

BRITISH ACCREDITATION COUNCIL INSPECTION REPORT

Short Course Provider (SCP) Reaccreditation Inspection

ORGANISATION: IMA International Limited

ADDRESS: Drummond House
89 High Street
Hurstpierpoint
West Sussex
BN6 9RE

HEAD OF ORGANISATION: Mr Chris Grose

DATE OF INSPECTION: 12-13 June 2017

ACCREDITATION STATUS AT INSPECTION: Accredited

DECISION ON ACCREDITATION:

- Reaccreditation awarded for the full four-year period.
- Decision on accreditation deferred.
- Accreditation to be withdrawn.

Date: 25 August 2017

1. Background to the organisation

IMA International Limited (IMA/the Provider) is a private limited company. It offers short training courses, which are aimed at practitioners in the field of international development. The company was founded in 1983. It has been owned, since 2001, by the current Managing Director and his wife, who are the sole shareholders. The Managing Director, who has overseas training and capacity-building experience, maintains oversight of all aspects of the organisation.

IMA owns the freehold of its administrative headquarters, which are situated in Hurstpierpoint near Brighton. Courses are held in rented conference venues in London and Brighton, at the Institute of Development Studies at the University of Sussex or overseas in Brussels, Bangkok, Nairobi and Cape Town. BAC accreditation covers the provision in the United Kingdom (UK) only.

Since 2010 to 2011, IMA has focused on developing the capabilities of its internal staff. This has produced a stable team of staff consisting of six trainers and close associates. As a result, it now has an increased in-house training capacity. The fact that IMA has regular repeat bookings, which are made by both participants and their sponsors, contributes to the marketing of the training programmes. IMA is presently refocusing its marketing campaign to appeal to the specific organisations, with which it already works. A marketing specialist is to be employed to lead on this area. IMA is currently developing coaching to add to its in training programme.

2. Brief description of the current provision

IMA offers courses which are four to fifteen days in length. These include core courses on Monitoring and Evaluation for Results and Project Cycle Management. In addition, specialist courses are offered such as Public Private Partnership for Development, Leadership and Management in Development, Knowledge Management, Value for Money, Financial Management, Project Funding and Communication as well as a Certificate in Applied Evaluation and a Certificate in Development. Participants receive the IMA Certificate in Applied Evaluation or the Certificate in Development Management if they complete the Monitoring and Evaluation for Results ten day course and the Theory of Change or Leadership and Management for Development training within a twelve month period.

The New Frontiers for Development blended learning course has also been introduced, this consists of three face-to-face modules and on-line learning to be completed within nine months.

The Provider also offers in-house training on project management and people management. This allows organisations to tailor their staff training to their specific needs. The content for the in-house training is chosen from the core and specialist courses.

The majority of course participants are sponsored by their employers, which include public corporations, government departments, large companies, major aid organisations and United Nations (UN) agencies.

At the time of the inspection, 17 participants, the majority of whom are female, were attending the first week of a two week Monitoring and Evaluation for Results course. Another participant was scheduled to join the second week of the course. The participants came from a wide range of countries including the Sudan, Nigeria, UK, Syria, Italy, Egypt, Rwanda, Uganda, Sweden and South Korea.

3. Inspection process

The inspection was carried out by one inspector over one and a half days. The inspector visited IMA at its administrative office in Hurstpierpoint for one day. Meetings were held with the Managing Director, the Project Manager and a Human Resources Consultant. On the second day, the inspector completed an observation of a training session entitled Logic Models on the Monitoring and Evaluation for Results course at the training venue in Brighton. An interview was also carried out with some of the participants on the course.

4. Inspection history:

| Inspection type | Date |
|-----------------|-----------------|
| Stage 2 | 4 December 2008 |
| Stage 3 | 27 April 2009 |

Interim 19 April 2010

Re-accreditation 6 December 2012

Interim 2 March 2015

PART B - JUDGEMENT AND EVIDENCE

The following judgements and comments are based upon evidence seen by the inspector(s) during the inspection and from documentation provided by the provider.

