

Making Markets Work Training Programme



BANGKOK, 28th April to 10th May 2019

Introduction

The ***Making Markets Work Training Programme*** focuses on how to make development more effective, achieving greater impact, inclusiveness, scale and sustainability. We have trained over 2,000 people from more than 100 countries.

“Hugely engaging and professionally run... stands out in training and development.”

“The case studies... demonstrated real impacts on millions of poor people. I am convinced that this approach should be the way forward to make sustained impact that could be brought to scale.”

“Trainers were real practitioners and really understood the challenges in the field”

“It has been an amazing two weeks. You are influencing development thinking – keep doing it”



Venue: Pullman King Power Hotel, Bangkok, Thailand
Dates: 28th April to 10th May 2019

Overview: rationale, objective and description

The training programme focuses on the market systems thinking and practice and explores the strategic and practical implications for organisations as they adopt this approach.

The programme is internationally-recognised and builds on nearly two decades of the Springfield Centre's experience in offering training on the ***market systems development approach*** (also known as 'Making Markets Work for the Poor' or 'M4P').

Rationale for the training programme

The development challenge

Annual aid spending has risen from \$42bn in 1960 to \$160bn in 2011, over \$1.5tn in the last decade. Still the absolute number of poor people continues to increase. *Who wants to give forever?*

If aid is to be truly transformative, its impact needs to be sustainable and to affect the maximum possible number of people

“it is probably an illusion to think that a one-time infusion of external assistance will lead to the indefinitely sustainable voluntary provision of most local public goods”
(Kremer & Miguel, 2007; 1011)

“Any development that is not sustainable is not development”
(Dr Manmohan Singh, Prime Minister of India, 2004-14)

The market systems development approach

Where markets function well, businesses and poor people can benefit, at scale and sustainably. However, markets often don't function well, particularly for poor people. They are undermined by structures, skills, information, attitudes and rules.

The market systems development approach helps to overcome the factors that cause markets to underperform and stop development objectives from being realised.

People working in development therefore need the right types of knowledge and skills to work in and bring about changes in market systems that result in pro-poor impact.

Rationale for the training programme

What's the focus?

The Programme has a practical emphasis on operationalising different aspects of the market systems development approach in different contexts:

- 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 results measurement

Who should attend?

The Programme is aimed at anyone who wishes to harness market development to achieve wider socio-economic objectives, such as reducing poverty and inequality, improving health and welfare, or increasing jobs and incomes. Previous participants have included:

Organisation types:

- Funding agencies
- Private foundations
- International NGOs
- Consulting firms
- Governments
- Corporations

Organisation roles:

- Programme design
- Implementation
- Management
- Measurement
- Co-ordination and oversight

Sectors:

- Agriculture and rural livelihoods
- Manufacturing and services
- Inclusive business and CSR
- Governance and policy reform
- Health and education
- Water and sanitation
- Finance
- Humanitarian relief

Objective of the training programme

The Programme aims to develop participants' knowledge of and skills in the market systems development approach, its implications and uses for their organisations

By the end of the programme, participants will:

- Understand and have ownership over the rationale and principles of the market systems 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 market systems 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

Description of the training programme

Core skills classes in the market systems development approach

Participants are allocated to one of three 'core skills' classes for the duration of the programme, to provide a more appropriate environment for interactive learning.

Core skills classes provide the central body of knowledge and skills to make sense of market systems development. These classes enable participants to understand (a) the rationale for a market systems development approach (why it's important), and (b) the rigorous approaches needed to pursue pro-poor change in market systems (what it is and how it is undertaken).

The key topics covered are:

- **Strategy:** understanding where market systems fit into economic development and poverty reduction, offering access to services and promoting growth
- **Diagnosis:** understanding market systems, the impediments to better functioning markets and market analysis as a basis for action, including examining the incentives and capacities of key actors, and the appropriate role of the private sector, government, and the not-for-profit sector
- **Vision:** the central importance of sustainability and how to design interventions for lasting impact
- **Intervention and measurement:** designing and implementing interventions to stimulate sustainable change in market systems, and practical approaches to assessing intervention progress and impact

Description of the training programme

Supplementary sessions on practitioner experience and lessons learned

These sessions focus on different case studies or aspects of practitioner experience. They complement core skills classes by exploring the practical application of the market systems development approach.

