



Making Markets Work

Training programme

Glasgow • UK
18 – 30 July 2010

PROGRAMME GOALS

To develop participants' knowledge of and skills in the market development approach, its implications and uses for their organisations

By the end of the programme, participants will:

- Understand and have ownership over the essence – rationale and principles – of the market development approach
- Have developed key knowledge of and skills in the required frameworks and tools to research, design and manage interventions
- Be aware of the diverse and innovative ways in which the approach can be applied to different markets and contexts
- Recognise the implications of the approach for their work and organisation
- Have generated new networks of support and learning among participants and faculty

PROGRAMME OVERVIEW

18th – 30th July 2010: Glasgow, United Kingdom
Price: £2900 (+VAT)

The challenge

How can development agencies and governments improve market systems for businesses and for poor people?

Increasingly it is recognised that markets are central to the task of development agencies and governments. Where market systems – for services, commodities and products – function well they allow businesses and poor people to benefit from and contribute to growth. Yet, clearly, markets often do not offer this opportunity. A range of factors – structures, skills, information, attitudes and rules – can and do undermine market development. A key challenge for agencies and governments is to address these constraints to harness the potential of markets to bring about large-scale and lasting impact.

The Programme

Making Markets Work

This unique programme provides an in-depth focus on developing markets and, in particular, on the strategic and practical implications for organisations as they adopt more market-oriented approaches.

The programme builds on the Springfield Centre's experience over the last eleven years in offering training on the market development approach (also known as 'Making Markets Work for the Poor' or 'M4P'). More than 850 people from over 40 countries have benefited from Springfield training. The programme applies a market development framework to a broad range of market situations and organisations.

Who should attend?

Training for decision-makers, managers and specialists

Staff from funding agencies, international NGOs, consulting firms, governments and other promotion agencies involved in different spheres of development – such as SME promotion, agriculture, financial services, rural livelihoods, governance, business environment and sector competitiveness – are expected to participate. Typically their areas of responsibility will include programme design, management, evaluation and co-ordination.

What's the training about?

Practical emphasis on market development intervention rationale, project design and management issues, including:

- Markets in the wider economic environment and development context
- Understanding and assessing market systems
- Sustainability and exit strategies
- Complementary roles of public and private organisations
- Supply-side and demand-side intervention approaches
- Monitoring and evaluation

Participants can select subjects matching their interests, such as value chains, consumer research tools, agriculture, public service reform and impact assessment, drawing on an experienced international faculty.

Information

Please read on for more details about:

- The structure of the programme
- Programme content and the training team
- Applying to join the programme

PROGRAMME DESCRIPTION

The programme is divided into three different types of training session each day

Structure

- (1) Main **plenary session** for all participants (morning)
- (2) Small group workshops on **core skills** in market development (morning)
- (3) Small group workshops or seminars of **elective subjects** (afternoon)

Morning plenary and core skills sessions are attended by all participants. Elective subjects in the afternoon are based on small group workshops or seminars where participants are able to choose a specific subject of interest from a small menu of subjects on offer in each week. Some time is left 'free' for individual study or group discussions.

Morning sessions

(1) Plenary sessions: Big issues in market development (8.45 - 10.00 daily)

Most days of the programme begin with a 1¼-hour session focusing on "big" issues in market development. Thus, as well as developing skills and knowledge of practical tools, participants become familiar with on-going areas of debate. These sessions are for all participants and take the form of seminars or discussions focusing on subjects that complement core skills and elective sessions. Subjects to be addressed may include:

- Building markets for media services
- Applying market development to health systems
- Donor trends in relation to market development

(2) Core skills in market development (10.30 - 12.45 daily)

Market development is an emerging and diverse field. Core skills sessions provide participants with a central body of knowledge, frameworks and skills to *make sense* of market development in their own situations. In particular, they enable participants to (a) understand the rationale for a market development approach (why it's important), and (b) develop rigorous approaches to pursuing market development goals (what it is and how it is undertaken). Core sessions also offer a framework to examine and test specific interventions that are the subject of afternoon electives. Participants are divided into smaller groups of 18 - 20 to provide a more appropriate environment for interactive learning. Among the key topics covered are:

- *Markets and wider development*: understanding where market systems fit into economic development and poverty reduction, offering access to services and promoting growth
- *Understanding market systems*: assessing demand, examining supply-side capacities, understanding impediments to better functioning markets and market analysis as a basis for action
- *The role of key actors*: the appropriate role of main players such as the private sector, government, associations and the not-for-profit sector and how they complement each other in market systems
- *Sustainability*: the central importance of sustainability and how to design interventions for lasting impact
- *Intervention options*: designing and implementing interventions to meet long-term objectives
- *Monitoring and evaluation*: practical approaches to M&E

Afternoon sessions

(3) Elective subjects (14.00 - 17.00 daily)

These offer participants an opportunity to focus on subjects in which they have a specific interest. Details of specific elective subjects are given below.

