



THE SPRINGFIELD CENTRE

Making Markets Work

Training programme

**Glasgow • UK
15 – 27 July 2012**

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

15th – 27th July 2012: Glasgow, United Kingdom
Price: £3,200 (+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 thirteen years in offering training on the market development approach (also known as 'Making Markets Work for the Poor' or 'M4P'). More than 1100 people from over 40 countries have benefited from Springfield Centre 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 agriculture, financial services, rural livelihoods, governance, business environment, sector competitiveness, health and education – 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, financial services, 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 include:

- Building markets for media services
- Applying M4P to 'public' systems such as health and education
- 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 M4P 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 - 22 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. Week 1 electives deal with M4P 'in' different fields; Week 2 electives focus on issues concerned with 'how to' implement M4P. Details of specific elective subjects are given below.

Week 1: Participants choose one from three different electives offered in this week. Each elective is 9 hours in duration – three 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 assess agricultural value chains to identify and plan interventions 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 assess agricultural market systems and design interventions across a range of agriculture value chains and socio-economic settings.

Market development in fragile and conflict-affected 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 in these fragile contexts. Direct 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 fragile and conflict-affected situations 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.

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 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 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, Nigeria, Afghanistan) and sectors (eg utilities, education, 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 Miehlsbradt and Gareth Davies)

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 focuses on more technical issues concerned with impact assessment in market development, including the development of appropriate indicators and the use of appropriate measurement techniques. Using case examples, the elective will view impact assessment in different situations to offer guidance to management decision-making to improve performance, and provide reasonable and credible estimates of impact to donors and other stakeholders. In doing so, the elective will take account of the Donor Committee for Enterprise Development's Standard in Results Measurement.

The facilitation task in market development (David Elliott)

Facilitation is at the heart of the market development approach. Using public resource to bring about change that addresses key constraints, 'crowds-in' wider activity, motivates other players and goes beyond the immediate benefits of direct delivery the idea and challenge of facilitation is clear. But it can be less obvious what it means in practice. Building on the main frameworks established in the core skills sessions, this elective looks in more depth at the experience of facilitation. It draws on case examples from several countries to illustrate how interventions can be designed and implemented, including how facilitators can identify and choose partners and frame an appropriate offer, and how results chains can be operationalised.

Managing market development projects (Prashant Rana)

By working with market actors and intervening in flexible ways to address underlying systemic constraints, the managers of market development projects are expected to achieve “more change with less money”; a challenge at the best of times. When this is combined with the design and implementation frameworks of funding agencies which are often short-term and emphasise fixed targets, budgets and activities, well... this challenge can become especially testing! This elective seeks to address some of the operational problems that managers face in turning the market development approach into practice. The elective will revolve around: basic project design strategies, how to cooperate with market players, the pros and cons of different processes and delivery models, documentation requirements around implementation, developing teams of people for successful implementation, and managing the expectations of funders and other stakeholders.

Training team

Gavin Anderson is an Associate Director of the Springfield Centre. Throughout his 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 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.

Gareth Davies is a Market Systems Advisor at Adam Smith International (ASI). Based in London, he provides technical support to ASI’s global suite of M4P and private sector development (PSD) programmes, including projects in Kenya, Nepal, Nigeria, and Sierra Leone. Prior to joining the London office, Gareth worked for two years on ENABLE - the first programme to apply M4P and systems thinking to Business Environment Reform (BER) - first as Impact Assessment Manager and then as Deputy Team Leader. At ENABLE Gareth designed and implemented an innovative impact assessment system. Building on this experience, Gareth is a member of the DCED working group for results measurement in BER. Gareth has also worked for the Federal Inland Revenue Service in Nigeria, the Economic Regulation Authority in Australia, and several private sector firms. He holds an MSc in Economics from UCL, and an MPhil in Development Studies from Oxford University.

Pauline Dixon is Research Director at the E.G. West Centre and Senior Lecture in Development and Education at Newcastle University where she gained her PhD in 2003. For the last ten years Pauline's research has focused specifically on private and government schools that cater for low income families living in the slums of Asia and Africa. Her work is published widely in books and academic journals and is highlighted on the international stage, winning several prizes and awards. Pauline gives lectures and talks around the world including keynote addresses on Capitol Hill, Washington. Current research projects include work in Delhi to provide a framework and working model of a targeted voucher scheme allowing some of the poorest children in the city to access education. The model could allow governments and philanthropists to provide funds for the poorest to attend quality education. Pauline worked on two new projects in 2011: "Education for the poorest in conflict zones" and the "Identification and nurturing of gifted and talented children in slum areas".

