A competency framework for market systems development

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Key messages

1. Capacity building and learning are crucial for effective MSD, and we need a consistent framework.

2. This competency framework is built on interviews with experts in our field.

3. The online platform which will host the framework will evolve based on your feedback.
Defining the problem: failures in the market for MSD skills development

Supporting system: MSD capacity building & skills development

Principle system: MSD programming

Root cause #2:

**Weak information:**
Lack of consensus about what capacity building processes are required to shift individuals and organisations to higher performance levels.

**Intervention by BEAM:**
Compile and curate an inventory of resources...
...to help trainers and other capacity builders, design, deliver and assess their services.

Access to resources via the BEAM website.
Our process

Interviews with 16 respondent from 20 programmes:
- 4 team leaders
- 5 donor advisors
- 7 technical advisors from programme contractors

Feedback / iteration
- from other team leaders, training providers, BEAM staff

Products / outputs:
- **Paper**: “Building high-performing teams in MSD”
- **Competency Framework**: Online platform
Current status

Competency Framework (today’s presentation):
- 17 individual competencies: What is the competency?
- 6 teaching & learning modes: How to teach it?
- 3 assessment modes: How to assess it?

Web platform under design
- Dynamic functionality to allow different users to engage:
  - Practitioners, Trainers/coaches, Team leaders
- Plans for community engagement to fully populate content
Purpose of MSD competency framework

Provide a sector-wide framework to coordinate the learning & development of MSD practitioners

Note:
Responsibility for learning & skills development is not just on the individual:
- *team leaders* need to provide supports
- *organisations* need to provide funding
- *donors* need to approve budgets.
Framework users & use cases

Field-based practitioners:
• Self-assess & develop capabilities.
• Design individualized learning plans.

Trainers, coaches & educational institutions:
• Develop better resources & shared teaching methodologies.

HR & managers:
• Focus & improve hiring and staff evaluation using assessment modes.
• Send a signal that creates incentives for practitioners to invest.
• Become better at developing their teams
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Set A - Strategy and analysis

A1  Systems perspective on poverty & development

A2  Business & financial analysis

A3  Behavioural insight

A4  Integrating sectoral expertise

A5  Knowledge synthesis

A6  Critical thinking, foresight & vision

A7  Innovative thinking
Set B – Implementing interventions

B1 Decision making

B2 Intervention design

B3 Coordinating multiple interventions

B4 Monitoring and learning

B5 Donor relations and compliance
Set C – Teamwork and people skills

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Teaching & Learning Modes

- Content delivery
- Research assignments
- Facilitated discussion
- Case studies
- Scenarios & role plays
- Field practice

Assessment Modes

- Traditional (Interview) Questions
- Presentation of Case Analysis
- Direct Observation of Practice
Competency A1: Systems perspective on poverty & development

**Description:** Analyze systems & poverty using: (i) economics; (ii) political economy; (iii) complex adaptive systems

**Knowledge: frameworks & resources**
- Iceberg model of systems
- M4P donut: interconnected systems
- Social network analysis

**Skills & Experiences**
- Applying M4P donut to new market systems
- Drawing causal loop diagrams to show feedback loops

**Teaching**
- Content Delivery: Definitions & frameworks for complex adaptive systems
- **Case Studies:** Analyze familiar issue to show structures + loops.

**Assessment**
- Case Presentation: Probe for understanding feedback loops
- Interview Questions: Ask interviewee to draw systems map
Teaching mode: Case studies

In a Nutshell...
Teaching tool to consider scenarios from multiple perspectives. Rich in information and context. Specificity of cases challenges practitioners to make decisions.

Use Cases...
Used widely for training in MSD, can be used for isolated content or as an ongoing practical example throughout a longer training.

Trainer Guidance
- Focus on 2-3 key competencies to develop through a given case.
- Consider group composition to maximize learning.
- Add multiple perspectives
- Caution: Cases take significant time to read, analyze and debrief.

Application to Specific Competencies

A1 Systems Perspective: Analyze familiar issue to show structures + loops

B3 Portfolio Management: Given simplified mid-term report for programme, decide which interventions to continue, which to abandon.

C1 Relationship Building: Layer empathy debrief in market system case.
Next steps

1. Feedback on what you have seen today.
2. Live launch of new web-pages.
3. Facilitated contributions from the MSD community to increase uptake and usage.

https://goo.gl/RbuiNX