Week 1: Participants choose one from three different electives offered in this week. Each elective is 12 hours in duration – four afternoons. Participants are not able to move from one class to another but must remain with their elective class throughout the week.

Week 2: In this week, electives are shorter; each elective is 6 hours in duration – two afternoons. Participants choose two from three electives offered in week 2. Participants are not able to move from one class to another but must remain with their chosen elective classes.

Participants therefore attend a total of three elective subjects, one in week 1 and two in week 2.

Week 1 elective options (choose one of the following)

Wealth creation for the rural poor through competitive agricultural markets (Michael Field)

Liberalisation of trade is exerting considerable impact on agricultural markets. In this context, opportunities for small enterprises to benefit from participation in agricultural value chains depend on the competitiveness of the whole chain. This elective will use value chains as a framework to understand trends in agricultural sub-sectors and the conditions under which small firms can contribute to and benefit from increased competitiveness. Drawing on a number of experiences it will illustrate how practitioners can intervene in agricultural value chains to increase the competitiveness of the whole chain while also increasing the contribution from and benefits flowing to the rural poor. Participants will learn key frameworks and tools used by market development facilitators to implement interventions across a range of agriculture value chains and socio-economic settings.

Market research: gathering and using market system information effectively (Alexandra Miehlsbradt)

A detailed understanding of market systems is essential for designing, implementing and monitoring effective market development interventions. It helps organisations to identify market opportunities, recognise constraints in market access and integration, and assess the effects of a programme on specific industries and value chains. Increasingly, development organisations are adapting private sector consumer research tools and innovating new methods for this purpose. Building on practical experiences from India, Pakistan, South Africa, Bangladesh, Thailand and other countries, and focusing on key qualitative and quantitative tools, this elective outlines how to use a range of research tools to compile and consolidate relevant market information for decision-making both before and throughout a programme. By the end of the module, participants can expect to be equipped with key skills and knowledge in the *how to* of gathering and using market system information effectively.

Evolving roles of the state in enabling market development (David Elliott)

While privatisation and other 'market friendly' policies have created some new opportunities, it is clear that they often have not been successful in stimulating an effective market response and achieving significant impact. In practice, new market structures demand new market functions if they are to work effectively and equitably. Making markets work better usually requires different – but important – roles for the state in delivering key functions, such as regulation, standards, R&D and market information, or in facilitating others to do. This elective focuses on emerging roles for the state in enabling the development of markets. It does this through considering specific pro-poor industry reforms and the implications for new roles for Government. It also considers the process of reform, through looking at the concept and application of Drivers of Change. Drawing on case examples from a range of contexts (eg Bolivia, Ghana, Afghanistan) and sectors (eg utilities, agro-industry and finance), it will explore both specific challenges of market development, and the diversity of strategies that have been engaged by governments and agencies to meet these.

Week 2 elective options (choose two of the following)

Impact assessment in market development projects (Alexandra Miehlbradt)

Development organisations are facing increasing pressure to report on their results. At the same time, the use of regular and detailed information on the effects of interventions on markets, enterprises and poor people is increasingly recognised as a critical component of effective market development projects. Complementing the core skills sessions, this elective outlines an emerging approach to impact assessment that addresses these two aims and is gaining acceptance among practitioners and donors alike. The approach can be used by organisations in different contexts and without large external inputs. It builds on the clear impact logic of interventions and uses practical and 'do-able' methods to assess changes and the extent to which these can be attributed to interventions. The approach generates information that can guide management decision-making to improve performance, and provides reasonable and credible estimates of impact to donors and other stakeholders. Drawing on case examples, the elective will guide participants on designing and using this approach to impact assessment and on applying it to different situations. The approach presented is aligned with the Donor Committee for Enterprise Development's Standard in Results Measurement.

