



ONLINE

ENTERPRISES

EXECUTIVE COURSE ON MARKET SYSTEMS DEVELOPMENT FOR DECENT WORK

13 – 24 JUNE 2022

 20 HOURS

Information Note



International
Labour
Organization



International Training Centre

BACKGROUND

Decent work is a challenge that is both important and complex. A third of the global labour force are not earning enough to lift themselves and their families above the poverty line; three-quarters of workers in Africa and Asia are in vulnerable employment; and annually, an estimated 2.3 million people die from occupational accidents. Although most development and government programmes focus on creating more and better jobs, it is clear that we need to do more thinking about their quality as well.

To make progress in promoting decent work through private sector development, development actors, including the international labour organization, use a systemic approach to catalyse large-scale and long-lasting change. One popular systemic approach is known as market systems development (MSD), which focuses on selected markets to address specific decent work deficits. MSD involves a three-step process:

- **Strategy.** Select sectors and the decent work focus, based on criteria of relevance, feasibility and opportunity.
- **Analysis.** Understand which aspects of the system are not working, moving from visible ‘symptoms’ to the ‘causes’ which can often be found in underlying behaviours, attitudes and enabling conditions.
- **Action.** Facilitate change by building both the incentive and capacity of partners; which involves a trial-and-error process to test new ways of working.

Ultimately, the goal is to support local actors find ways to deliver improved decent work outcomes, both sustainably and at scale. That way, governments, enterprises and workers will be better prepared for the challenges of tomorrow’s world today, which is particularly important given changes already occurring in the future of work. In this sense, MSD is aligned to a growing movement that seeks to use aid resources more strategically and catalytically to “do development differently”

If other agencies have harnessed systemic approaches to make markets work better for the poor, for the ILO the aim is to develop market systems for more and better jobs. The ILO facilitates market systems changes that (i) are likely to create more employment and (ii) are likely to improve the quality of work, recognising that improvements in productivity and working conditions go hand-in-hand.

Applying Market Systems Development to Decent Work requires a specific mind-set and approach not only for project implementers, but also for those in charge of designing, funding and managing development cooperation programmes in regional or headquarter offices. This executive course seeks to provide development actors with the tools to understand the Market Systems Development approach and integrate it into their project portfolios.

TRAINING OBJECTIVES

At the end of the course, participants will be able to:

- Explore the key concepts surrounding value chain and market systems development
- Learn about the main steps of a typical market systems development programme cycle
- Brainstorm around the opportunity of introducing market systems development interventions in their organization's operations
- Acquire the tools to better design and communicate about market systems development projects and programmes
- Understand how to monitor more and better job creation is systemic project.

COURSE CONTENT

The course will take place over two weeks, and feature a combination of tutor-based presentations, case studies, interactive group exercises, as well as self-guided learning materials and study guides. Over the duration of this training course, you will have the opportunity to connect with your peers and learn more about the following topics:

WEEK 1

The first week of the course introduces participants to the main concepts around the market systems development approach, as well as provide an overview of the key steps of the MSD project cycle. The second part of the week is devoted to the design of interventions

Session 1 – Value chains and market systems: key concepts

The first session of the course will be the occasion to present the course structure and objectives, introduce the ITC-ILO team as well as the methodologies that will be used throughout the training. After this preliminary presentation, the session will focus on providing an overview of the market systems development approach and the ILO's experience in its implementation. Topics to be covered include: how to use systemic approaches to reduce decent work deficits, understanding the difference between value chains and supply chains, and how a value chain interacts with the wider market system. This session will be concluded with some real-life examples of market systems in various sectors.

Session 2 – The Market Systems development Project cycle

This webinar will start a practical exercise to familiarize participants further with the concepts described during Session 1. Based on a fictional case study, participants will be asked to reconstruct a market system by distinguishing between the elements of the

core value chain, relevant support functions, and rules and regulations. In the second segment of the session, ITC-ILO facilitators will present the key phases of the market systems development process, i.e. (i) Sector and value chain selection, (ii) Market systems research & analysis, (iii) Intervention design and implementation.

Session 3 – Project design and resource mobilization using a systemic lens

During this session, we will discuss how to include the market systems development approach in project design. The session will provide participants with information on how to build theories of change, design results chains, and choose suitable indicators at the different levels (output, outcome, impact). A practical exercise, based on a fictional case study, will allow you to build your own project design.

