Innovation
Relationships and Trust
Welcome to IMA International

The feeling you get when you return somewhere or meet someone you know, after many years, is often mixed with great emotion. This was my experience when I recently returned to the village of Terhathum in Nepal where I spent three years as a livestock officer in the 1980’s, and I saw many infrastructure improvements. And also, in Tajikistan I met a good friend, Yodgor, who attended one of the first IMA courses I facilitated 20 years ago and he is now Aga Khan Foundation’s Chief Executive in Tajikistan. At IMA we strongly believe relationships with colleagues and clients are important to nurture, and with this comes trust in each other. Perhaps this is in part why 60% of our clients return to us for consulting and training support each year.

IMA promises to work with everyone we engage with in ways that invites innovation, builds trust and deepens our relationships. You will see from the experience and testimonials in this brochure, we work at your individual level before building up strategies to engage with multi-stakeholder processes. Our new programme New Frontiers for Development looks at this and more, around the economics of development, in partnership with NEF Consulting. Other areas we now offer support in are financial management, project funding and resource mobilisation. So in IMA’s 34th year we look forward to supporting you, whether you are a long-standing or new client, to help gain innovative insights, ideas and strategies for the challenges you face.

Very best wishes,

Chris Grose
Managing Director

Our values & way of working

Innovation
We promote un-learning and new approaches to development practice to facilitate adapting to social change processes and our role in these.

Relationships
We value listening and empathy. We believe in relationships as a form of promoting collective thinking towards social change.

Trust
We assume trust is essential to harmonise relationships and mutual support.

Meet the UK Team

Giulio Ghirardo
lead consultant & strategy advisor

Silvia Capezzuoli
senior consultant

Ruth Jolly
senior consultant

Leigh Dowsett
lead consultant & research manager

Sarah Greenslade
communications manager

Helen Valler
project manager

Clare Huggett
finance manager

Stuart Macleod
digital communications manager

Daniel Guijarro
senior consultant - Spain

Orn-Anong Vasuratna
country representative - Thailand

Bridget Mbabazi
country representative – Uganda

Md. Mamunur Rahman
country representative – Bangladesh

Hayley Friend
country representative – South Africa

email us at: post@imainternational.com
Over the last 34 years IMA has built a reputation as a leading provider of participatory and innovative training and consultancy for the international development sector. Capacity strengthening is at the core of our mission. People choose us because we offer a chance for them to reflect on individual practice and learn about new approaches in development to promote sustainable change, on both a personal and professional level. We’ve supported over 15,000 development practitioners in their own applications of learning, across NGOs, UN agencies, donors, governments and the private sector across the world.

**Promoting learning and social change**

Working in the international development sector we believe gives us the responsibility to promote social transformation and social change. To this end, we work with different partners to develop innovative approaches to development. Specifically, we innovate in the way we conceive monitoring and evaluation by focusing on qualitative data and information. Our Theory of Change approach has a strong self-reflective component which underlines the need to work on an individual level before building up strategies to engage with multi-stakeholder processes.

**Intangible capabilities**

In our leadership and management development approach we look at leadership presence, emotional intelligence, resilience, navigating networks and influencing skills. We focus on how leaders can flourish and have impact in complex organisations and settings.

**Sharing knowledge**

One of our strengths as an organisation is our ability to merge our experience from the field with academic theory. We promote knowledge sharing among clients and training participants in a way that values everyone’s experience so as to foster and embed learning. We believe everybody’s knowledge counts and are keen to give voice to the tacit knowledge development practitioners often have, but are not aware of.

**Consultancy**

Our consultancy is a key part of the work we do to foster and support social change processes with our partners. These partners, in many different ways, are looking at fundamentals of development – of core purpose; international trends and meaningful response. Our team, with years of academic and practical experience behind us, provide attentive contracting and customised process consultancy into this mix of enquiry and transformation. Most of our consulting work arises from clients recommending us to others. This makes real our belief in cultivating positive relationships of mutual trust. We make use of good practices and innovations from different sectors to help organisations implement long lasting meaningful change. Our multi-stakeholder approach focuses on the integration and understanding of complexity among social processes. We employ different power analysis tools to support individuals and organisations towards sustainable and inclusive social change.

