

Making Market Systems Work Training Programme

A stylized illustration on the right side of the slide. It features a hand in a reddish-brown color cupping a purple globe. The globe has white grid lines. In the background, behind the globe, are two interlocking gears and some leaves, all in a lighter shade of purple.

BANGKOK, 16 to 27 November 2026



**Springfield
Centre**

A Swisscontact company

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.



“Hands down the best training I have ever attended. Great content, amazing team, and incredibly well coordinated.”

“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”

“Completely changed my understanding of the market systems approach. A lot of deep dives and excellent examples from real projects, both successful and not successful.”

Overview



The development challenge

Who wants to give forever?

Official development assistance has risen from USD42bn in 1960 to USD224bn in 2023. Yet absolute poverty is stubbornly persistent and the gaps in prosperity between countries and regions has grown.

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)

“Any development that is not sustainable is not development”

(Dr Manmohan Singh, Prime Minister of India, 2004-14)

Overview



Rationale, objective and description

The programme is internationally-recognised and builds on more than **two decades of the Springfield Centre's experience** in offering training on systems thinking and the **market systems development (MSD) approach**.

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

The market systems development approach

Where **systems** function well, businesses and disadvantaged 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 **MSD approach** helps to overcome factors that cause markets to underperform and prevent development objectives from being realised. It aims to bring about transformational changes in market systems that result in lasting pro-poor impact.

Overview



What's the objective?

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 an understanding of 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



What's the focus?

The training 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 interventions
- Monitoring and results measurement

Overview



Objective of the training programme

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

Organisation roles

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

Sectors/themes

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

Overview



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, creating smaller groups more conducive to 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).



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



Intervention

Designing and implementing interventions to stimulate sustainable change in market systems, and practical approaches to measuring and assessing intervention progress and impact

Overview



Supplementary classes on practitioner experience and lessons learned

These classes 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 in different situations.

Sample topics might include:

- Applying market systems development to different types of system, from agriculture, to media, to 'public' systems such as health, WASH, education and tourism
- Integrating climate change into an MSD programme
- 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



Meet the trainers

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

A circular portrait of Gavin Anderson, a man with curly hair and a beard, smiling. The portrait is set against a dark background and is partially overlaid by a blue banner.

Gavin Anderson

Gavin has over 30 years' experience in private sector and small enterprise development and has been involved in market systems development from its earliest application into PSD. He is known for highlighting the importance of embedded services and for applying MSD into mass media as a way of enhancing voice and advocacy for farmers, and informal and small businesses. Gavin has worked across Africa, South and SE Asia, The Balkans and The Caucuses in project design, implementation, management, advisory and evaluation. Over the last 8 years, Gavin has focused attention on MSD in rural sustainable tourism, tourism being a sector he has both development and industry involvement. Gavin is based in the Highlands of Scotland and works as a freelance international development consultant, co-business manager (for a family tourism business), and social entrepreneur in inclusive and sustainable tourism in remote areas of Nepal, Uganda and Armenia.

A circular portrait of Kate Fogelberg, a woman with long dark hair, smiling. The portrait is set against a dark background and is partially overlaid by a blue banner.

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

A circular portrait of Rob Hitchins, a middle-aged man with a shaved head, wearing a dark jacket over a light-colored shirt. The background of the photo shows a landscape with mountains and water.

Rob Hitchins

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.

A circular portrait of Daniel Nugraha, a young man with short dark hair, wearing a white shirt. The background is a plain, light color.

Daniel Nugraha

Daniel is an agricultural economist with over two decades of experience working in and with the private sector as a business professional, startup founder, and development practitioner. He is Country Director of Swisscontact Cambodia and Team Leader of Innovation for Sustainable Agriculture (ISA) and Enhancing Entrepreneurial Ecosystems Initiative (3Ei) projects. He has advised economic development initiatives across Asia-Pacific, focusing on agriculture, SMEs, and skills. Previously, he served as Program Director of AIP-Rural in Indonesia (DFAT) and worked with USAID Indonesia and GIZ on macroeconomic policy, poverty, food security, value chains, and public-private partnerships.