INSPECTION AREA - MANAGEMENT, STAFFING AND ADMINISTRATION

1. The provider is effectively managed

- | | | |
|-----|---|---|
| 1.1 | The management structure is clearly defined, documented and understood, including the role and extent of authority of any owners, trustees or governing body. | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| 1.2 | The head of the provider and other senior managers are suitably qualified and experienced, understand their specific responsibilities and are effective in carrying them out. | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| 1.3 | There are clear channels of communication between the management and staff and those working at the delivery venue/s. | <input checked="" type="radio"/> Yes <input type="radio"/> No |

This standard is judged to be: Met Partially Met Not Met

Comments

An up-to-date and appropriate organisation chart clearly sets out the Provider's structure.

The Customer Relationship Management (CRM) system operates effectively and, as a result, allows all members of staff to access and up-date relevant information.

2. The administration of the provider is effective

- | | | |
|-----|---|---|
| 2.1 | Administrators are suitably qualified or experienced and understand their specific responsibilities and duties. | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| 2.2 | The size of the administrative team is sufficient to ensure the effective day-to-day running of the provider. | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| 2.3 | The administrative support available to the management is clearly defined, documented and understood. | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| 2.4 | Policies, procedures and systems are well documented and effectively disseminated across the provider. | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| 2.5 | Data collection and collation systems are effective. | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| 2.6 | Administrative offices are adequate in size and resources for the effective administration of the provider. | <input checked="" type="radio"/> Yes <input type="radio"/> No |

This standard is judged to be: Met Partially Met Not Met

Comments

The administration team is well established. Its members understand their specific responsibilities and duties and they have been in post for a number of years.

Data collection is thorough and the information is analysed at the end of each course before being disseminated to IMA staff.

The administrative offices in Hurstpierpoint are appropriate for the effective administration of the provider.

3. **The provider employs appropriate managerial and administrative staff**

- 3.1 There are appropriate policies and effective procedures for the recruitment and continuing employment of suitably qualified and experienced staff. Yes No
- 3.2 Experience and qualifications claimed are verified before employment. Yes No
- 3.3 There is an effective system for regularly reviewing the performance of staff. Yes No

This standard is judged to be: Met Partially Met Not Met

Comments

Appropriate staff appraisals are carried out on an on-going basis. They are formally recorded.

There is a comprehensive employee handbook, which contains useful information for the staff.

4. **Publicity material, both printed and electronic, gives a comprehensive, up-to-date and accurate description of the provider and its programmes**

- 4.1 Text and images provide an accurate depiction of the provider's location, premises, facilities and the range and nature of resources and services offered. Yes No
- 4.2 Information on the courses available is comprehensive, accurate and up to date. Yes No

This standard is judged to be: Met Partially Met Not Met

Comments

The website is accessible and professional. It contains detailed information about the courses, course objectives, trainers and video extracts of previous training sessions.

IMA's published materials are also detailed and professionally produced.

5. **The provider takes reasonable care to recruit and enrol suitable participants for its courses**

- 5.1 Entry requirements for each course, including those relating to language ability, are set at an appropriate level and clearly stated in the course descriptions seen by prospective participants. Yes No NA
- 5.2 A formal application process ensures that participants meet the entry requirements and any claimed qualifications are verified. Yes No NA
- 5.3 The provider replies to all application enquiries promptly and appropriately and briefs all stakeholders properly on the nature and requirements of its programmes. Yes No NA
- 5.4 Any overseas recruitment agents are properly selected, briefed, monitored and evaluated. Yes No NA

This standard is judged to be: Met Partially Met Not Met

Comments

The level of language ability required on IMA's courses is clearly stated in the terms and conditions which participants sign their agreement to when applying for courses.

The Provider maintains a Country Administrator in South Africa and Thailand and they liaise with local organisations.

During the interview with the inspector, the participants stated that they found communication with IMA, and its enrolment procedure, to be highly efficient. They also said that any queries they had were responded to promptly.