**Organisational support**

- design M&E and organisational learning systems
- evaluate development programmes
- participatory facilitation of multi-stakeholder processes
- managers’ forums
- facilitate action learning sets
- strategic planning
- organisational assessment
- design and review clients’ education/training programmes

We use film and video to enable participatory learning, and to capture, explore and share lessons in our consultancy work.
The best instructors I’ve ever had in any training, absolutely amazing all of them. They were always ready to allow students to ask, intervene and give opinions during and after classes.

Innovative methods of impacting knowledge, a clear departure from the old ways of teaching.

I really enjoyed the programme. It’s actually experience sharing, very educative and motivating, with participants from diverse races.

I really liked IMA’s participatory approach and the lively interactive atmosphere. You can not only learn from the trainers and the content, but also from the insightful, professional peers with experiences from all over the world.

Since IMA’s very useful knowledge management (KM) workshop I am now engaged in IFAD’s country KM strategy, strengthening KM in our projects and forming a KM group.

IMAs interactive learning methodology was very useful and generated interesting discussions.

The training materials, experience and practical application, reputation, customer service and quality of our training delivery, are better than other training providers.

I really liked the facilitators methods of connecting everyone in the whole workshop and it was so fun. I am now really looking forward to making BRAC a knowledge hub.

Customer feedback survey of 374 IMA alumni (2015)
Fostering Knowledge Management in Bangladesh

We continue working with BRAC in Bangladesh, to enhance a culture of knowledge sharing so BRAC can become, and be recognised, as an effective knowledge organisation conducting renowned international advocacy work and fully contribute to social development discourse and practice. Ruth Jolly and Silvia Capezzuoli facilitated a series of processes contributing to knowledge management (KM) being mainstreamed, rewarded and celebrated, and the mind-set of learning and reflection being part of BRAC culture. This included the co-creation of a draft knowledge management strategy and a four year roadmap to align with BRAC’s 2016-20 strategy; helping establish a KM unit and fostering ownership for dedicated knowledge staff; learning on KM concepts and key practices; and building knowledge sharing rapport between different levels of staff. We are continuing to support BRAC’s new dedicated knowledge management unit.

Consultancy work and other examples...

Developing Policy-level Toolkit in Asia Pacific region

With IMA as a key member of the EAFM (Ecosystem Approach to Fisheries Management) Consortium since 2013, Silvia Capezzuoli and Chris Grose have been involved in capacity building of fisheries departments in the Asia-Pacific region, through the provision of a regional training package and ongoing training of trainers. In the past year we have been actively involved in the development of a policy- and advocacy-level toolkit for leaders, executives and decision makers (LEAD) which will contribute to longer-lasting national and regional policy change in fisheries. We are now also hosting the website eafmlearn.org on behalf of the EAFM Consortium, for coordination and as a public resource for sustainable fisheries management.

Theory of Change for Nutrition National Plan in Tanzania

Supported the Tanzania Food and Nutrition Centre in the development of the Theory of Change for the National Multi-sectoral Nutrition Action Plan (2016/17-2020/21). Giulio Ghirardo and Iñigo Retolaza facilitated a multi-stakeholder process with actors representing different sectors involved in nutrition. The project consisted of an analysis of relevant documents, related to nutrition in Tanzania and facilitation of a workshop for the design of the Theory of Change and stakeholder analysis for the National Plan. This process resulted in a comprehensive multi-sectoral plan, detailing explicit clear pathways on how to fight stunting and reduce malnutrition in Tanzania. The multi-stakeholder process helped to involve and harmonise all actors working on nutrition, as well as to make explicit individual and organisational assumptions that will be monitored during the implementation of the plan.

Programme Evaluation for ActionAid Cambodia and Rwanda

Supported ActionAid and other stakeholders in understanding the extent to which they have contributed to transforming gender relations so as to benefit women in ActionAid programmes in Cambodia and Rwanda. This included identifying what strategies and approaches are working, and why. Working in collaboration with Leitmotiv consultancy, Daniel Guijarro purposefully took a feminist approach privileging women’s voices and was inspired by principles and ethics of Participatory Action Research. The methodological evaluation framework used combined elements of the power cube analytical framework with an interpretation of Gender at Work’s four quadrants holistic framework. The evaluation also included organisational gender mainstreaming assessments, inspired by Ken Wilber’s Integral Theory.

