

IMA International

Training and Consultancy for Development



2009



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www.imainternational.com

Mission Statement

IMA International is committed to supporting people in development organisations to achieve their goals and plan for the future by:

- **Sharing knowledge and building skills** through training, coaching, consultancy and networking
- Creating a **participatory learning environment** where everyone's perspective is valued
- Providing high-quality, internationally **experienced facilitators**
- Working in partnership with individuals and organisations from **different cultures and work environments.**

Benefits of Choosing IMA

People who have chosen IMA have recognised the following benefits in their work:

- Increased competency to face professional and personal challenges
- Enhanced organisational skills adaptable to different environments
- Opportunities to discuss and solve specific workplace issues
- Tools and techniques to enable change and sustain best practice
- Regular mentoring, support and updated information from IMA.



Welcome to 2009

Thank you for your great and continued support of IMA International. In the last 12 months, we have trained increasing numbers of participants on our worldwide courses. We welcomed 25 participants to our latest Monitoring and Evaluation course in Cape Town, and their happy faces in the course photo (below) show our course content, consultants and dedicated administration team is consistently meeting your training needs and expectations.

Opposite, you will see that we have refreshed our mission statement to give a clearer sense of our direction and goals. This has been developed through listening to those of you we have trained and provided consultancy services to, from **125 countries** around the world.

So in response to this great support and feedback, we are offering a number of new courses and services in 2009. We have divided the courses into **project management** and **people management** to make it easier to find the course you need.

Our **course guide** (pages 5 and 6) introduces new scheduled courses on **logframes, facilitation, and performance management** to help you build the skills you need.

Our most exciting new service (page 11) is **professional coaching**. IMA has linked up with accredited coaches to help you unlock your potential and achieve new levels of productivity. See our website or call us for details, and remember if you are an **alumni** member there are significant discounts across our whole range of services (see back page).

We look forward to welcoming you onto courses and working with you on consultancy assignments worldwide.

Best wishes

Chris Grose
Managing Director
September 2008



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Our respected course tutors have been chosen for their facilitation skills and extensive practical experience of development worldwide. Here are the backgrounds of the trainers you could meet:

Silvia Capezzuoli is a social development specialist with over 15 years' experience working in the NGO and public sector in East & West Africa and South East Asia. Her expertise is in gender, participation, M&E, communication and adult education.

Steve Creffield holds a degree in business and is also a qualified International Trainer and Master Practitioner of neuro-linguistic programming. Steve has worked with INGOs in various countries and now trains on our People Skills courses worldwide.

Anthea Dickie is a highly experienced M&E Adviser, with an MPhil in Agricultural Economics and more than 20 years of African experience, specializing in public sector capacity building. She has also worked in the UK and Trinidad and Tobago.

Chris Grose is IMA International's Managing Director. His primary role is in business development and strategic partnerships. When training and consulting, Chris's interests lie in organisational assessment and development, particularly in post-conflict and fragile states.

Anne-Marie Harrison's expertise lies in organisational management, human resources, leadership and business improvement. She is currently training and consulting for NGOs to help them improve performance and staff development.

David Hearle, based in Australia, works on IMA's scheduled and tailor-made courses mostly in Asia. He specialises in strategic planning, M&E and institutions, and has worked for every kind of development organisation across many sectors.

Mick Howes is a social anthropologist with a keen interest in participation, sustainable livelihoods, planning, M&E and impact assessments. He regularly consults in Africa and Asia, but also facilitates our results-based M&E course.

Sam Kareithi is a specialist in project management, strategic planning and organisational change and management. Experienced in community development initiatives in East Africa, Sam is a key trainer on our African M&E courses.

Catherine Lowery is a social development specialist, working in strategic planning and organisational development. Her consultancy work has covered results-based management systems, evaluations, quality assurance and civil society development.

Tristan Measures has a Masters in Applied Development Studies and his expertise includes M&E, aid effectiveness, governance and development communications. Tristan has country experience in Sri Lanka, Kenya, Uganda and Peru.

Trevor Nott's background is in natural resource management, community development and public sector organisational development. As well as training on IMA courses, Trevor is involved in projects in Nigeria and Afghanistan through IMA.

Trevor Smallbone is a development specialist experienced in finance, procurement, logistics, IT, HR, administration, and security. He has worked in Africa and Asia for the past 25 years focusing on non-profit organisations and international NGOs.