6. **There is an appropriate policy on participant attendance and effective procedures and systems to enforce it**

- 6.1 There is a clear and published policy on participant attendance and punctuality. Yes No
- 6.2 Accurate and secure records of attendance and punctuality at each session are kept for all participants, collated centrally and reviewed. Yes No NA
- 6.3 Participant absences are followed up promptly and appropriate action taken. Yes No

This standard is judged to be: Met Partially Met Not Met

Comments

Participants sign in each day and the register is retained. Participants' absences are followed up appropriately. If participants are absent the Course Administrator contacts them.

6.1 IMA does not have a clear and published policy on participant attendance and punctuality.

7. **The provider regularly obtains and records feedback from participants and other stakeholders and takes appropriate action where necessary**

- 7.1 The provider has effective mechanisms for obtaining feedback from participants and other stakeholders (such as staff, partner providers and employers) on all aspects of the provider's provision, including formal participant representation where appropriate. Yes No
- 7.2 Feedback is obtained, recorded and analysed on a regular basis. Yes No
- 7.3 The feedback is reviewed by management and action is taken where necessary. Yes No
- 7.4 There is a mechanism for reporting on the provider's response to the feedback to the participant body. Yes No

This standard is judged to be: Met Partially Met Not Met

Comments

Participant and trainer feedback is analysed at the end of each course. The resulting information is included in a quality report and is shared with the staff.

Action points are created, allocated and actioned.

Participants are sent an email by the trainers detailing the responses made to their feedback.

8. **The provider has effective systems to review its own standards and assess its own performance with a view to continuing improvement**

- 8.1 There are effective systems for monitoring and periodically reviewing all aspects of the provider's performance. Yes No
- 8.2 Reports are compiled which present the results of the provider's reviews and incorporate action plans. Yes No
- 8.3 Action plans are implemented and regularly reviewed. Yes No

This standard is judged to be: Met Partially Met Not Met

Comments

A purposeful management meeting is held every three months. Informal weekly meetings are also held at the administrative offices. In addition, a weekly email is circulated to all the staff to ensure that everyone is kept fully informed.

INSPECTION AREA - TEACHING, LEARNING AND ASSESSMENT

9. Programme management is effective

- 9.1 There is a suitably qualified and experienced programme manager or management team with responsibility for teaching, learning and assessment and the management of the body of trainers. Yes No
- 9.2 Classes are timetabled and rooms allocated appropriately for the courses offered. Yes No
- 9.3 The allocation of trainers to classes provides for a consistent learning experience and delivery is monitored to ensure consistency. Yes No
- 9.4 There is an appropriate policy and effective procedures for the acquisition of teaching and learning resources. Yes No

This standard is judged to be: Met Partially Met Not Met

Comments

Appropriate resources are provided to trainers to ensure the consistency of the content. If trainers wish to change or update the content, they amend the resources and forward them to the Course Administrator for printing and retention by IMA.

10. The courses are planned and delivered in ways that enable participants to succeed

- 10.1 Courses are designed and delivered in ways that allow participants to develop the knowledge and skills which will be required for final examinations or assessments or which meet stakeholders' requirements. Yes No NA
- 10.2 Lessons and assessments maintain an appropriate focus on any assessment objectives or statement of learning outcomes established by the awarding body. Yes No NA
- 10.3 Formative assessments appropriately reflect the nature and standards of summative examinations. Yes No NA
- 10.4 Participants are encouraged and enabled to develop independent learning skills. Yes No NA
- 10.5 The academic backgrounds and particular needs of participants are taken into account in the classroom delivery of the course. Yes No

This standard is judged to be: Met Partially Met Not Met

Comments

Trainers use lectures, which are followed by relevant group work activity. As a result, participants are encouraged to share their knowledge and experiences during group work. Trainers use a participatory approach, which encourages the participants to share their experiences and insights with other practitioners.

Participants receive a certificate of attendance at the end of their course. They do not receive a formal letter of achievement to accompany this certificate, which could include information about the assignments and content that the participant has completed whilst on the course.