Training team



Roger Oakeley

An economist and development planner by training, Roger has over 30 years' experience supporting a wide range of development interventions as a manager, consultant, trainer and researcher. With Springfield, Roger supported MSD 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. He is currently leading DFAT's Gender Responsive Equitable Agriculture & Tourism Programme (GREAT2) in Vietnam, responsible for programme delivery, strategic oversight and the application of MSD to this flagship WEE initiative.



Prashant Rana

Prashant has worked in small enterprise development and private sector promotion for more than 30 years. Currently based in Jakarta, he oversees Swisscontact's portfolio in Indonesia, Cambodia, Laos, Myanmar, Bangladesh and Nepal. 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. Beyond his country portfolio, he has worked on shorter assignments in Sri Lanka, Vietnam, the Philippines, India, Timor Leste and Tanzania.

Training team

A circular portrait of Samira Saif, a woman with long dark hair, smiling. The portrait is partially overlaid by a dark blue banner.

Samira Saif

Syeda Samira Saif is an MRM practitioner with over 14 years' 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 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. Samira is currently working as a Senior MEL Specialist for Cowater.

A circular portrait of Momina Saqib Zuberi, a woman with dark hair and glasses, smiling. The portrait is partially overlaid by a dark blue banner.

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.

Training team

A circular portrait of Andrew Seward, a man with a beard and short hair, wearing a suit and tie. The portrait is partially overlaid by a dark blue curved banner.

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.

A circular portrait of Tim Stewart, a man with a beard and short hair, wearing a dark sweater. The portrait is partially overlaid by a dark blue curved banner.

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 works part time for Sustineo as their Principal Consultant for Economic Development on a variety of MSD and private-sector programmes in the Indo-Pacific as well as other independent consulting and partnership brokering. Tim was previously a Senior Consultant with Springfield.

Programme administration



Programme fees

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.

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 18th September 2026** will qualify for a full refund, minus an admin fee of £50.

Withdrawals received after **Friday 18th September 2026** but before **Friday 16th October 2026** 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 16th October 2026**.

Programme administration



Application

Applications to the training programme will be closed on **Friday 2nd October 2026** (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

Programme administration



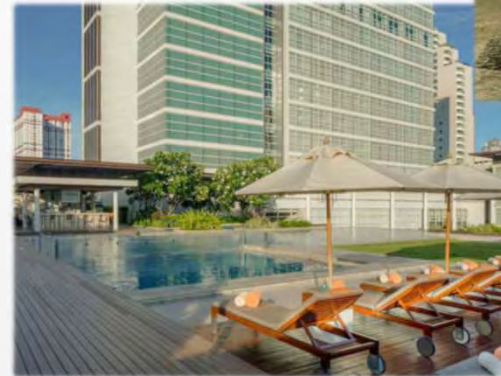
Venue Information

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



Venue Information

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 and welcome drinks** on **Sunday 15th November 2026** (between 17.00 and 18.00) and ends on **Friday 27th November 2026**. 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.

Transport

The venue accommodation booking form will list airport transfer options provided by the Pullman Bangkok King Power Hotel. If you are staying at alternative accommodation, or prefer to book transport direct, then we recommend the following transport service: [AOT Limousine](#). **Taxis are 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



Liability

Visas and insurance

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).

PLEASE NOTE: *This course is a full-time two-week commitment with sessions running from 08:30 to 17:00 most days. There will also be additional reading in the evening to prepare for the following day. We therefore strongly recommend that all other work commitments are suspended or delegated to a colleague for the duration of the course in order for you to be able to give the training your full attention.*

While we appreciate that there may be work issues which require your attention, these should be dealt with outside of the training schedule. This is not a 'seminar' or conference-style event – all sessions are mandatory and build on one another to allow you to develop a full understanding of the MSD approach.