Market development in conflict- and emergency-afflicted situations (Diane Johnson)

Natural disasters, conflicts and other emergencies occur with depressing regularity in low-income countries. For national governments, relief and development agencies, these emergencies raise the challenge of how best to respond? Conventional responses focus on meeting immediate needs through direct delivery and relief interventions. However, there is a growing recognition that the best opportunities for assisting affected populations may be missed unless responses are designed with an understanding of market systems. Direct relief interventions may not offer the best platform for longer-term development efforts - indeed, their impact can be detrimental. This elective outlines a different approach to intervention in post-emergency and recovery environments which, from the outset, analyses, engages with and seeks to build pro-poor market systems. Building on practical examples from a range of countries, such as Haiti and Afghanistan, and drawing on recently-developed tools, it demonstrates how agencies can not only address immediate needs but also begin to build the linkages, capacities, incentives and relationships that encourage more effective development to take place.

Managing market development projects (Prashant Rana and Jim Tomecko)

A frequently heard comment these days is, "Market development, yes, well... a good framework but how can we plan and manage projects along these lines?" Market development means working with market actors and intervening in a flexible way to address underlying systemic causes and bring about sustainable long-term change. But the management challenge is how to match this theory with the design and implementation framework of funding agencies which are usually short-term and require fixed targets, budgets, partners and activities. This module will focus on the operational challenges that managers face in turning this approach into practice. This will include how to make win-win deals with intervention partners, documentation requirements around implementation and the pros and cons of different delivery models.

Training team

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 Ullapool in the Scottish Highlands and is supporting projects in Africa and Asia to make commercial media work more effectively for the poor.

Marshall Bear has been closely involved in the design of the training programme, and is an instructor for the core skills sessions. Marshall has worked in international development for over 30 years as a manager, microenterprise specialist, trainer and researcher. He has researched various topics including how market development approaches create and sustain value for industry and pro-poor enterprise competitiveness. Currently

an independent consultant based in Albuquerque, New Mexico, Marshall brings knowledge of enterprise development programmes in Asia and Africa, practitioner skills in value chain analysis and in organisational strategic planning and considerable experience in curriculum design and training delivery.

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, IADB and the EU. 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 and 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 and Tourism in South Africa, and several years with a major UK international economics consultancy.

Michael Field is a Senior Private Sector Development Advisor with ACDI-VOCA and is currently the Senior Technical Advisor on a large USAID-funded value chain project in Ghana called ADVANCE. He has over 18 years of experience specialising in providing technical leadership in designing, assessing, and implementing market-based private sector development programmes. In Ghana, Mike is advising project management and staff on how to take a systems-based facilitation approach to value chain development. Previous to his work in Ghana, he was the Chief of Party on a USAID-funded value chain competitiveness and education project in Liberia that worked on bridging the relief to development transition. He also designed and managed a large systems-based value chain project in Zambia. Before going to Zambia, he played a key role in setting learning and research agendas in the field of private sector development through USAID's Microenterprise Development Office where he served as Senior BDS Advisor. Mike's private sector experience includes work in the financial services and mortgage industries. He holds an MBA degree.

Alan Gibson is a Director of the Programme and a co-founder of the Springfield Centre. With a background in economic and business consultancy, he has played a leading role first in the development of market development approaches to business services and, more recently, in the emergence of market development as an overarching framework in development. From 1996, working with the Committee of Donor of Agencies for SME Development, he played a central role in driving forward the major re-assessment of donor agency interventions that underpinned interest in business services. In his research, training and consultancy work he has been an important influence on the emerging market development approach. 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 and is now an adviser to a number of agencies on how they can take the approach more effectively into their work. Alan has worked in more than 20 countries with a range of organisations including SDC, GTZ, DFID and the World Bank.

Matthias Herr joined the Springfield Centre in 2008 and has taken a leading role in applying market systems thinking and practice to the development of value chains and other sectors. Amongst other work, he has been involved recently in developing a case study on the application of the market development approach to the healthcare system in Bangladesh. He has also provided backstopping and technical advice to projects in Serbia, the Caucasus, Nigeria and Nepal. Matt previously worked with the ILO where he led efforts towards formulating a more rigorous approach to value chain development. This involved working directly with their Enterprise for Pro-Poor Growth project in Sri Lanka, where he implemented several value chain initiatives, and more widely, while based in Geneva, worked on the development of operational guides, the design and delivery of training programmes throughout Africa and Asia, and the development of monitoring and evaluation systems for value chain projects. Matt graduated as a political scientist and economist.

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.