Julia Smith has worked on projects in 18 countries, working with donors, governments, private businesses, NGOs and rural communities. Her specialist areas are management, organisational development, M&E and communication, rural development, participation and partnership.

Patrick Spaven is a senior consultant in research and evaluation, specialising in M&E systems for organisations. From 2000-2005 he was Director of Research and Evaluation at the British Council, and has worked in over 30 countries. He has three degrees in social sciences and professional qualifications in human resources.

Lesley Williams is an M&E and strategic planning specialist. Recently, she has been capacity-building with a range of Indonesian NGOs, women's micro-enterprises, and local government, as well as conducting impact assessments.

What makes our training courses unique?

- Knowledge, skills, practical tools and techniques that you can transfer directly to your work;
- Improved work performance, leading to increased productivity and job satisfaction;
- Participatory courses, building on and responding to every participant's knowledge and experience;
- Encouraging, active atmosphere where your learning will be enjoyable and interesting;
- High quality, comprehensive training materials to take home and use;
- On-site visits where you can see various skills and practices being implemented;
- Use of case-studies as a basis for exploring and discussing real problems and solutions;
- Evening social programme — an opportunity for you to bond with the other participants in your group, and to enjoy some of the local attractions.

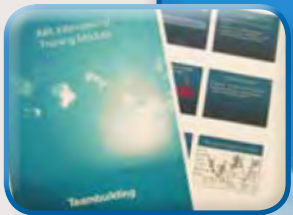
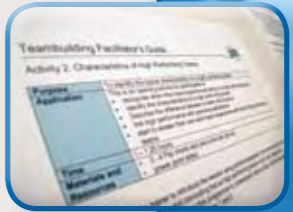
Trainer Resource Packs for Self-Learning

If you can't make it to one of our courses, we have developed the perfect way to train your colleagues in a variety of development skills. Our trainer resource packs include everything you need to facilitate learning sessions in your organisation. Each of them provides simple frameworks and techniques which can be easily applied in your workplace. Each pack includes:

- Comprehensive **trainer's notes and tips** on how to guide your trainees through the session;
- **Handouts and activities** to help trainees absorb the key learnings and apply them;
- **Powerpoint presentations** to support participant learning;
- Our **icebreakers and energisers** pack to get your team collaborating actively.

Titles available: Facilitation, Teambuilding, Leadership, Stakeholder Analysis, Evaluating your Training, and Managing Change Successfully

Each pack £110 plus postage. (VAT at 17.5% will be added to all invoices sent to a UK address)



What Our Participants Say

"The most fascinating aspect of IMA training to me is the hands-on approach. Every participant is engaged and every trainer has an eye for the relevance of the course to the needs of individual participants."

Oluwole Agunbiade, Chevron Nigeria Ltd

"Good, friendly and knowledgeable trainers, practical exercises. You learn by doing, which is excellent."

Lena Westerlund Lind, ORGUT Consulting, Vietnam

"IMA is very good at bringing out the unexplored knowledge and experience of participants, and encouraging personal growth. The courses offered by IMA are reality-based and are very good at balancing theories with practical work."

Kencho Wangdi, SNV Bhutan

"I would love to communicate and recommend to others about the international environment, participants and quality of training and trainers, as well as flexibility in orienting course to fit participants' needs."

Faisal Isha Abdallah, Care Sudan

"Excellent trainers and well established courses. Everything from theory to practical exercises, in small enough class sizes to allow personal adaptation and critical thought."

Ollie Benham, UN Resident Coordinator's Office, Sudan



Project Management



Planning Development Projects (5 days)

Maximise your project management potential through a structured planning approach.

- Apply practical planning tools and techniques
- Identify implementation tools to manage your project more effectively
- Use the logical framework at all stages of the project cycle
- Get the best value from your finances through financial management

OUTPUT More robust projects that will succeed, on time, within budget and cutting out inefficiencies.



Monitoring and Evaluation in Development (10 days)

Prove the value and impact of your project or programme through enhanced understanding and practice of core M&E elements.

- Identify SMART Indicators and expand beyond the logical framework to monitor effectively
- Qualitative and quantitative practical tools for data collection and analysis
- Participatory M&E for greater stakeholder commitment and uptake
- Manage evaluations and communicate findings for learning purposes

OUTPUT You'll monitor and evaluate your projects better, using appropriate frameworks, tools and techniques.