Sample topics might include:

- Applying market systems development to different types of system, from agriculture, to media, to 'public' systems such as health and education
- Diagnosing constraints to women's' participation in market systems
- Understanding and influencing public and private stakeholders in market systems
- Partnering with the private sector
- The 'art' of facilitating change in market systems
- Measuring market systems development
- Managing market systems development projects

The training team

Our training team has operated all over the world, in primary, secondary and tertiary sectors, ranging from agriculture and fisheries to textiles and tourism; from finance and media to education and water and sanitation.

We have worked with businesses, governments, civil society, NGOs, official development agencies and private philanthropists.

Our experience encompasses research, design, implementation, monitoring and evaluation, and management.

Although we do not expect them to do so, faculty and classes may be subject to change. Such changes will be communicated to the participants in advance, whenever necessary.

Training team

Sarah Barlow



Sarah has advised on private sector development in sub-saharan Africa, South and Central Asia, and the Caribbean. Her experience ranges from working for a community-based organisation in Lesotho; as an adviser for DFID in Uganda and the Caribbean; as team leader of a multi-donor funded policy reform initiative in Tanzania; and as a consultant, designing, supporting, and reviewing MSD programmes. Recent assignments include the design of two different MSD programmes, one focused on developing rural markets in northern Nigeria, and the other on developing the private education system in Lagos; scoping and supporting the inception of an urban MSD programme in Dar es Salaam; and providing support to, and reviews of, programmes in the Pacific, Ethiopia and Tanzania.

Helen Bradbury



Helen is a development professional with a career spanning market system approaches to solving problems ranging from animal welfare in Ethiopia to early economic recovery in post-tsunami Indonesia. She is team leader of Mercy Corps' MSD flagship Alliances programme in Georgia and the South Caucasus. Helen has a strong interest in operationalising gender and women's economic empowerment in MSD. She has contributed to the M4P Hub Guidelines for Incorporating WEE into MSD Programmes and the DCED's publications, Measuring Women's Economic Empowerment in Private Sector Development and How to Put Gender and WEE into practice in MSD.

Training team

Goetz Ebbecke



Goetz is a MSD practitioner and experienced leader of large market development programs in Asia. A lawyer by training, he worked for almost ten years in the financial industry in Switzerland for UBS, Credit Suisse and Julius Baer. Since 2005, Goetz has been managing development programmes for Swisscontact, including Katalyst in Bangladesh, AIP-PRISMA and AIP-Rural (PRISMA, SAFIRA, TIRTA). In January 2019, he took over the five-year, AUD 88M AIP-PRISMA 2 programme of DFAT as CEO. His expertise includes MSD, women's economic empowerment, program design, finance and regulatory impact assessment. Goetz holds a Master of Law from the University of Zurich and a Master of Advanced Studies in Development and Cooperation from the Federal Institute of Technology, Zurich (ETHZ).

David Elliott



David has extensive experience in private sector development gained in 30+ countries spanning design, implementation and evaluation. He designed and advised ENABLE, an innovative DFID-funded programme in Nigeria taking a market systems approach to business environment reform, and he previously helped design the Investment Climate Facility for Africa. In Ethiopia, David led the design of a significant land reform programme, and is technical adviser on two longitudinal impact assessment programmes. In Nigeria he advised on the design of ENABLE's second phase. In Nepal he scoped an MSD programme for agriculture and tourism. David has also authored a series of case studies of financial systems development.

Training team



Kate Fogelberg

Kate has over a decade of implementation and advisory experience. Formally trained in economic development and health, she has lived and worked in over twenty countries in Latin America, Africa, and Asia. She has extensive experience in designing, resourcing, managing, and documenting development programmes, with a particular focus on water and sanitation. Recent work includes supporting inception phases of urban market systems development programmes in Ethiopia and Tanzania, documenting innovative financial mechanisms for private water operators in Cambodia, evaluating a sanitation market system programme in Bangladesh, and facilitating a strategy revision for the water market system in Kenya. Previous work included a range of roles with Water For People at headquarters and in the field.