David Elliott is a Director of the Springfield Centre. He has extensive experience in PSD gained in over 30 countries, working with a range of organisations including DFID, AusAID, SDC, Sida, IRBD, IFC, IADB and the EU. He is currently retained as an Expert Panellist by AusAID, advising on its rural economy and enterprise work, prior to which he spent four years as an adviser to SDC's E+I Division. As a consultant, David has considerable experience in design, evaluation, and programme operations. He designed and is advising ENABLE, an innovative DFID-funded programme in Nigeria taking a market systems approach to BER, and he previously helped design the multi-donor funded Investment Climate Facility for Africa. In Barbados he led a team looking at the regulation and supervision of banks and non-bank financial institutions, and was part of a team investigating constraints to inward investment in the Middle East - North Africa. David has also been involved in privatisation work in Lithuania, Tanzania and Egypt. Prior to joining the Springfield Centre, David was a manager with a public economic regeneration agency in London; and was resident lead adviser to the Northern Cape Department of Economic Affairs and Tourism in South Africa.

Michael Field is a Senior Market System Specialist with ASI and is currently the Head of Portfolio on a large DFID-funded M4P project in Kenya. He has over 20 years of experience specialising in providing technical leadership in designing, assessing, and implementing market-based PSD programmes. In Kenya, 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 Kenya, 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 - PROFIT. Before going to Zambia, he played a key role in setting learning and research agendas in the field of PSD 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 'making markets work for the poor' (M4P) 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.

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 on "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 - as the Director of Economic and Market Development for Mercy Corps - leads a team of eight technical specialists focused on supporting income poverty reduction interventions and integrating a market development approach across sectors. Diane has been in this position for two years, after working for five years as a Regional Program Director. She has worked internationally for over 16 years in senior management and technical positions, predominantly in countries experiencing conflict or natural disaster. Diane has focused on recovery and development with a focus on rural development, job creation 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 and advanced cash training materials with the Cash Learning Partnership. 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 almost 20 years of experience in pro-poor enterprise and market development, particularly in Asia. Alexandra has provided technical assistance to a wide range of organisations in market research and programme design, market facilitation and results assessment. Currently, she is a member of AusAID's expert panel on rural development. Alexandra has also authored widely used publications in PSD, including seven editions of the annual Reader for the ILO's Private Sector Development Seminar. Over the last five years, Alexandra has been providing technical leadership in the on-going global effort to improve monitoring, evaluation and impact assessment in PSD programmes. She has helped a number of organisations develop new monitoring and impact assessment systems and is the lead technical consultant to the Donor Committee for Enterprise Development on elaborating a global standard for internal results measurement systems in PSD projects. Alexandra also has extensive experience as a trainer and facilitator.

Prashant Rana has worked in small enterprise development and private sector promotion for more than 20 years. Since 2007, he has been based in Jakarta, Indonesia where he is Swisscontact's Deputy Regional Director for S.E. Asia. Prashant was formerly posted to Bangladesh where he headed the multi-donor funded Katalyst project on market development. He is currently a technical adviser to several large Swisscontact M4P projects including Katalyst and Making Markets Work for the Chars (M4C) in Bangladesh, and the Nepal Market Development Project. He has been a regular speaker at the Springfield Centre training courses and ILO workshops. His previous work includes long-term assignments in Nepal and Bangladesh and short-term assignments in Sri Lanka, Vietnam, the Philippines and India. He has a Master's Degree in public policy and public administration from the London School of Economics.

Schedule: Making Markets Work

Week 1					
Sunday 15 th July 2012: 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>			Facilitating systemic change
14:00-17:00		Electives: (A) Wealth creation for the rural poor through competitive agricultural markets <i>[Field]</i> (B) Market development in fragile and conflict-affected situations <i>[Johnson]</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/Davies]</i> (E) The facilitation task in market development <i>[Elliott]</i> (F) Managing market development projects <i>[Rana]</i>		 (D) Impact assessment in market development projects <i>[Miehlbradt/Davies]</i> (E) The facilitation task in market development <i>[Elliott]</i> (F) Managing market development projects <i>[Rana]</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 @ 20%	Total fees incl. VAT
£3,200	£640	£3,840

- 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

Application procedure

Applications to the training programme and training fees should be received no later than **Wednesday 2nd May 2012**. Places cannot be reserved on the programme without payment of the training fees.

Notifications of acceptance will be sent by e-mail. If you do not receive an email from us within THREE working days of sending your application please contact us for confirmation. The Programme Directors encourage applicants to apply as early as possible in order to reserve places in their desired electives.

A good working knowledge of written and spoken English is necessary. Applicants are responsible for obtaining any necessary UK visit visas in time for the event.

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:

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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 (+ VAT) - 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 Wednesday 6th June 2012 (09.00 GMT) will qualify for a full refund, minus an admin fee (£50 + VAT). - Written withdrawals received after 09.00 on Wednesday 6th June 2012 but before Monday 25th June 2012 (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 25th June 2012.
Acceptance	Participants will be selected on the basis of professional background 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 15 th July 2012. 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 15th July between 2pm and 4pm and ends with the programme dinner on the evening of Friday 27th July. Participants should anticipate departing Glasgow on Saturday 28th July.</p> <p>We recommend participants to reserve accommodation as soon as possible as Glasgow gets very busy in the summer months (and may be busier this year due to the London Olympics). 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>).