11. **Trainers are suitable for the courses to which they are allocated and effective in delivering them**

- 11.1 Trainers are appropriately qualified and experienced. Yes No
- 11.2 Trainers have a level of subject knowledge, pedagogic and communicative skill which allows them to deliver the content of courses effectively. Yes No
- 11.3 The appraisal procedures for trainers incorporate regular classroom observation. Yes No
- 11.4 Trainers are supported in their continuing professional development and enabled to develop further pedagogic techniques to enhance the learning of participants. Yes No
- 11.5 Trainers respond to different learning needs of participants where appropriate, taking various learning styles into account in their planning and delivery of lessons. Yes No
- 11.6 Trainers employ effective strategies to involve all participants in active participation and to check their understanding of concepts and course content. Yes No

This standard is judged to be: Met Partially Met Not Met

Comments

IMA's trainers have extensive practical experience as they work as consultants in the field. They are also skilled facilitators in the classroom.

11.3 IMA does not have a regular appraisal procedure or complete regular classroom observations for its trainers.

11.4 Trainers are not supported in their continuing professional development and encouraged to develop further pedagogic techniques.

12. **The provider provides participants and trainers with access to appropriate resources and materials for study**

This standard is judged to be: Met Partially Met Not Met

Comments

A small library of publications, which are relevant to the participants' area of expertise and course content, is made available to the participants at the training venue.

Participants are provided with a training pack at the beginning of each course. At the end of the course they are also provided with a memory stick containing course materials and reading texts, which are linked to the course content.

13. **Participants receive appropriate assessment and feedback on their performance and progress, which are effectively monitored**

- | | | | | |
|------|---|--------------------------------------|--------------------------|-------------------------------------|
| 13.1 | Feedback is given to individual participants tailored to meet their specific needs and constructive in its nature and delivery. | <input checked="" type="radio"/> Yes | <input type="radio"/> No | |
| 13.2 | Courses are planned to include a schedule of assessments, the procedures and criteria for which are available in writing and in advance to participants and trainers. | <input type="radio"/> Yes | <input type="radio"/> No | <input checked="" type="radio"/> NA |
| 13.3 | Assessment outcomes are monitored to enable the identification of participants who are not making satisfactory progress and prompt intervention where appropriate. | <input type="radio"/> Yes | <input type="radio"/> No | <input checked="" type="radio"/> NA |
| 13.4 | Participants are made aware of how their progress relates to their targeted level of achievement. | <input type="radio"/> Yes | <input type="radio"/> No | <input checked="" type="radio"/> NA |
| 13.5 | Additional support or advice on alternative courses is provided to participants who are judged not to be making sufficient progress to succeed. | <input type="radio"/> Yes | <input type="radio"/> No | <input checked="" type="radio"/> NA |
| 13.6 | Participants have appropriate access to trainers outside class time. | <input checked="" type="radio"/> Yes | <input type="radio"/> No | <input type="radio"/> NA |

This standard is judged to be: Met Partially Met Not Met

Comments

The trainers give on-going oral feedback. They are approachable and supportive during the lessons. Participants are encouraged to ask questions to aid their development.

The participants confirmed that they had significant access to trainers outside class time. They also confirmed that the trainers continue to offer support and advice after the course has finished.

14. **The provider offers courses leading to accredited awards granted by recognised awarding bodies wherever appropriate**

This standard is judged to be: Met Partially Met Not Met NA

Comments

15. **There is a clear rationale for courses leading to unaccredited or internal awards**

- | | | | | |
|------|---|---------------------------|--------------------------|--------------------------|
| 15.1 | There is a clear statement of the level claimed relative to the NQF/QCF and evidence that participants who receive the award meet the stated requirements for that level. | <input type="radio"/> Yes | <input type="radio"/> No | <input type="radio"/> NA |
| 15.2 | There is evidence of the extent to which the awards are accepted for the purposes of employment or further study. | <input type="radio"/> Yes | <input type="radio"/> No | <input type="radio"/> NA |
| 15.3 | External moderators are involved in the assessment process where appropriate. | <input type="radio"/> Yes | <input type="radio"/> No | <input type="radio"/> NA |

