

Making Markets Work

Training programme

Bangkok, Thailand: 30 April – 12 May 2017

The challenge: *How can development agencies and governments improve market systems for businesses and for poor people?*

Markets are central to the task of development agencies and governments. Where markets – 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 the development of markets. 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 internationally recognised programme provides an in-depth focus on developing market systems 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 seventeen years in offering training on the market systems development approach (also known as 'Making Markets Work for the Poor' or 'M4P'). More than 1700 people from 100 different countries have benefited from Springfield Centre training. The programme applies a market systems development framework to a broad range of market situations and organisations.

What's the training about? *Practical emphasis on intervention rationale, project design and management issues, including:*

- Market systems 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 results measurement.

Participants will be exposed to experience from a variety of contexts including agricultural and industrial value chains, service sectors, fragile states and public service reform, drawing on an experienced international faculty.

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.

Programme goals: 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 essence – 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.

Programme description:

Core skills classes on the market systems development approach

Each participant is allocated to a core skills class for the duration of the programme. Participants are divided into three smaller groups to provide a more appropriate environment for interactive learning.

Core skills classes 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 systems development approach (why it's important), and (b) develop rigorous approaches to pursuing pro-poor change in market systems (what it is and how it is undertaken). Among 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*: assessing demand, examining supply-side capacities, understanding impediments to better functioning markets and market analysis as a basis for action;
- *Diagnosis – understanding 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;
- *Vision*: the central importance of sustainability and how to design interventions for lasting impact;
- *Intervention*: designing and implementing interventions to meet long-term objectives;
- *Measurement*: practical approaches to assessing intervention progress and impact.

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:

- Diagnosing constraints to the poor's participation in different types of market system;
- Understanding and influencing public and private stakeholders in market systems;
- Improving the voice of the poor by developing mass media markets;
- Applying M4P to 'public' systems such as health and education;
- Partnering with the private sector;
- The 'art' of facilitating change in market systems;
- Impact assessment in market systems development;
- Managing market development projects.

The training team:

Sarah Barlow

Sarah has advised on PSD policies and programmes across sub Saharan Africa, Asia, the Caribbean and Pacific. Her experience ranges from working for a community based organisation in Lesotho, as a PSD Advisor for DFID in Uganda and the Caribbean, as Team Leader of a multi-donor funded project in Tanzania, and as a consultant designing, advising and reviewing programmes. Recent assignments include working on the design of two different DFID funded market systems development programmes, one focused on developing rural markets in northern Nigeria, and the other on developing the private education market in Lagos; scoping an urban market systems programme in Dar es Salaam; providing regular support to a cotton development programme in Tanzania; and several reviews of programmes in Nigeria, Kenya and Tanzania.

David Elliott

David has extensive experience in PSD gained in 30+ countries spanning design, evaluation and implementation. 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 Investment Climate Facility for Africa. More recently 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 redesign of ENABLE (£11M business advocacy challenge fund); and on an M4P programme for Agriculture and Tourism (£13M) in Nepal.

Alan Gibson

Alan has a background in economic and business consultancy. He played a leading role in the development of market systems development approaches to business services and the emergence of 'making markets work for the poor' (M4P) as an overarching framework in development. In 2008, he was a key author of a set of guides "making markets work for the poor" aimed at agencies/govt and has advised agencies on taking the approach more effectively into their work. Alan has worked in more than 20 countries with a wide range of organisations.

William Grant

Bill's family has been involved in leading trends in international health and economic development for more than 120 years, so it is not surprising that Bill has followed in the family footsteps. Since 1986 he has focused on bringing new models of market-led, sustainable economic development to bear around the world. Over the years he has worked in 50 countries, including 35 in Africa. He has played an important role in the development and application of subsector and VC approaches and is currently leading programmes that apply the M4P approach in Africa and the Middle East.

Julian Hamilton-Peach

Julian is a senior private sector rural development and agricultural finance expert with over 25 years of technical and management experience. An independent consultant advising market developers, Julian was trained in management, psychology and agricultural economics. He led a team of people on Propcom and its successor in Nigeria (2008-2014) and has been advising Enterprise Partners in Ethiopia. He has also advised MDF in Timor Leste and Fiji; Gatsby Charitable Trust in Tanzania; and the CAVAC project in Cambodia. He is a director of Babban Gona, a Nigerian farm services company.

Robert Hitchins

Rob has worked on market systems development 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 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, and was instrumental in the recent update to the Operational Guide.

Daniel Nugraha

Daniel, an agricultural economist by training, has worked for over a decade in private sector promotion, in particular in SME and agriculture sector development. He is currently working in Indonesia as the Program Director of AIP-Rural - one of the largest M4P programmes in the world (funded by DFAT). He leads a portfolio of four projects: PRISMA (agriculture commodities), ARISA (applied research and innovation), TIRTA (tertiary irrigation), and SAFIRA (agricultural finance). Prior to his current role, Daniel worked for USAID Indonesia - mainly on agriculture, poverty, 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 M4P 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 and private sector health services in Kenya.

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, Myanmar, Cambodia, Laos and Vietnam. Prashant is Project Director/Advisor for a number of leading M4P projects including Katalyst in Bangladesh, NAMDP and Samarth-NMDP in Nepal, as well as PRISMA, TIRTA and SAFIRA in Indonesia. He has been a regular speaker at the Springfield Centre training programmes. His previous work included assignments in Nepal, Bangladesh, Sri Lanka, Vietnam, the Philippines, India, Myanmar, Laos and Tanzania.

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 PSD 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 Portfolio Manager for the ENABLE programme.

Programme Administration:

Programme fees
GBP £3,600

- Fees are for tuition and materials only (lunch and coffee breaks are provided on the 10 training days). Participants are responsible for their own travel (including visa), 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.

Applications to the training programme will be closed on Friday 3rd March 2017 (or earlier if the programme is full). Notification of acceptance will be sent by e-mail. If you do not receive an email within THREE working days of sending your application, please contact us for confirmation.

Payment of the programme fee is via electronic wire/bank transfer only. On acceptance of an application we will send details of the bank account into which payment must be transferred.

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

Application forms may be sent to the Programme Directors via e-mail or web form:

E-mail: knowledge@springfieldcentre.com

Website: <http://www.springfieldcentre.com/training/current-programmes/>

Acceptance

Participants will be selected by the Programme Directors by professional background and group-mix needs. 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 necessary. 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, The Springfield Centre (email details above):

- Written withdrawals received by Friday 17th March 2017 will qualify for a full refund, minus an admin fee (£50).
- Written withdrawals received after Friday 17th March 2017 but before Friday 7th April 2017 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 Friday 7th April 2017.

Liability

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 stop is a 5 minute walk) and the Airport Rail Link (Phayathai station). The venue is approximately 30 minutes' drive from Suvarnabhumi airport (allow 1 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 stop.

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 30th April (between 16.00 and 18.00) and ends on the afternoon of Friday 12th May (classes are due to be completed on the final day by 15.30).

Due to the traffic issues 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 pick accommodation near a BTS Skytrain stop to ensure an efficient (and quick) 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>. There is an Airport Rail Link which stops at Phayathai Station (a short distance from the hotel). The Bangkok BTS Skytrain system is a convenient option for travel around the city.