Results-Based M&E (RBME) Systems for Organisations (5 days)

Take your knowledge of M&E further with our RBME course. A step-by-step results-based process for designing or improving sustainable M&E systems for organisations or long-term programmes.

- Six steps of setting up a results-based M&E system
- Key success areas and performance indicators
- Addressing common challenges such as reconciling the needs of multiple stakeholders, and reconciling the needs of local activities with those of the wider organisation or programme

OUTPUT Your organisational M&E will be consolidated and easier to roll out.



Working with Logframes (3 days)

Design and use a relevant, functional and reliable logframe using key steps and guidelines.

- Overview of the logframe with reference to common variations, their benefits and constraints
- Step-by-step guidance through the narrative summary, selecting indicators, means of verification and risks and assumptions
- Checklists and guidelines to take home and use after the course
- Alternatives to the logframe approach

OUTPUT Maximised competency in project and/or programme management.

People Management

People Skills for Development Managers (5 days)

Build your people management skills with this interactive course.

- Gain insight into your own managerial style
- Build rapport with your staff, and manage performance to build high performing teams
- Skills for running effective meetings, time management and delegation

OUTPUT You'll manage and motivate your team more effectively enabling high performance and achievement of their work goals.



Organisational Leadership (5 days)

Unlock the potential in yourself and your organisation to achieve your goals successfully.

- Learn techniques to inspire and align individuals and teams to achieve organisational goals
- Update your skills in managing change and day-to-day conflict
- Improve your decision making capability

OUTPUT Better leadership capabilities to cope with typical work challenges and to steer your organisation to successful achievement of its goals.



Facilitating Meetings and Decision Making (3 days)

Meetings and decisions are a universal part of organisational life and often very poorly managed. Improve the way meetings are held and decisions are made in your team and organisation.

- Learn fundamental facilitation skills including nonverbal communications, powerful questioning, active listening
- Improve key skills for facilitating the planning and running of successful meetings
- Core elements for making good and sustainable decisions

OUTPUT Enhanced management capability through practical facilitation skills focused on running meetings and making effective decisions.



Performance Management (3 days)

Learn practical techniques to inspire your staff, provide direction and help you overcome the performance challenges to achieving your organisational goals.

- Apply five key elements of effective performance management
- Includes SMART objectives, assessing performance and constructive feedback

OUTPUT Best use of your organisation's most important resource – its people. Enhanced management skills in providing direction, focus, constructive feedback and inspiration.



Issues in International Development (10 days)

The many aspects of international development are complex and interconnected. Do you fully understand the effects of climate change, globalisation or poverty? How is good governance changing the social landscape? How can development work continue in areas of conflict and instability? How can organisations assess their impact and find out how to operate better?

- Investigate key topics, challenge your assumptions and find new perspectives with world-class facilitators and trainers
- Understand the issues in development, with direct application to your workplace
- Plan, manage and evaluate your organisation's work with consideration to different influences and impacts

OUTPUT You'll work more responsibly and efficiently, with a more informed perspective.



Thinking of Combining Courses?

Our programme is designed for you to benefit from different courses running close to each other. If you'd like to combine two or even three courses into a longer programme, or link courses at different times, here are some suggested combinations:

Want to improve your skills in **planning, management** and **M&E** for development projects?

Combine **Planning Development Projects** and **Monitoring & Evaluation in Development**

Do you manage programmes that require strong **leadership** and powerful **monitoring and evaluation** systems?

Try **Organisational Leadership** and **Results-based M&E for Organisations**

Do you require **project planning** and **people management** skills?

Join **Planning Development Projects** with **People Skills for Development Managers**

Deepen the knowledge gained in **People Skills for Development Managers**

Add **Facilitating Meetings and Decision Making** or **Performance Management**

Build your own training programme from our tailor-made training modules opposite. You can choose the course objectives and topics, training location, length of course and number of participants. Tailor-made training is best if you'd like your programme to be:

- Unique**, addressing the specific needs your staff face, at a location convenient to you;
- Inclusive**, training your team together for a greater, more lasting impact;
- Economical**, reducing training costs by training your group in one programme.

Here are some of the organisations that have benefited from our tailor-made training programmes:



Foreign & Commonwealth Office
Project and Programme Management, Worldwide



Ministry of Health
Monitoring and Evaluation for Healthcare, Dhaka, Bangladesh

Our modules are always tailored to your specific learning needs, and the most popular modules are listed below. To request a more specific course, please e-mail post@imainternational.com or call us on +44 (0)1273 833030.

