

Making markets work for enterprise in Africa

**A 5-day programme on the market development
approach to enterprise competitiveness**

**7 – 12 March 2010
Mombasa, Kenya**

You will:

- Become familiar with the essence of the market development approach
- Understand the required frameworks and tools to research, design and manage interventions
- Examine innovative programmes in Africa, and globally, and learn why they work
- Recognise the implications of this approach for your work and your organisation
- Generate lasting networks of support and learning among participants and faculty



THE SPRINGFIELD CENTRE
FOR BUSINESS IN DEVELOPMENT

THE PROGRAMME

7th – 12th March 2010, Mombasa, Kenya
Price: £1,700

The challenge

How can governments and development agencies stimulate enterprise competitiveness and growth?

It is increasingly recognised that:

- Improving the competitiveness of enterprises in urban and rural environments is essential for pro-poor growth.
- Effectively functioning market systems - for goods and services - are critical to enterprise competitiveness.
- The potential of market systems to catalyse enterprise growth is often constrained by lack of information, skills, attitudes and rules.
- A key challenge for governments and agencies is to address these constraints and harness the potential of markets to bring about large scale and lasting impact.

So, what should governments and development agencies do?

This training programme aims to provide answers to this question. The **market development approach** focuses on how publicly-funded agencies can use their resources to leverage the dynamism of markets - for example in business & financial services - to achieve greater, more systemic impact.

Programme goal

To provide participants with a thorough understanding of the market development approach, its implications and uses for their organisation.

At the end of the 5-day programme, participants will have a clear understanding of:

- The rationale for the approach and why it is important in Africa.
- Market systems and how to identify systemic constraints to their development.
- The roles of different players - such as governments, not-for-profits, the private sector - and how to find strategic and complementary roles in promoting enterprise competitiveness.
- The central importance and meaning of sustainability and how to design interventions for significant and lasting impact.
- Frameworks and tools for taking a facilitative approach to implementation and how to work effectively with market players.
- Approaches to monitoring and evaluating market change and how to manage information to track progress towards project goals.

The programme will provide participants with knowledge and guidance on how to make sense of the market development approach in their own work.

Who should attend?

Decision-makers, managers and specialists in different spheres of development in Africa, including rural livelihoods, agricultural and SME development.

This includes senior staff from: government departments and agencies, funders, not-for-profit organisations, consulting firms, universities and research organisations.

The programme will be most relevant to staff in a position to influence the design, management and co-ordination of their organisations' activities.

Programme approach

The **programme's** approach and materials will marry conceptual rigour with a strong practical orientation. A range of learning approaches will be used including lectures, case studies, group work and structured discussions. Throughout, the programme will seek to draw on the collective experience of participants to ensure that learning is grounded in operational realities.

Material will be drawn from a range of international situations, with a special emphasis on African examples.

For most of the programme, participants will be divided into smaller groups of 16-20 to provide a more appropriate environment for interactive learning. Each group will be facilitated by one of the three core faculty.

In addition, external resource people from the region will present recent project experiences of where a market development approach has been used in both rural and urban settings.

Programme Content

Participants will explore the key elements in the overall framework of the market development approach.

Setting the strategic framework: developing the rationale; recognising the relationship between functioning markets, enterprise competitiveness and pro-poor growth; the emerging key features of the market development approach.

Understanding market systems: the dynamics and dimensions of a functioning market; identifying systemic constraints to market development; lessons from recent experience on assessing goods and service markets to guide project design.

Assessing the role of key players: what should be the role of different players in an effective, inclusive market, in particular the roles of government, business membership organisations, not-for-profit organisations and the private sector; what prevents them playing these roles currently; how can they play more effective roles in the future?

Developing realistic pictures of sustainability: what is the practical vision of how markets should work in the future and how can that guide our actions; who has the incentives and capacity to perform and pay for different market roles; what are the key considerations in building a future vision; how can a common view be developed?

Facilitating market change: linking intervention options to market analysis and a long-term strategy for lasting impact; choosing partners for implementation; designing the intervention 'offer' with an exit strategy upfront; tips, tools and principles for intervention and engagement.

Monitoring and evaluation: approaches to assessing market system change, setting key indicators and using information to track performance.

The Springfield Centre

The Springfield Centre for Business in Development is based in the UK and has been a key influence on the international emergence of the market development approach. As consultant and adviser to many programmes and organisations it has helped shape the design and implementation of interventions.

Most important, over the past ten years, over 800 people have participated in its annual training programme in Glasgow and regional programmes in Africa and Asia. These are recognised as the leading international programmes of their kind and have played a key role in the development of improved thinking and practice. Using the same core faculty, this programme builds on the success of Springfield's previous training programmes.

Facilities

This is a residential training programme. It will be hosted at the Serena Beach Hotel on the north coast of Mombasa in Kenya. This resort is located approximately one hour's drive from Mombasa airport and only a short distance away from Mombasa Town. Mombasa is a one hour flight from Nairobi. The Serena Beach Hotel provides a spacious and tranquil setting for a learning programme. In addition to a secluded beach, the resort offers a range of amenities for work and recreation, including swimming pool, restaurants, quality accommodation, internet access and business centre.