Rob Hitchins

Rob has worked on market systems development across the globe, and researched, written and trained on the subject extensively. Most recently he has: assisted CGAP to develop its strategy and measurement framework for financial inclusion; served on the strategic review panel of DFAT's largest market systems development programme; set up a longitudinal research initiative on market development in Fiji and Pakistan; provided strategic and operational advice to a private foundation operating in East Africa, and a group of Indonesian agri-businesses, both focused on promoting agricultural sector competitiveness. In 2008 he was a key author of a set of guides on "making markets work for the poor", and led the recent update to the Operational Guide.

Training team

Daniel Nugraha



Daniel, an agricultural economist by training, has worked for over a decade in private sector promotion, in particular in private sector and agriculture sector development. Most recently, he was the Program Director of AIP-Rural in Indonesia – one of the largest market systems development programmes in the world (funded by DFAT). AIP-Rural is made up of four components: PRISMA (agriculture commodities), ARISA (applied research and innovation), TIRTA (tertiary irrigation), and SAFIRA (agricultural finance). Prior this, Daniel worked for USAID Indonesia – mainly on agriculture and macroeconomic policy analyses – and for GIZ RED (Regional Economic Development) in Indonesia.

Roger Oakeley



An economist and development planner by training, Roger has supported a wide range of development interventions as a manager, consultant, trainer and researcher and has worked extensively in South East Asia, Africa and the Middle East. More recent responsibilities have included managing the multi-donor funded M4P Hub, support to the implementation of SDC's MSD portfolios in Serbia and the South Caucasus, and consulting on the application of the market-systems approach in areas such as smallholder agriculture in Nepal and Tanzania, private sector health services in Kenya, water provision and conservation in Jordan, horticulture export markets in the Pacific, and private sector extension in Myanmar.

Training team

Dhita Larasati Radcliffe



Dhita is the head of Gender and Social Inclusion for PRISMA, one of the largest Market Systems Development programmes in the world. She designs strategies to strengthen gender-inclusive analysis and integration of gendered market findings into intervention design and business case. She has advised numerous companies in market expansion and new product development projects, worth more than AUD 5 Million. Prior to development, she worked for Unilever Indonesia in customer development and brand building, in which she led territorial expansion and brand relaunching projects. She holds a masters degree in Development Economics and Policy from the University of Manchester.

Prashant Rana



Prashant has worked in small enterprise development and private sector promotion for more than 25 years. Currently based in South East Asia, he oversees Swisscontact's portfolio in Indonesia, Cambodia, Laos and Vietnam. Prashant was/is Project Director/Adviser for a number of leading MSD projects including Katalyst in Bangladesh, NAMDP and Samarth-NMDP in Nepal, as well as PRISMA in Indonesia and the multi-country Market Development Facility in Asia and the Pacific. He has been a regular speaker at the Springfield Centre training programmes. He has worked in Nepal, Bangladesh, Indonesia, Sri Lanka, Vietnam, the Philippines, India and Tanzania.

Training team

Kevin Seely



Kevin advises programmes on strategy, intervention design, tactics, log-frames and measurement. He has completed assignments in Bangladesh, Colombia, Ecuador, Ethiopia, Indonesia, Kenya, Mozambique, Nigeria, Peru, Rwanda, Serbia and Tanzania. Before joining Springfield, Kevin reviewed and published research on private sector development and results measurement. From 2014-15, Kevin was seconded to the Kenya Markets Trust (KMT) in Nairobi, where he helped to manage programming, shape strategy, mentor staff and improve measurement. In 2017 Kevin moved to Nigeria, taking on the role of Deputy Team Leader for the ENABLE programme.

Tim Stewart



Tim has worked in market systems development for over a decade as a team leader, consultant and adviser. His work has taken him through Africa and Asia; from fragile and emergency contexts, to long-term development, with a focus mainly on agricultural markets. He currently works for Palladium as overall director for an Australian flagship MSD programme in Indonesia, and private sector adviser for an Australian government business partnership initiative. Previously, he was a consultant with Springfield for four years. Tim is an accredited Partnership Broker and experienced negotiator, working with a range of partnerships with private, public and social sector entities as an external broker, and negotiating contracts for Palladium.