Diane Johnson is the Global Economic Development Coordinator for Mercy Corps, a position she took after five years as the Regional Programme Director for the South Asia region. She has worked internationally for over 13 years in senior management positions predominantly in countries experiencing conflict or natural disaster. Diane has focused on recovery and development programming with a focus on agricultural development and access to financial services in countries in Asia, Africa, Europe and the Caribbean. She has worked extensively with cash programming and contributed to the development of case studies on cash transfers in the post-Tsunami period. Diane managed Mercy Corps' post-Katrina programme in New Orleans and previously worked for four years in the U.S. as the Director of a Community Economic Development non-profit in the Lower East Side of New York. She holds two Masters degrees.

Alexandra Miehlsbradt is an independent consultant with over fifteen years of experience in pro-poor enterprise and market development, particularly in Asia. A leading expert on market assessment, Alexandra has helped a wide range of organisations with market analysis and written several widely-used publications on gathering and using market system information to design market development programmes. Recently, Alexandra has been providing technical leadership in the on-going global effort to improve monitoring, evaluation and impact assessment in private sector development programmes. She has helped a number of organisations develop new monitoring and impact assessment systems, is leading the impact assessment component of a global, Gates Foundation funded programme on urban value chain development, and is the lead technical consultant to the Donor Committee for Enterprise Development on elaborating a global standard for internal impact assessment systems in private sector development projects. Alexandra also has extensive experience as a trainer and facilitator.

Prashant Rana has worked in small enterprise development and private sector promotion for 20 years. Since 2007, he has been based in Jakarta, Indonesia where he is Swisscontact's Deputy Regional Director for South East Asia. As Head of Operations for Indonesia he is playing a leading role in developing Swisscontact's largest country portfolio, with a variety of donors and topics in private sector development. Prashant was formerly in Bangladesh where he managed the multi-donor funded Katalyst project on market development. His previous work includes long-term assignments in Nepal and short-term assignments in Sri Lanka, Vietnam, the Philippines, India and Timor-Leste. He has a Master's degree in public policy and public administration from the London School of Economics.

Jim Tomecko has worked in enterprise development for more than 25 years throughout Africa and Asia. In the 1980s, he spent seven years with GTZ in Nepal developing an entrepreneurship training package now known as CEFE. In 1987 he moved to Kenya to set up a bankable micro-credit programme for small manufacturers before returning to Asia (Laos) in 1994, to teach entrepreneurship and business management to a private sector suppressed by 20 years of state controls. From 1999 until 2004, he was back in Nepal working on the commercialisation of business services with an emphasis on product development. For more than five years, from 2004, he lead an enterprise competitiveness programme in Thailand using market development as the key strategy to improve the competitiveness of five agro-industry value chains.

Schedule: Making Markets Work

Week 1					
Sunday 18 th July 2010: participant registration (14.00-16.00)					
Time	Monday	Tuesday	Wednesday	Thursday	Friday
08.45-10.00	Programme introduction	Plenary: Big issues in market development			
10.30-12.45	The market development approach: what it is and why it's important	Core skills: Intervention design and management (3 groups) <i>[Instructors: Bear, Gibson, Hitchins]</i>			
14:00-17:00		Electives: (A) Wealth creation for the rural poor through competitive agricultural markets <i>[Field]</i> (B) Market research: gathering and using market system information effectively <i>[Miehlbradt]</i> (C) Evolving roles of the state in enabling market development <i>[Elliott]</i>			

Week 2					
Time	Monday	Tuesday	Wednesday	Thursday	Friday
08.45-10.00	Plenary: Big issues in market development				
10.30-12.45	Facilitating systemic change	Core skills: Intervention design and management (3 groups) <i>[Instructors: Bear, Gibson, Hitchins]</i>			
14:00-17:00		Electives: (D) Impact assessment in market development projects <i>[Miehlbradt]</i> (E) Market development in conflict and emergency situations <i>[Johnson]</i> (F) Managing market development projects <i>[Rana/Tomecko]</i>		Electives: (D) Impact assessment in market development projects <i>[Miehlbradt]</i> (E) Market development in conflict and emergency situations <i>[Johnson]</i> (F) Managing market development projects <i>[Rana/Tomecko]</i>	
Evening					<i>Farewell dinner</i>

NOTES

Big issues in market development: Plenary discussion on key issues and emerging trends in market development

Core skills: Smaller group sessions providing participants with skills, tools and frameworks that are broadly applicable in market development approaches