For more information on the venue go to: www.serenahotels.com

TRAINING TEAM

The core faculty

Marshall Bear has worked in international development for 35 years as a manager, microenterprise specialist, trainer and author. He has researched various topics including how to build business service markets to improve SME performance within competitive markets. Currently an independent enterprise development consultant based in Albuquerque, New Mexico (U.S.), Marshall brings knowledge of market development programmes in Asia and Africa, practitioner skills in sub-sector analysis and in organisational strategic planning and considerable experience in curriculum design and training delivery. Marshall's most recent publication (with Michael Field) *Managing the process of change: Useful frameworks for implementers of making markets work for poor programmes (EDM, June 2008)* focuses on the facilitation approach to project implementation.

David Elliott is a Director of the Springfield Centre. He has extensive experience in private sector development gained in more than 20 countries working with a range of organisations including DFID, SDC, IRBD, EU and IADB. David was the lead manager of DFID's Enterprise Development Innovation Fund, focusing on action research into effective approaches for private sector development and was on a DFID advisory panel reviewing their £17m Business Linkages Challenge Fund. Since 2004, David has been retained as a lead technical adviser to the Employment & Income Division of SDC, and was recently retained as a lead technical adviser to AusAID Headquarters on rural enterprise development policy and strategy. Prior to joining Springfield, David worked in a leading public economic regeneration agency in London; as resident adviser to the Northern Cape Department of Economic Affairs & Tourism in South Africa, and several years with a major UK international economics consultancy.

Rob Hitchins is a Director of the Programme and the Springfield Centre. He has worked on market development in a range of countries in Africa, Asia and Latin America and has conducted research, training and written extensively on the subject. Recent work has included design, evaluation and support of major programmes in East Africa, Nigeria, Bangladesh and Indonesia, focusing on financial and business services, agricultural sectors and the media, and serving as a strategic and technical adviser to a European donor agency. In 2008 he was one of the key authors of a set of guides "*making markets work for the poor*" aimed at agencies and governments. An economist by training, Rob worked for the accountancy and audit firm KPMG, before setting up his own tourism business in Indonesia, and has experience in the development of tourism-related small enterprises, particularly in rural and conservation areas.

Specialist presenters

Gavin Anderson is an Associate Director of the Springfield Centre. Throughout his 17-year career Gavin has been an important innovator in business services, having earlier played a key role in research on SMEs' use of services in Uganda and on 'hidden' services embedded within commercial relationships in Asia. A key focus for Gavin is developing media-based business services, especially radio programmes, as commercial services that can reach the smallest and most rural businesses and which can act as an effective advocate in the interests of the poor. Having managed a major project in Uganda for several years he is now based in the Scottish Highlands and is supporting projects in Africa and Asia to make commercial media work more effectively for the poor.

Michael Field is a Senior PSD Advisor with ACDI-VOCA and is currently the Chief of Party on a USAID-funded value chain competitiveness and education project in Liberia. He has over 18 years of experience of providing technical leadership in designing, assessing, and implementing market-based PSD programmes. In Liberia, Mike designed and is now overseeing the implementation of an innovative use of market facilitation and systems thinking to foster performance improvements on the farm and in the school. Previous to his work in Liberia, Mike designed and managed the implementation of a large value chain competitiveness project in Zambia. Before that he served as Senior BDS Advisor through USAID's Microenterprise Development Office. Mike's PSD experience includes work in the financial services and mortgage industries.

Julian Hamilton-Peach continues to be passionate about uprooting rural poverty - especially in Africa. His experience over 20 years on short and long-term consulting assignments has focused on financial services, markets, institutional analysis, and programme management. After 8 years' working with DFID, he now works as Programme Manager of PrOpCom (Promoting Pro-poor Opportunities Through Commodity and Service Markets) - an M4P programme in Nigeria which is financed by DFID. PrOpCom is working to improve the functioning of several markets (rice, fertiliser, agricultural equipment, financial services and enterprise training services), and influencing policy at the state and federal level. Julian has trained many UN development agency staff, consultants and government officials in the use of the sustainable livelihoods approach; and is a certified facilitator.

Ka-Hay Law is the Director of Agriculture Value Chains for Engineers Without Borders Canada (EWB). She is based in Zambia and manages EWB's work in Zambia, Malawi and Ghana which focuses on increasing organizational capacity for market facilitation. Ka-Hay has worked on the PROFIT project in Zambia helping to develop the knowledge management system and in Ghana on small scale technology development. Prior to joining EWB in Zambia, she worked as a corporate social responsibility consultant for Canadian Business for Social Responsibility. She graduated from University of British Columbia with a degree in engineering.

Corin Mitchell is a senior member of the Business in Development practice at Genesis Analytics, based in Johannesburg, South Africa. Within Genesis, Corin is the Africa Director of the Financial Education Fund (FEF) and the Southern Africa Manager of the Africa Enterprise Challenge Fund (AECF). He has over 13 years working experience in development in ten sub-Saharan African countries in the promotion of growth and PSD; as well as projects in the UK, India and Bangladesh. Corin has been a thought leader, developer and implementer of the M4P paradigm across Africa; designing, testing and evaluating innovative approaches and instruments. He has extensive experience in designing and implementing funds and programmes; including the AECF, the Business Linkages Challenge Fund (BLCF), the FEF, and the Investment Climate Facility for Africa (ICF).

