

Making Markets Work Training Programme



BANGKOK, 12 - 24 April 2020

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: 12th to 24th April, 2020

Overview: rationale, objective and description

The training programme focuses on 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.



Goetz Ebbecke

Goetz is an MSD practitioner and experienced leader of large market development programmes in Asia. A lawyer by training, he worked for almost 10 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, 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).

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. He is a director of the Springfield Centre and currently an adviser to DFAT's largest market systems development programmes in the Asia-Pacific region. He has assisted CGAP to develop its strategy and measurement framework for financial inclusion; 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 the Making Markets Work for the Poor (M4P) Operational Guide and Synthesis and Perspectives papers.

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 30 years experience supporting a wide range of development interventions as a manager, consultant, trainer and researcher, and has worked extensively in Asia, Africa and the Middle East. Since joining Springfield 10 years ago Roger has supported market systems development initiatives for a variety of clients including DFID, DFAT, SDC, Sida, Gatsby Africa and ILO. Roger has experience in applying systems thinking in a range of sectors and contexts from smallholder agriculture and livestock in Nepal, Georgia and Tanzania; private sector extension in Myanmar; skills systems in Serbia, Kenya and Lebanon; health service provision in Nigeria and Kenya; water conservation in Jordan; and greenhouse gas emission reduction in Latin America

Training team

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 and Adviser for a number of leading MSD projects including Katalyst and M4C 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, Timor Leste, India and Tanzania.

Samira Saif



Syeda Samira Saif is an MRM practitioner with over 10 years of experience in MSD with a focus on results measurement and women's economic empowerment. She has extensive experience in designing, managing and implementing DCED and OECD compliant MRM systems and WEE frameworks in a range of private sector and governance programmes across multiple sectors over different countries in the Asia and Pacific region with varied economic contexts. She has also been involved in leading various social and economic research. Her experience of managing teams and working with donors (including MFAT, DFAT, DFID, SDC and the World Bank) gives her a strong understanding of the practicalities of implementing MRM systems for programme decision making. Samira has an MSc in International Development with a focus on Economic Development Policy.

Training team

Rachel Shah



Rachel Shah is an anthropologist, researcher and market systems development consultant with wide-ranging experience across roles in private sector, academia and non-governmental organisations. She has a PhD in Development Anthropologist and an MA in Research Methods, and has been trained in the use of a variety of research methods which she uses to form evidence-based policy and practice recommendations. She is currently a consultant with The Springfield Centre where she has worked on vocational education in Kenya, smallholder agriculture in Moldova and Tanzania, smallholder sourcing in Indonesia, the media's impact on rural populations' access to information in Georgia, urban markets in Ethiopia and Tanzania, and the sustainability of enterprise development in Sri Lanka.

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, Asia, the Caucasus and the Balkans; from fragile and emergency contexts, to long-term development, with a focus mainly on agricultural markets. Tim is an accredited Partnership Broker and Associate of the Partnership Brokers Association, as well as an experienced negotiator working with a range of partnerships with private, public and social sector entities. He currently works for Palladium on a variety of MSD and private-sector programmes for the Australian Department of Foreign Affairs and Trade, and was previously a Senior Consultant with Springfield.

Programme administration

Programme fee: GBP £3,700

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 7th February 2020** (*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-training-programme-apr20-application-form/>

Should you have any problems using the online form, you can request a version 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 28th February 2020** will qualify for a full refund, minus an admin fee of £50.

Withdrawals received after **Friday 28th February 2020** but before **Friday 20th March 2020** 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 20th March 2020**.

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 12th April 2020** (between 16.00 and 18.00) and ends on the afternoon of **Friday 24th April 2020**.

Classes run Monday to Friday, starting at 08:30 and finishing around 17:00 each day (although we do try to finish earlier on each Friday, around 15:30). The weekend between the two training weeks is free time. 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 to 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.