Electives: Participants can choose one elective subject during the afternoons in week 1 (12 hours per subject) and two elective subjects in week 2 (6 hours per subject)

**PROGRAMME
ADMINISTRATION****Programme price, how to apply, how to pay, other terms and conditions****Programme price**

Fees	VAT @ 17.5%	Total fees incl. VAT
£2,900 (GBP)	£507.50	£3,407.50

Early discount

- Fees are for tuition and materials only: participants are responsible for their own travel, accommodation and subsistence costs
- Fees do not include banking charges for transmission of funds: please ensure that any bank charges are paid by the sender of funds
- Most participants are liable for Value Added Tax (VAT): only direct employees of national governments are exempt, and will need to provide an official letter to this effect at the time of their application
- **Early registration discount.** We are offering a discount for applications (and fees) received by **Wednesday 14th April 2010**. The discounted fees are £2,600 (GBP) + VAT (Total: £3,055).

Application procedure

Applications to the training programme and training fees should be received no later than **Thursday 27th May 2010**. Places cannot be reserved on the programme without payment of the training fees. The Springfield Centre is offering a discount for early applications (applications and fees received by 14th April 2010).

Notifications of acceptance will be sent by e-mail. If you do not receive an email from us within five days of sending your application please contact us for confirmation. Applications received after the 27/05/10 deadline will be accepted only as space permits. The Programme Directors encourage applicants to apply as early as possible in order to reserve places in their desired electives.

Good working knowledge of written and spoken English is necessary.

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.

Application forms may be sent to the **Programme Directors** via e-mail, website, fax or mail. E-mail or website is our preferred option if possible.

E-mail: global@springfieldcentre.com

Website: <http://www.springfieldcentre.com>

Fax: **+44 191 3831616**

Postal address:

The Springfield Centre for Business in Development Ltd
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United Kingdom

Payment procedures	Payment of the programme fee is via 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	<p>Non-acceptance: If an applicant is not accepted onto the programme, the programme fee paid - minus an admin fee of £50 - will be refunded.</p> <p>Withdrawals: Any withdrawals (cancellations) from the training programme must be submitted in writing to the Programme Directors, The Springfield Centre (contact details on previous page):</p> <ul style="list-style-type: none"> - Written withdrawals received by Monday 28th June 2010 (09.00 GMT) will qualify for a full refund, minus an admin fee (£50). - Written withdrawals received after 09.00 on Monday 28th June 2010 but before Monday 5th July 2010 (09.00 GMT) will qualify for a 50% refund on the training fee paid. - No refund of training fees will be due for any notice of withdrawals received after 09.00 GMT on Monday 5th July 2010.
Acceptance	Participants will be selected on the basis of professional background, date of application, and group-mix needs. We try our best to place applicants into their first choice electives. The Programme Directors, however, reserve the right to place participants into the most appropriate electives for them. Although we do not expect them to do so, faculty and classes may change. Such changes will be communicated to the participants in advance, whenever possible.
Venue	The programme will be held at the Wolfson Building (University of Glasgow) in the West End of Glasgow. This building has won a number of awards for its cutting edge design. Please visit the 'Contact us' section of our website (http://www.springfieldcentre.com) to view an image of the venue. A useful website for information about Glasgow is: http://www.seeglasgow.com
Registration	Registration for the programme will be held in the Atrium of the Wolfson Building (38 University Place, University Avenue, Glasgow, G12 8QQ) between 14.00 and 16.00 on Sunday 18 th July 2010. Further details will be sent with the joining instructions.
Accommodation	<p>Participants must make their own arrangements for accommodation in Glasgow during the programme. In booking accommodation, participants should remember that the programme begins with registration on Sunday 18th July between 2pm and 4pm and ends with the programme dinner on the evening of Friday 30th July. Participants should anticipate departing Glasgow on Saturday 31st July.</p> <p>We recommend participants to reserve accommodation as soon as possible as Glasgow gets very busy in the summer months. Details of suggested accommodation (both in the West End - near the training venue - and the City Centre) will be sent with notification of acceptance.</p>

Transport | Glasgow International airport (<http://www.glasgowairport.com>) is served by an extensive range of international and national scheduled flights. The airport is located 13 km from Glasgow city centre and has a shuttle bus service to the city centre. Glasgow's other airport, Prestwick, is 48km from the city with a limited train service. There are two main-line railways stations in Glasgow city centre (approx. 5 – 6 hours from London). Glasgow also has a subway system for convenient travel around the city (<http://www.spt.co.uk>).