Project Skills

Sustainable Livelihoods Approach

- Explore vulnerability contexts and social differentiation;
- Analyse and investigate types of livelihoods assets, strategies and approaches;
- Use participatory planning as a tool for community development.

OUTPUT Better targeted interventions that take into account multi-stakeholder livelihoods.

Project Management

- Design projects and programmes; participatory planning and implementation;
- Assess stakeholder needs with practical tools and techniques;
- Use the logical framework in your context and manage your finances;
- Practise communication, facilitation, time management and team building skills.

OUTPUT Target your interventions better, with focused, efficient use of resources.

Monitoring and Evaluation (M&E)

- Develop, maintain and implement your M&E system in your context;
- Understand SMART indicators, baselines, data collection, analysis and impact assessment;
- Adapt tools for communicating your M&E results to emphasise the learning aspects of M&E.

OUTPUT Improve M&E practices using participatory methods to better measure your impact.

Working with Logframes

- Explore mainstream logic models, their benefits and constraints;
- Adapt a logframe to your environment and work through it in detail.

OUTPUT Maximised competency in project and/or programme management.

People Skills

People Skills

- Broaden your management skills to help you achieve work targets;
- Encourage teamwork and build rapport and trust;
- Communicate and delegate tasks successfully;
- Apply facilitation skills and conflict-resolving techniques.

OUTPUT Manage and motivate people more effectively.

Organisational Leadership

- Gain insights into becoming a role model leader;
- How to influence and inspire;
- Apply the elements of a high performance culture;
- Get from vision to implementation;
- Manage organisational change.

OUTPUT Develop your role as a leader.

Training of Trainers

- Explore the training role, target groups, the training cycle;
- Improve your presentation and facilitation skills using a variety of training aids;
- Practise planning and delivering training events to maximise learning;
- Select assessment methods to evaluate learning at different levels.

OUTPUT Design and deliver successful training events confidently.

Change Management

- Learn techniques to help you identify and realise your vision;
- Learn how people react to change and get them involved in the process for real results;
- Apply a simple framework to introduce change successfully;
- Use the energy of resistance to change constructively.

OUTPUT Deal with change better using a robust but creative personal and organisational strategy.

"IMA course helped bring a new team together. Excellent quality of training, pitched at right level for diverse, international team with many levels of skills and experience. Tailor-made course very relevant to our needs." **Dorcas Pratt, The Brooke, UK**

Knowledge Management

- Stop re-inventing the wheel in your organisation;
- Practical techniques to learn from previous experience of teams and individuals;
- How to develop a knowledge sharing culture.

OUTPUT Improved organisational efficiency, responsiveness and influence.

Performance Management

- Develop SMART objectives that really work;
- Monitor and assess performance using constructive feedback;
- Enjoy appraisals;
- Manage 360° feedback;
- Use daily work to build skills.

OUTPUT You will be better able to support all members of your team to achieve high performance.

Evaluation of Training

- Create a training framework supportive of strategic and operational values and goals;
- Understand the purpose and role of training for individual and group development;
- Carry out effective Training Needs Analyses;
- Explore different approaches such as coaching and mentoring, face-to-face training programmes, and remote learning.

OUTPUT Build an enhanced learning culture within your organisation.

Managing Partnerships

- Identify what partnerships are, who they can be built with;
- Examine the benefits and challenges partnerships can bring.

OUTPUT Improve outcome, results and impact by understanding the broad trends for partnership work.

Thematic

Natural Resources

In the context of a globalised economy, accelerating climate change and increasing scarcity, Natural Resources have come under intense pressure. These complex and changing pressures bring unique challenges which our tailor made training can address.

OUTPUT Adapt your project or programme to work more effectively in a natural resources context.

Conflict

Operating in post-conflict and fragile states presents development professionals with distinct pressures. These include lack of security, difficulty getting into the field, dealing with complex political contexts, as well as dynamic social change.

OUTPUT Adapt your projects and programmes to operate in volatile contexts, maximising their effectiveness and ensuring they do not exacerbate potential or actual conflict.

Gender and Social Inclusion

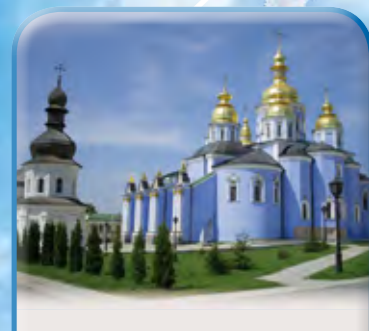
Development projects increasingly engage with issues of gender and social inclusion. This is expressed in project and programme aims, and also through the processes of many interventions, such as capacity building and the use of participatory tools.

