification of local trainers



Thank you!