Programme administration

Programme fee: GBP £3,600

Fees are for tuition and materials only (lunch and refreshment breaks are provided on the ten training days). Participants are responsible for their own travel (including visa), transfers, accommodation and other subsistence costs.

Fees do not include banking charges for transmission of funds: please ensure that ALL bank charges (sending and receiving bank charges) are paid by the sending bank/sender of funds.

Programme administration

Application

Applications to the training programme will be closed on **Friday 22nd February 2019** (*or earlier if the programme is full*). Notification of acceptance will be sent by e-mail. If you do not receive an email within one week of the application closing date, please contact us for confirmation.

Payment of the programme fee is by bank transfer only. On acceptance of an application, we will send an invoice and details of the bank account into which payment must be transferred.

Professional working proficiency in written and spoken English is essential.

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

Applications can be submitted online: <https://www.springfieldcentre.com/mmw-apr19-applications/>

Should you have any problems using this method, you can request a form in either Microsoft Word or PDF format. Completed forms should then be sent to the Programme Manager via e-mail:

E-mail: events@springfieldcentre.com

Programme administration

Acceptance

Participants will be selected by the Programme Directors by professional background and group-mix needs. Once accepted, your place on the course will only be secured once fee payment is received.

Please note that payment delays may lead to the offer of a place being withdrawn.

Refund policy

Non-acceptance: If an applicant is not accepted onto the programme, then any programme fee paid - minus an admin fee of £50 - will be refunded.

Withdrawals: Any withdrawals (cancellations) from the training programme must be submitted in writing to the Programme Directors at the Springfield Centre.

Withdrawals received by **Friday 8th March 2019** will qualify for a full refund, minus an admin fee (£50).

Withdrawals received after **Friday 8th March 2019** but before **Friday 22nd March 2019** will qualify for a 50% refund on the training fee paid.

No refund of training fees will be given for any withdrawals received after **Friday 22nd March 2018**.

Programme administration

Liability

Applicants are responsible for obtaining any necessary travel visas in time for the event. We are happy to provide letters of attendance to assist with visa applications (once payment has been received).

Participants are responsible for making their own arrangements for appropriate insurance cover (particularly in respect of cancellation, personal health, accident and possessions) in connection with their attendance at the training programme. If circumstances beyond the control of the event organisers force a change of venue/location or postponement/cancellation of the event, the organisers accept no responsibility for losses incurred by the participant (beyond refund of the programme fee minus an admin fee).

Venue

The two week programme will be held at the **Pullman Bangkok King Power hotel** (8 Rangnam Road, Kwaeng Thanon-Phayathai, Ratchathewi, Bangkok 10400), which has easy access to the BTS Skytrain network (Victory Monument station is a five minute walk) and the Airport Rail Link (Phayathai station). The venue is approximately thirty minutes' drive from Suvarnabhumi airport (allow one hour in busy traffic). The training will take place in the hotel's modern and spacious 'Sixth Floor' meeting rooms.

A useful website for information about Bangkok is: <http://www.bangkok.com/information/>, which includes a good guide to the visitor attractions near each BTS network station.

Programme administration

Accommodation

Participants must make their own arrangements for accommodation in Bangkok during the programme. In booking accommodation, participants should note that the programme begins with registration on **Sunday 28th April 2019** (between 16.00 and 18.00) and ends on the afternoon of **Friday 10th May 2019**.

Due to the congestion in Bangkok, we highly recommend that participants book rooms at the event hotel, where we have negotiated reduced rates. The hotel accommodation form will be emailed along with notification of acceptance onto the event. If participants choose to stay elsewhere in Bangkok during the event, then we recommend that they select accommodation within a short walking distance or near a BTS Skytrain station to ensure a rapid, hassle-free route to the training venue.

Transport

The venue accommodation booking form will list airport transfer options provided by the Pullman Bangkok King Power hotel. If you prefer to book transport direct then we recommend the following transport service: <http://www.splimousine.com>. Taxis are also readily available from outside the airport, via a ticketed queuing system. There is an Airport Rail Link which stops at Phayathai Station (a short distance from the hotel). The BTS Skytrain system is a convenient option for travel around the city.