OUTPUT Provide real benefits and impact to your stakeholders through a more responsible and inclusive approach.

HIV/AIDS

HIV/AIDS negatively affects a wide range of development indicators; putting pressure on social development, straining health provision and increasing vulnerability. These problems require robust and flexible responses, at both project and programme levels.

OUTPUT Understand and respond to the developmental impact of HIV/AIDS.



International HIV/AIDS Alliance
Workshop on Performance Management, Kiev, Ukraine



Shell (SPDC)
Project Management, Monitoring & Evaluation, Rural Development, Small Business Management, Nigeria



WaterAid
People Skills for Development Managers, East Africa, Southern Africa and South Asia Regions



Food & Agriculture Organisation
Project Cycle Management, Monitoring and Evaluation and Change Management, Banda Aceh, Indonesia



Try our easy-to-use, online consultant database or ask us to find the consultant you need. Our main expertise lies in Training & Human Resources Development; Institutional & Organisational Development; Management & Leadership; and Monitoring & Evaluation.

If you are a consulting firm looking for a strong, flexible and focused capacity building partner then look no further and give us a call on +44 (0)1273 833030.

Below you can see a short summary of our recent work; full references can be viewed on our website. See www.imainternational.com/consultancy for details.

Monitoring & Evaluation

Nov 2005 - Jul 2008	Nigeria	Support to Reforming Institutions Programme (SRIP)	IMA provided the M&E Adviser and Team Leader for this project designed to improve public service delivery through the more efficient and transparent management of public finances in six target states.	European Development Fund
Jan - Mar 2008	Indonesia	Women Entrepreneurs Development (WED) Project	Assessment of the impact of Training of Entrepreneurs and Trainers for the WED Project.	ILO
Jul - Aug 2007	Nepal	Strengthening of Environmental Administration and Management Project	Assessment of gender, poverty, social inclusion achievements and lessons learned of the project at the local level.	Ministry of Foreign Affairs, Finland
Mar - Apr 2006	India	Mid-term review of Programme for Enrichment of School Level Education (PESLE)	Aga Khan Foundation supported innovative education initiatives through local NGOs. The objective of the programme was to work with the individual NGO partners under PESLE's umbrella.	European Commission

Institutional, Organisational and Human Resources Development

Oct 2003 - ongoing	Afghanistan	Support to Strategic Planning for Sustainable Rural Livelihoods	The project has worked with Ministry of Rural Rehabilitation and Development and the Ministry of Agriculture and Animal Husbandry and Food. IMA provided skills development adviser services.	Department for International Development, UK
Nov 2007 & Mar 2008	Pakistan	Restoring Livelihoods in the Earthquake-Affected Areas of Pakistan	Training Needs Assessment and development of a training programme for the Earthquake Reconstruction and Rehabilitation Authority and its partners that will strengthen their capability to implement the Livelihood Rehabilitation Strategy.	Swedish International Development Agency, FAO
Jan 2006 - Jan 2008	Serbia and Montenegro	Technical Support for the Capacity Building of the Statistical Offices	Training in organisational management to support the statistical system to properly integrate methods and standards compatible with the European Statistical System.	European Agency for Reconstruction
Nov - Dec 2006	Indonesia	Fisheries Institutional Analysis in Aceh	Comprehensive assessment of institutions involved in fisheries, governance and management. Carried out a Training Needs Assessment using a training workshop approach in close cooperation with personnel officers.	FAO



NEW
for 2009!

For 2009, IMA is delighted to offer an exciting new personal coaching service to help you and your organisation achieve your specific goals.

What is Coaching?

Coaching is an activity in which you speak with a professional coach on a one-to-one basis to work on any one of a range of work-related issues, some of which may also include personal factors. Coaching works equally well by phone, in person or a combination of both.

Professional coaching is an ongoing relationship that helps people produce extraordinary results in their lives, careers, or organisations. Through the process of coaching, clients deepen their learning, improve their performance, and enhance their quality of life.

The Benefits of Coaching in Development

Individuals grow in confidence, self respect and ability to move forward with a new sense of responsibility and with increased passion.