Indicative schedule: Making markets work for enterprise in Africa

<i>Sunday 7th March: participant registration (16.00-18.00)</i>					
Time	Monday 8 th	Tuesday 9 th	Wednesday 10 th	Thursday 11 th	Friday 12 th
08.45-10.00	Programme introduction	<i>Understanding market systems:</i> core concepts and why they are important	<i>Sustainability:</i> a framework to set a transparent, credible future vision of market system change and how this guides what we do and how we do it	<i>Facilitating market system change:</i> useful tools to guide implementation practices consistent with agency goals of sustainable impact	<i>Monitoring and evaluation:</i> assessing market system change
10.30-12.45	<i>Setting the strategic framework:</i> the rationale for the market development approach and its key advantages	<i>Assessing market systems:</i> a diagnostic process for selecting interventions for systemic change			
14.00-17.00		<i>Applying concepts and frameworks:</i> cases and lessons on understanding how market systems work as a basis for action	<i>Learning from experience:</i> Africa practitioners present lessons on their use of market development approaches in their work Specialist presenters include: <ul style="list-style-type: none">• <i>Gavin Anderson</i>• <i>Mike Field</i>• <i>Ka-Hay Law</i>• <i>Corin Mitchell</i>• <i>Julian Peach</i>	<i>Learning from experience:</i> Africa practitioners present lessons on their use of market development approaches in their work	<i>Wrap up:</i> taking it back home 15.00: programme close
Evening	Evening reception			Programme dinner	

PROGRAMME ADMINISTRATION

Programme price, how to apply, how to pay, other terms and conditions

Programme price

Programme fees are **£1,700**.

Fees include:

- 5 days of tuition and related materials (including a resource CD).
- Tea/coffee breaks and lunch on Monday-Friday.
- 5 nights' bed and breakfast (check in Sunday; check out Friday).
- Airport transfers (Mombasa).
- Evening meals: Monday (reception) and Thursday (gala dinner).
- Group photograph.

Fees do not include:

- Banking charges for transmission of funds (please ensure that any bank charges are paid by the sender of funds).
- Travel to/from Mombasa.
- Evening meals: Tuesday and Wednesday (free evenings).
- Any other extras (eg phone/internet, laundry, room service etc).

Application procedure

In order to be considered, applications for the Programme must be accompanied by the full fee.

Applications and fees should be received no later than 27th January 2010. Applicants should apply as early as possible in order to reserve places.

Good working knowledge of written and spoken English is essential.

Participants are expected to attend eight hours of class time daily. Class preparation may consist of one to two hours per night, depending on the nature of assignments. Sponsors will be notified of participant absences.

Notifications of acceptance will be sent by fax or e-mail. Applications received after the 27/01/10 deadline will be accepted only as space permits.

Application forms may be sent to the Programme Administrator via e-mail, website, fax or mail. E-mail or internet is our preferred option.

E-mail or fax

Email: global@springfieldcentre.com

Fax: +44 191 3831616

Website

<http://www.springfieldcentre.com>

Post

The Springfield Centre for Business in Development Ltd
Suite One, 4 Saddler Street
Durham, DH1 3NP
United Kingdom

Payment procedures	For applications to be considered they must be accompanied by payment of fees. Our preferred method of payment is by electronic wire transfer. On receipt of an application form we will send details of the bank account into which payment must be transferred.
Refund policy	Applicants who withdraw from the programme before the closing date of 27 th January 2010 will receive a full refund, minus transmission costs incurred by the Springfield Centre. No refunds will be given to withdrawals after this closing date.
Accommodation	<p>Accommodation is included in the residential programme package.</p> <p>As accommodation space is limited, it is vital that we receive applications as early as possible to ensure that we can reserve a sufficient number of rooms for all participants.</p> <p>Participants should remember that the programme begins with registration on Sunday 7th March between 4pm and 6pm and ends at approx. 3pm on Friday 12th March 2010.</p>
Visa information	<p>Passport holders from about 40 countries do not require a visa to visit Kenya for less than 30 days – please refer to the Kenyan Department of Immigration website (Visa section): www.immigration.go.ke for a full list of exempt nationalities. A number of nationalities may however require ‘referred’ visas so will need to apply early.</p> <p>Most other nationalities can obtain a visa in advance from the Kenyan Embassy in their own country before travelling or can obtain a visa on arrival. The current cost for a standard visa is U.S.\$50. Contact information for the Kenyan High Commissions/Embassies overseas is available at the ‘Mission Abroad’ section of the above website.</p> <p>Contact the Programme Administrator (global@springfieldcentre.com) if you require an invitation letter for a visa application.</p>
Acceptance	Participants will be selected on the basis of professional background, date of application, and group-mix needs. Although we do not expect them to do so, faculty and classes may change. Such changes will be communicated to participants in advance, whenever possible.