This standard is judged to be: Met Partially Met Not Met NA

Comments

16. **There are satisfactory procedures for the administration of examinations and other means of assessment**

- 16.1 The provider complies with the requirements of the relevant awarding bodies in terms of examination security and administration where appropriate. Yes No NA
- 16.2 For internal assessment and awards, there are effective systems in place for examination security and administration, and clear procedures for participants to appeal against their marks. Yes No NA

This standard is judged to be: Met Partially Met Not Met NA

Comments

INSPECTION AREA - PARTICIPANT WELFARE

17. **Participants receive pastoral support appropriate to their age, background and circumstances**

- 17.1 There is at least one named staff member responsible for participant welfare who is suitably trained, accessible to all participants and available to provide advice. Yes No NA
- 17.2 Participants receive appropriate advice before the start of the programme. Yes No
- 17.3 Participants receive an appropriate induction and relevant information at the start of the programme. Yes No
- 17.4 Participants are issued with a contact number for out-of-hours and emergency support. Yes No NA
- 17.5 The provider has policies in place to avoid discrimination and a published procedure for dealing with any abusive behaviour. Yes No
- 17.6 Effective safeguarding arrangements are in place and are regularly reviewed to keep all participants safe. Yes No NA
- 17.7 Effective arrangements are in place to protect participants from the risks associated with radicalisation and extremism. Yes No

This standard is judged to be: Met Partially Met Not Met

Comments

Participants are provided with a list of accommodation near to the training venue. They are responsible for booking their own accommodation.

IMA does not offer the package option of including an airport to hotel transfer and accommodation as part of the course.

IMA has a published anti-discrimination policy in its Employee Handbook.

17.5 IMA does not ensure that participants have access to the anti-discrimination policy or a policy relating to abusive behaviour.

17.7 There are no specific arrangements to protect participants from the risks associated with radicalisation and extremism.

18. **International participants are provided with specific advice and assistance**

- | | | |
|------|--|---|
| 18.1 | International participants receive appropriate advice before their arrival on travelling to and staying in the UK. | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| 18.2 | International participants receive an appropriate induction upon arrival covering issues specific to the local area. | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| 18.3 | Information and advice specific to international participants continues to be available throughout the course of study. | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| 18.4 | Provision of support takes into account cultural and religious considerations. Where possible, participants have access to speakers of their own first language. | <input checked="" type="radio"/> Yes <input type="radio"/> No |

This standard is judged to be: Met Partially Met Not Met NA

Comments

International participants receive an induction and are given a detailed welcome pack at the start of their course.

IMA does not email the contact details of the other participants so that those coming from the same country could contact each other about travelling together.

There is often more than one participant with a common foreign language, so the majority of participants have access to speakers of their own language.

19. **The fair treatment of participants is ensured**

- | | | |
|------|---|---|
| 19.1 | Participants apply for and are enrolled on courses under fair and transparent contractual terms and conditions. | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| 19.2 | Participants have access to a fair complaints procedure of which they are informed in writing at the start of the course. | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| 19.3 | Participants are advised of BAC's own complaints procedures. | <input checked="" type="radio"/> Yes <input type="radio"/> No |

This standard is judged to be: Met Partially Met Not Met

Comments

20. **Where residential accommodation is offered, it is fit for purpose, well maintained and appropriately supervised**

- 20.1 Any residential accommodation is clean, safe and of a standard which is adequate to the needs of participants. Yes No
- 20.2 Any residential accommodation is open to inspection by the appropriate authorities, including Ofsted where participants under 18 are accommodated. Yes No NA
- 20.3 Clear rules and fire, health and safety procedures are in place, with appropriate precautions taken for security of participants and their property. Yes No
- 20.4 A level of supervision is provided appropriate to the needs of participants. Yes No
- 20.5 Separate accommodation blocks are provided for participants under 18. Yes No NA

This standard is judged to be: Met Partially Met Not Met NA

Comments _____

21. **Where home-stay accommodation is organised, the welfare of participants is ensured and the provider's relationship with hosts is properly managed**