Organisations benefit from increased productivity, creativity, staff retention and motivation. Many have embraced coaching as an important part of developing talent.



Sue Bottomley is accredited with the International Coach Federation. With a passion for effective leadership, supporting humanitarian projects, she promotes diversity and cultural awareness. By creating space to reflect, Sue coaches for powerful leadership, relevant insights, clearer thinking and improved collaboration.



Clive Johnson is a fully accredited coach and a director of several companies. He has coached individuals at all management levels facing a wide variety of challenges and problems. His knowledge covers project management, return on investment, impact assessment, procurement and career development.



Alison Vickers has spent the last six years working in Asia as an accredited coach, mentor and consultant with a range of international companies and development organisations, focusing on leadership and professional development. She is particularly skilled in people management, communications and working cross-culturally.

What does IMA offer?

IMA offers you a range of coaching services to suit your specific needs.

BRONZE

Try out a **one-off coaching session** (50 minutes) with our professional coaches if you have never used coaching before, or if you have one very specific goal that you can deal with in one session.

SILVER

A set of **six sessions** (50 minutes each) – the typical package for individuals – that focuses on achieving the goal that you have set with your coach, enabling you to make extraordinary progress over a period which typically lasts six months.

GOLD

A series of **24 coaching sessions** (50 minutes each), typically for organisations wishing to coach a selected number of individuals for increased effectiveness.

PLATINUM

For CEOs and senior decision makers faced with highly complex situations, we offer flexible **coaching by the 50-minute session** to help you meet your ongoing demands.

Please see our website for full details and fact sheets, or call +44 (0)1273 833030.

In coaching, the most important success factor is the quality of the coach and the coaching relationship. Our coaches are professionally accredited, and have many years experience of working at all levels in a variety of organisations and cultures. We adhere to the International Coach Federation Code of Ethics.

IMA International Course Calendar 2009



Project Management	Planning Development Projects	£1450	Bangkok Cape Town Bangkok	May 11-15 June 15-19 Nov 9-13	Jan	Feb	March	April	May	June	July	August	September	October	November	December			
							2 9 16 23 30	6 13 20 27	4 11 18 25 1 8 15 22 29	6 13 20 27	3 10 17 24 7 14 21 28	5 12 19 26 2 9 16 23 30	7 14 21 28						
Monitoring & Evaluation		£2650	Brighton	Apr 20-May 1															
			Bangkok	May 18-29															
			Cape Town	Jun 22-Jul 3															
			Brighton	Sep 28-Oct 9															
			Bangkok	Nov 16-27															
Results-based M&E Systems for Organisations		£1450	Brighton	Apr 20-24															
			Brighton	Sep 28-Oct 2															
Working with Logframes		Special Price £750	Brighton	Apr 15-17															
			Brighton	Oct 12-14															
People Management	People Skills for Development Managers	£1450	Brighton	Mar 23-27															
			Bangkok	May 18-22															
			Cape Town	Jun 22-26															
			Bangkok	Nov 16-20															
			Brighton	Mar 30-Apr 3															
Organisational Leadership		£1450	Brighton	Oct 5-9															
			Bangkok	Nov 23-27															
			Brighton	May 25-27															
Facilitating Meetings and Decision Making		£900	Bangkok	May 25-27															
			Cape Town	Jun 29-Jul 1															
Performance Management		£900	Brighton	Oct 12-14															
			Brighton	Jul 13-24															
Thematic				Jan	Feb	March	April	May	June	July	August	September	October	November	December				
Issues in International Development						2 9 16 23 30	6 13 20 27	4 11 18 25 1 8 15 22 29	6 13 20 27	3 10 17 24 7 14 21 28	5 12 19 26 2 9 16 23 30	7 14 21 28							

Discounts available on all 2009 courses! (Maximum one discount per person per course)

- 3 for 2 Discount:** Send three participants on a course together and pay for only two places, if payment is received 8 weeks before the course start date. The three participants must be sponsored by the same organisation.
- Multiple Courses Discount:** Attend two or more courses consecutively and receive 15% off the total fee, provided payment is received 8 weeks before the course start date.
- Early Payment Discount:** Receive 10% off the price of your course if payment is received 8 weeks before the course start date.

Alumni Discount: If you have attended an IMA scheduled course previously and joined our alumni network, you are now eligible to receive a 15% discount on any course in 2009, provided payment is received 4 weeks before the course start date.

Apply Online



Simply complete our online application form at

www.imainternational.com