Participatory Monitoring and Evaluation workshop for Cuban NGOs

Together with the Institute of Development Studies (IDS) we co-designed and co-facilitated a training course for ten Cuban NGO leaders in participatory monitoring and evaluation and learning, which was part of IDS’s support to an SDC governance programme in Cuba. During the course Daniel Guijarro, Jethro Pettit and Iñigo Retolaza tested improvements on our Theory of Change model and tools, combining these with different theories. We now have an enriched model (using Ken Wilber’s Integral Theory) with different dimensions: personal, collective, visible and invisible, which also allows us to see how changes in one or more of these dimensions are related, constitutive or restrictive of each other.
IMA training

Our style of training is participatory and gives everyone the opportunity to put theories taught into practice, within the safe learning space we create.

Core Courses

5 days £1950 | 10 days £3200

10 & 5 days Monitoring & Evaluation for Results
Monitoring and evaluation of projects and programmes using results approaches

5 days Project Cycle Management
Managing for development results

Specialist Courses

4 days £1900 | 5 days £2300 | 15 days £4800

5 days Public Private Partnerships for Development
Cross Sector Collaboration

5 days Leadership & Management in Development
Turn managers into leaders

4 days Knowledge Management
Unlock insights in your organisation

5 days Value for Money
Improve development effectiveness in partnership with NEF Consulting

5 days Theory of Change & Contribution Assessment
Understand our contribution to social change

5 days Financial Management, Project Funding & Communication
Learning financial skills to increase impact

5 days Resource Mobilisation and Fundraising
Organisational development for a sustainable future

5 days Results Based Management (RBM)
Develop RBM in your organisation

5 days Real Time Monitoring (RTM)
Measuring the results chain, bringing learning into projects

15 days Certificate in Applied Evaluation
From Theory of Change and Contribution Assessment to Monitoring and Evaluation

15 days Certificate in Development Management
Reach your full potential as a development practitioner

Booking Training

To book your place, visit imainternational.com/training_selection or call us +44 (0)1273 833030 or email post@imainternational.com

The price* includes materials, light refreshments, a social and cultural event, course certificate, group photo, and course follow-up. All 15 day courses also include a one-to-one coaching session.

Split 15 day Certificate courses
You can attend the M&E for Results 10 day course and our Theory of Change or Leadership and Management for Development training, within a 12 month period, and receive our Certificate in Applied Evaluation or Certificate in Development Management.

5% early payment discount
Pay six weeks before the course and we give you a 5% discount off the course price.

15% alumni discount
If you have attended IMA training in the past we give you a 15% discount. This offer applies to individuals only.

Group bookings
If you are booking a group, contact us to discuss our group discounts.

In-house training
Call us or fill out our online enquiry form imainternational.com/in_house_training_enquiry

*VAT is applicable for UK based sponsors
# 2017 Training Calendar

**Training and consultancy for development**

- Book online at imainternational.com
- Check our online calendar for the latest dates: imainternational.com/course_calendar

## New Frontiers for Development

An action-learning journey for organisational and personal development. Contact us for more information.

## Dates and Locations

<table>
<thead>
<tr>
<th>Month</th>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Jan 1</td>
<td>Feb 1</td>
<td>Mar 1</td>
<td>Apr 1</td>
<td>May 1</td>
<td>Jun 1</td>
<td>Jul 1</td>
<td>Aug 1</td>
<td>Sep 1</td>
<td>Oct 1</td>
<td>Nov 1</td>
<td>Dec 1</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>11</td>
<td>12</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>10</td>
<td>11</td>
<td>12</td>
<td>13</td>
<td>14</td>
<td>15</td>
<td>16</td>
<td>17</td>
<td>18</td>
<td>19</td>
<td>20</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td>20</td>
<td>21</td>
<td>22</td>
<td>23</td>
<td>24</td>
<td>25</td>
<td>26</td>
<td>27</td>
<td>28</td>
<td>29</td>
<td>30</td>
<td>31</td>
</tr>
<tr>
<td></td>
<td>31</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Topics

- Knowledge Management
- Value for Money
- Theory of Change & Contribution Assessment
- Project Cycle Management
- Real Time Monitoring
- Results Based Management
- Financial Management, Project Funding & Communication
- Leadership & Management in Development
- Resource Mobilisation and Fundraising
- Monitoring & Evaluation for Results
- Certificate in Applied Evaluation
- Certificate in Development Management
- Certificate in Project Management
- Certificate in M&E for Results
- Certificate in Development Management
I came to participate in a programme and ended with receiving an exceptional gift: a voyage to improving and appreciating myself.

Many thanks to IMA’s experts.

Armelle Le Theix
World Intellectual Property Organisation (WIPO) Switzerland participant in Leadership and Management in Development programme