- 21.1 Due care is taken in selecting home-stay accommodation which both provides a safe and comfortable living environment for participants and is appropriately located for travel to the provider and back. Yes No
- 21.2 Any home-stay accommodation is inspected before participants are placed and is subject to regular re-inspection by a responsible representative or agent of the provider. Yes No
- 21.3 The provider has appropriate contracts in place with any hosts, clearly setting out the rules, terms and conditions of the provision. Yes No
- 21.4 Appropriate advice and support is given to both hosts and participants before and during the placement. Yes No
- 21.5 Clear monitoring procedures are in place with opportunities for participant feedback and prompt action taken in the event of problems. Yes No

This standard is judged to be: Met Partially Met Not Met NA

Comments _____

22. **The provider provides an appropriate social programme for participants and information on leisure activities in the area**

- 22.1 Participants are provided with appropriate information on opportunities for participation at events and other leisure activities which may be of interest. Yes No
- 22.2 The social programme is responsive to the needs and wishes of participants. Yes No NA
- 22.3 Any activities within the social programme have been chosen with consideration for their affordability by the majority of participants. Yes No NA
- 22.4 Any activities organised by the provider are supervised by a responsible representative with suitable qualifications and experience. Yes No NA

This standard is judged to be: Met Partially Met Not Met NA

Comments

The social programme is the responsibility of the trainers and the Course Administrator. All courses have a social event for example dinner and welcome drinks at the training venue. The participants also visit a place of cultural interest, such as the Brighton Pavilion.

All social activities are included in the course cost.

INSPECTION AREA - PREMISES AND FACILITIES

23. **The provider has secure possession of and access to its premises**

- 23.1 The provider has secure tenure on its premises. Yes No NA
- 23.2 Where required, the provider has access to suitable external premises for training purposes of a temporary or occasional nature. Yes No NA

This standard is judged to be: Met Partially Met Not Met

Comments

IMA owns the freehold of its administrative headquarters. All training is undertaken at hired conference venues.

24. **The premises provide a safe, secure and clean environment for participants and staff**

- 24.1 Access to the premises is appropriately restricted and secured. Yes No
- 24.2 The premises are maintained in an adequate state of repair, decoration and cleanliness. Yes No
- 24.3 There are specific safety rules in areas of particular hazard (e.g. science laboratories), made readily available to participants, staff and visitors. Yes No NA
- 24.4 General guidance on health and safety is made available to participants, staff and visitors. Yes No
- 24.5 There is adequate signage inside and outside of the premises and notice boards for the display of general information. Yes No
- 24.6 There is adequate circulation space for the number of participants and staff accommodated, and a suitable area in which to receive visitors. Yes No
- 24.7 There are toilet facilities of an appropriate number and level of cleanliness. Yes No
- 24.8 There is adequate heating and ventilation in all rooms. Yes No

This standard is judged to be: Met Partially Met Not Met

Comments

The rooms at the training venue have sufficient space to allow participants to listen to lectures and interact with the other participants. They are also able to move to another part of the room to take part in group work activities. The venue is clean and well-suited for its purpose.

The administrative premises are appropriate and include a training room, which is used for internal staff development only and a small kitchen.

24.4 General guidance on health and safety, at the training venue, is not available in the welcome pack for participants. This information is also not made available to visitors or staff at the administrative premises.

25. **Training rooms and other learning areas are appropriate for the courses offered**

- 25.1 Training rooms and other learning areas provide adequate accommodation in size and number for the classes allocated to them. Yes No
- 25.2 Training rooms and any specialised learning areas (e.g. laboratories, workshops, studios) are equipped to a level which allows for the effective delivery of each course. Yes No NA
- 25.3 There are facilities suitable for conducting the assessments required on each course. Yes No NA

This standard is judged to be: Met Partially Met Not Met

Comments

The layout of training rooms in the conference venues is suitable for running a successful training course. Areas are also available for group work and activities.

