

# Making Market Systems Work Training Programme



**BANGKOK, 20 November to 1 December 2023**

# Introduction

The ***Making Market Systems Work Training Programme*** focuses on how to make development more effective, achieving greater impact, inclusiveness, scale and sustainability. We have trained over 2,500 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:** 20<sup>th</sup> November to 1<sup>st</sup> December 2023

## Overview: rationale, objective and description

The training programme focuses on inclusive 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 systems thinking and the *market systems development (MSD) approach*.

# 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 systems function well, businesses and poor people can benefit, at scale and sustainably. However, systems 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 transformational changes in market systems that result in lasting 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 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 systems 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 systems, the impediments to better functioning and 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, WASH and education
- System’s diagnosis in ‘markets in crisis’
- 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



### Michael Fink

Michael has more than 15 years management experience in design, implementation and monitoring of MSD projects in Africa, Latin America, Eastern Europe and Asia, coordinating with a diverse range of private and public partners and donors. After successfully setting up DCED-compliant Monitoring and Results Measurement (MRM) Systems for projects in Southern and Eastern Africa, Michael led the global MRM unit at Swisscontact securing coherence and quality of MRM systems across all Swisscontact projects. This included project evaluations and strategic reviews, setting up an automated global results aggregation system, and capacity building of the MRM staff in data collection and analysis. Currently Michael works as Swisscontact Country Director in Laos with the overall responsibility for the strategic direction and successful execution of the country programme.

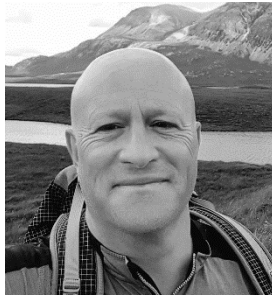


### Kate Fogelberg

Kate is a strategic and analytical leader with over fifteen years of experience in the non-profit and private sectors. Her experience includes nearly a decade providing strategic, technical, and operational oversight of a South American WASH portfolio for a leading international non-profit organisation. For the last seven years, Kate provided strategic and tactical advice to a wide range of clients across water, sanitation, housing, and solid waste sectors to improve the scale and sustainability of investments. A member of the Springfield training team since 2016, Kate has delivered MSD training to a wide range of practitioners and donors. Kate has an entrepreneurial spirit with a passion for growing, creating and improving organisational programming and operations. She has published extensively over the past 20 years, from peer reviewed journals to industry blogs.

## Training team

### Rob Hitchens



Rob has worked on market systems development in different sectors across the globe, and researched, written and trained on the subject extensively. He is a director of the Springfield Centre and an adviser to one of DFAT's largest market systems programmes in the Asia-Pacific region, Market Development Facility (MDF). He has assisted CGAP to develop its strategy and measurement framework for financial inclusion; provided strategic and technical advice to private foundations and corporations; and is increasingly focusing on systemic responses to climate change. He was a key author of the Making Markets Work for the Poor (M4P) Operational Guide and Synthesis and Perspectives papers.

### Sonja Hofstetter



Sonja is the Head of Skills, Labour & Migration at Swisscontact, with a technical focus on vocational skills development, upskilling and reskilling, labour market insertion, inclusion of marginalised people, green skills and jobs, and TVET systems and financing. She's based in Zurich, where she leads a team of thematic experts working in the areas of skills development, labour markets and migration. Her expertise spans basic education, vocational education and training as well as higher education, and she can draw on ample experience in facilitating, moderating and guiding processes as part of the project management cycle. Sonja has been working in the field of education and training for 20 years and has technically supported and managed projects in development cooperation in Sub-Saharan Africa, South and Southeast Asia.

## Training team



### Daniel Nugraha

Daniel, an agricultural economist by training, has worked for over two decades in and with the private sector in various roles: as a business professional, startup founder, and development practitioner. He is a consultant and advisor for diverse economic development projects in the Asia Pacific region, particularly in the agriculture, SMEs, and skills sector. Prior to his current role, Daniel was the Program Director of AIP-Rural in Indonesia, one of the world's largest MSD programs (funded by DFAT), which had four components: agriculture commodities, applied research and innovation, tertiary irrigation, and agricultural finance. Daniel also worked for USAID Indonesia – mainly on macroeconomic, poverty, and food security issues – and a GIZ project in Indonesia on value chain development and public-private partnership.



### Prashant Rana

Prashant has worked in small enterprise development and private sector promotion for more than 30 years. Currently based in Southeast 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



### Samira Saif

Syeda Samira Saif is a Monitoring and Results Measurement practitioner with over 14 years of experience in the field of MSD. She has extensive experience in designing and managing DCED-compliant MRM systems and Women's Economic Empowerment frameworks across a range of MSD programmes, such as Katalyst and MDF, and gender lens investing programmes across South and East Asia and the Pacific region for donors including FCDO UK, DFAT, Global Affairs Canada, IFC World Bank Group and SDC. She has also supported programmes on preparation for DCED audits, has led multiple scoping studies and thematic research, and has conducted OECD DAC-compliant programme evaluations focused on gendered outcomes in the Pacific, South Caucasus Region, Jordan, Tanzania and Uganda.



### Andrew Seward

Andrew is an international MSD specialist with 15 years of experience in designing, implementing, and evaluating medium and large-scale economic growth and government reform programmes. He provides an informed and practical perspective on working in frontier markets, based on extensive political economy and development experience, tested in difficult environments; and a sound knowledge of qualitative and quantitative research techniques. Andrew has led, advised and supported a wide range of MSD projects, including the ENABLE project in Nigeria, PROSPER-Markets and MOST in Malawi, FtF IAM in Uganda, and NAMDP in Nepal.

## Training team

### Rachel Shah



Rachel is currently the Director of Youth Employment at Mercy Corps where she and the team are innovating approaches to youth employment that apply systems thinking and practice, and that leverage the potential of Jobtech. Prior to Mercy Corps, Rachel worked as a consultant, researcher and trainer at the Springfield Centre, and she continues to work with Springfield and other collaborators in pioneering, training and advising on use of the market systems development (MSD) approach. She has a PhD in Development Anthropology, and an MA in Research Methods and has used her skills in strategy, research and management to drive impact through her work across the private sector, academia and non-governmental organisations.

### Tim Stewart



Tim has worked in market systems development for over 15 years 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, coach, and 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.

## Training team



### **Momina Saqib Zuberi**

Momina has over a decade of experience implementing market systems development projects in Asia Pacific and advising systems programming in humanitarian agencies. Currently, she supports design and implementation of activities focusing on affordable housing, disaster resistant and resilient shelter, and refugee integration. Previously, she led teams implementing economic growth projects in tourism, agriculture and fisheries sectors. She's held several roles with DFAT-funded Market Development Facility and is currently engaged with Catholic Relief Services.

# Programme administration

## Programme fee: GBP £3,850

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 2<sup>nd</sup> September 2023** (*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 significant participant absences.

Applications can be submitted using our online form.

[Apply Now](#)

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:

E-mail: [events@springfieldcentre.com](mailto: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 22 September 2023** will qualify for a full refund, minus an admin fee of £50.

Withdrawals received after **Friday 22 September 2023** but before **Friday 20 October 2023** 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 20 October 2023**.

# Programme administration

## 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.

## 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: [AOT Limousine](#). 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.

# 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 19<sup>th</sup> November 2023** (between 16.00 and 18.00) and ends on the afternoon of **Friday 1<sup>st</sup> December 2023**.

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 to ensure a hassle-free journey to the training venue.

## 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).