Session 4 – Designing interventions, managing partnerships, and acting as a facilitator

This session covers how to go from analysis to action and design sustainable business modules. It provides tools and tips on how to select the ideal partner and deal with the private sector during project implementation. During the webinar, you will hear inputs and ideas on how to clearly communicate the rationale of market systems development to various audiences including final beneficiaries, project partners, government counterparts, and donors.

WEEK 2

The second week of the course concentrates on the implementation of Market Systems Development projects, with a specific focus on the point of view of backstopping staff and portfolio managers.

Session 5 – Adaptive management

During this session, you will learn some useful tips and tricks on how to deal with uncertainty when implementing and backstopping market systems development interventions. The webinar will be built around case studies and experiences from managers and technical advisors of MSD projects.

Session 6 – Measuring Market Systems development

This session introduces the core principles and practice of monitoring and results measurement (MRM) in private sector development using the standard from the Donor Committee for Enterprise Development (DCED). It will provide you with tools on how to estimate and attribute change to your programme with a reasonable degree of rigour. Furthermore, it will provide guidance helping projects put in place a practical framework to measure, monitor and report on changes in job quality linked to project activities, and outline the process to help project navigate how to measure job quality.

Session 7 – Market Systems development in force displacement contexts

Building on the ILO's experience, this session looks at how the market systems development approach can be used to support livelihoods for refugees and host communities in the context of forced displacement. It will be based on the Approach to Inclusive Market Systems (AIMS), and provide you with inputs on how to combine Market Systems Development with strategies aimed at strengthening the skills and competencies of refugees.

Session 8 – Greening Market Systems Development

The final session of the course provides an overview of best practices on how market systems approaches can incorporate environmental concerns such as climate change, biodiversity and natural resource depletion and facilitate the transition towards more sustainable economies. It will focus on what sustainability looks like in practice, and how it can be measured.

Study guides

Throughout the course, you will receive access to self-guided study guides and reading materials on the contents of the sessions described above.

WHO ATTENDS THIS COURSE

The course is designed for practitioners involved in the design and management of development cooperation programmes and project portfolios in the areas of private-sector development, economic development, livelihoods, inclusive growth, and job creation. It targets staff working at headquarters, as well as in regional and country offices, and in donor agencies, international organizations and NGOs.

PRACTICAL INFORMATION

The course is offered in English, with a total estimated time commitment of 20 hours. The course runs from the **13th to the 24th of June, 2022**, and will be held on the ITC-ILO's digital learning platform, the eCampus.

The participation fee is of **980 EUR**, contact us at see@itcilo.org if you would like to know about partial scholarship opportunities. On completion of all required course activities, participants will obtain an ITCILO Certificate of Participation.

COURSE AGENDA

	Monday 13 June	Tuesday 14 June	Wednesday 15 June	Thursday 16 June	Friday 17 June
Webinars 13.30 – 15.00 CET		Session 1 Value chains and market systems: key concepts	Session 2 The Market Systems development Project cycle	Session 3 Project design and resource mobilization using a systemic lens	Session 4 Designing interventions, managing partnerships, and acting as a facilitator

	Monday 20 June	Tuesday 21 June	Wednesday 22 June	Thursday 23 June	Friday 24 June
Webinars 13.30 – 15.00 CET		Session 5 Adaptive management	Session 6 Measuring Market Systems development	Session 7 Market Systems development in force displacement contexts	Session 8 Greening Market Systems Development

WITHDRAWAL, CANCELLATION POLICY, AND REFUNDS FOR OPEN COURSES

If an enrolled participant wishes or must withdraw from a course, they may choose to apply to a different course or be substituted by another candidate. The participant must notify the Centre, in writing, of their decision at least 14 days prior to the start date of the course. Cancellation of participation in regular courses will result in the following penalties:

- 14 days or more prior to the start date of the course: No penalty, 100% refund of amount paid less applicable bank charges
- 8 to 13 days prior to the start date of the course: Penalty of 50% of course price, refund of residual amount paid (if any) less applicable bank charges
- 7 days or less prior to the start date of the course: Penalty of 100% of course price.

INFO

FOR FURTHER INFORMATION PLEASE CONTACT

International Training Centre of the ILO
Sustainable enterprises and economies (SEE)
Viale Maestri del Lavoro, 10
10127 Turin – Italy

see@itcilo.org
www.itcilo.org

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