26. **There are appropriate additional facilities for participants and staff**

- 26.1 Participants have access to sufficient space and suitable facilities for private study, including library and IT resources. Yes No NA
- 26.2 Trainers have access to sufficient personal space for preparing lessons, marking work and relaxation. Yes No NA
- 26.3 Participants and staff have access to space and facilities suitable for relaxation and the consumption of food and drink where appropriate. Yes No NA
- 26.4 Participants and staff have access to storage for personal possessions where appropriate. Yes No NA
- 26.5 There are individual offices or rooms in which trainers and senior management can hold private meetings and a room of sufficient size to hold staff meetings. Yes No

This standard is judged to be: Met Partially Met Not Met

Comments

Refreshments are provided in the training rooms by the training venue.

Private meetings can be held in the training room after the course has finished and during the lunch break.

At the administrative office, there is a small training room seating nine people, which is used for internal staff development only. There is also a small staff kitchen. The offices are fit for purpose.

COMPLIANCE WITH STATUTORY REQUIREMENTS

Declaration of compliance has been signed and dated. Yes No

PART C - SUMMARY OF STRENGTHS AND ACTION POINTS

Numbering of action points aligns with that of the minimum standards

MANAGEMENT, STAFFING AND ADMINISTRATION

Provider's strengths

IMA has a well established management team, the Managing Director has been in post since 2001.

Members of the management team have a wide range of experience of development programmes around the world.

| Actions required | Priority H/M/L |
|---|--|
| 6.1 A clear and published policy on participant attendance and punctuality must be included in the welcome pack for participants. | <input type="radio"/> High <input checked="" type="radio"/> Medium <input type="radio"/> Low |

TEACHING, LEARNING AND ASSESSMENT

Provider's strengths

The in-house training team now has more capacity than in the past. It is also more focused and better informed about what the different members of the team are doing.

A brief description of the trainers' experience is available on the website, together with their curricula vitae. This allows participants to ensure that the trainers' knowledge matches their specific needs.

Participants appreciate the participatory approaches used on IMA's courses. They find the training effective and informative.

Participants confirmed that the training had led to self-discovery. Previous attendees state that they have changed their working practices due to the training that they have undertaken with the Provider.

| Actions required | Priority H/M/L |
|--|--|
| 11.3 IMA must introduce a regular appraisal procedure and complete regular classroom observations of its trainers. These must be documented. | <input type="radio"/> High <input checked="" type="radio"/> Medium <input type="radio"/> Low |
| 11.4 IMA must keep a record of the training its trainers undergo, including external and in-house training. | <input type="radio"/> High <input checked="" type="radio"/> Medium <input type="radio"/> Low |

PARTICIPANT WELFARE

Provider's strengths

IMA supports its participants while they are undergoing training and after their courses have finished.

| Actions required | Priority H/M/L |
|--|--|
| 17.5 The policy to avoid discrimination and a policy on abusive behaviour must be included in the welcome pack for participants. | <input type="radio"/> High <input checked="" type="radio"/> Medium <input type="radio"/> Low |
| 17.7 IMA's training staff must undergo appropriate training to ensure that participants are protected from the risks associated with radicalisation and extremism. | <input type="radio"/> High <input checked="" type="radio"/> Medium <input type="radio"/> Low |

PREMISES AND FACILITIES

Provider's strengths

The premises used for the training courses are comfortable and well-maintained.

| Actions required | Priority H/M/L |
|---|--|
| 24.4 General guidance on health and safety, at the training venue, must be made available in the welcome pack for participants. This must also be made available for staff and visitors to the administrative premises. | <input type="radio"/> High <input checked="" type="radio"/> Medium <input type="radio"/> Low |

RECOMMENDED AREAS FOR QUALITY IMPROVEMENT

It is recommended that a formal letter of achievement should accompany the certificate of attendance. This should include information about the assignments and content the participant has completed whilst on the course.

IMA is recommended to consider offering a packaged course option, which includes an airport to hotel transfer and accommodation.

It is recommended that that a list of the participants, with details of their countries of origin, be sent out to those attending a course prior to their departure from their countries. This would enable participants to make arrangements for travelling and securing accommodation together with other participants.

COMPLIANCE WITH STATUTORY REQUIREMENTS