

inFocus Associates Overview

Who we are

inFocus is a social impact measurement and management (IMM) training and consultancy firm, supporting social change professionals from across the world, to strengthen, grow and sustain their organisations and social initiatives.

We work across the areas shown to the right to build the skills and capabilities of social change professionals and organisations to work more innovatively, effectively and collaboratively to drive social change.



What we do

We help organisations to improve their performance and increase the impact they make in society by supporting across the process of planning, running and evaluating activities. Our work is based on the [Impact Measurement and Management cycle](#) shown to the right. IMM draws upon both long established and newly emergent planning, monitoring, evaluation and learning practices and processes, now available to the social sector.

The inFocus team has excelled at breaking down the complexity of these practices and processes into logical, accessible and now **very manageable** steps that social change professionals can follow, whatever their professional and academic starting point happens to be. We have four primary service areas we offer to our clients:

- ▶ [Training](#) (online and in-person)
- ▶ [Consultancy](#) (theory of change, evaluation, strategic planning)
- ▶ [Coaching and tutoring](#)
- ▶ [External Evaluation and Research](#)



We work with many different types of clients, recognising that NGO's, governments, private sector, community groups and individuals all play a unique role in the social change process, requiring the development of capacity, capabilities and skills at many different levels and across different sectors

What is an inFocus Associate?

inFocus works in partnership with independent consultants around the world to deliver inFocus services that build the skills and capacity of professionals and organisations. We call these partner consultants 'inFocus Associates'. Working with inFocus associates in regions around the world allows us to:

- ▶ Support a growing number of organisations through inFocus services
- ▶ Strengthen the inFocus service offering
- ▶ Ensure that inFocus services are relevant in different local contexts (including languages)
- ▶ Reduce the cost and environmental footprint of inFocus services
- ▶ Share knowledge between the wider team of inFocus associates and jointly benefit from different experience and expertise

Why become an inFocus associate?

Becoming an inFocus Associate can help you to build your consultancy business, expanding into new areas and/or enhancing your existing consultancy offer. How you get involved as an associate is flexible and can range from referring potential new clients to inFocus, to learning how to market and deliver a range of innovative inFocus services. However you decide to get involved it is an opportunity to get involved with and learn from a growing team of inFocus associates and staff that are passionate about driving social change.



Access to 'cutting edge' tools, resources and techniques developed over a 10 year period



Professional training and support in delivering inFocus consultancy and training services



Access to a growing network of like-minded training and consultancy professionals from around the globe



Highly strategic and targeted marketing and sales support from a centralised team, opening up access to both domestic and international consultancy assignments



Ongoing guidance, advice and support to deliver even the most challenging of client projects, in an innovative and impactful way



Enhanced professional profile and alignment with an internationally trusted, respected and growing consultancy brand

How it works

There are two main ways of working with inFocus: 1) Delivering inFocus services and 2) Promoting inFocus services and referring new clients

1. Deliver inFocus services

The first way to get involved as an inFocus associate, is by delivering inFocus services to clients in your territory, usually as a part of an inFocus joint delivery team (although this could also be as the sole trainer/ coach/ consultant) to deliver consultancy and evaluations. inFocus provides access to the full range of inFocus resources and training materials developed and refined over the last 10 years. We provide access to training, ongoing support, and the opportunity to interact with other inFocus associates to support you to deliver inFocus services to high standard. In each territory that we work in we also explore whether there is the option to train associates to run the inFocus training and helpdesk services.

inFocus will...

- Provide 1-1 training to introduce you to inFocus services and identify your level of involvement and the inFocus training consultancy that are the best fit for you to deliver
- Offer access to group training on delivery methods and using inFocus processes, tools and resources
- Provide an induction on the client, project plan and time-scales
- Run weekly/monthly/bimonthly calls to review progress during period of delivery work
- Give you the option to join monthly team exchanges on different topics with associates and inFocus staff team
- Add your profile to the inFocus website and offer opportunities to get involved in global promotional campaigns

We agree the consultancy day rate on a project by project basis. inFocus adds a % on top of the day rates for projects where inFocus are leading on the project/taking the majority of the risk.

Key Benefits:

- Deliver a range of high quality services, with a proven track record of success, supported with high quality materials, a well-defined set of processes, and supported by a team of seasoned professionals.
- Develop your skills, confidence and competencies across a range of client service areas.
- Secure competitive fees for sub-contracting on projects your involved with AND if you referred the client in the first instance, get a bonus commission fee on top, as a % of the total service fee secured.

Example 1: inFocus is invited to bid for an external evaluation across eastern Europe and puts together a team of both international and local consultants to form a strong bidding team.

Example 2: you spot an evaluation tender that you would like to work on and think it would be a project that would benefit from forming an inFocus team and with inFocus supporting with the proposal. We the work on the proposal together with inFocus taking the lead. e.g. The Commonwealth

2. Promoting inFocus services and referring clients

The second way to get involved as an inFocus Associate is by promoting relevant aspects of the inFocus service offering to your networks and partners, as a step towards identifying and referring potential clients to the inFocus sales team. This involves identifying organisations that might benefit from using inFocus services, identifying their business needs and taking them through the top-level benefits of the relevant service. Depending upon the context, potential clients would then be referred onto the inFocus team to take forward the engagement and sales process.

Key Benefits:

- inFocus will pay you a commission for each client that goes on to access inFocus services
- You can also position the inFocus services to best compliment your core consultancy offer (if relevant).

inFocus will...

- Provide online training that helps you to identify an organisation's needs and match them to the range of inFocus services
- Work with you to identify how your existing consultancy offer could be complemented by inFocus services
- Fully support writing new business recommendations and proposals
- Run online group training on delivering inFocus promotional offers and campaigns
- Provide opportunities for clients to join additional inFocus activities e.g. learning communities
- Offer a quarterly review to assess the support that inFocus provides and how this could be improved

Example: in the course of your strategic consultancy work you come across a client that you feel would benefit from developing a theory of change alongside developing a new strategy. You have a discussion with the client to explore whether this would be the right fit for their needs and give them an overview of inFocus service options (e.g. joining the inFocus Builder course). You refer the client onto inFocus and it leads to a piece of work for inFocus from which you receive a commission.

3. Alternative ways of working together

We are also very open and flexible in discussing alternate ways of working with the right partners, within our target territories. For example, in some circumstance, you may want to take a bigger lead on the client engagement and sales process, building in an element of the inFocus service offer, into an overall client proposal. In this circumstance, inFocus would provide more limited assistance in the proposal writing process and simply act as a sub-contractor, working to previously agreed upon rates and fees, built into your proposals.

Key Benefits:

You retain control of the client, using the inFocus brand, track record and expertise to help secure new business opportunities.

Associates training package

inFocus associates have the option to join the inFocus e-learning course and monthly learning communities with other associates.

1. Group Training

Associates have the option to join inFocus clients on the inFocus IMM e-learning courses, which involves access to 3 comprehensive e-learning courses. This is an opportunity to learn more about the inFocus approach and templates, get a refresher on a particular topic and engage in a discussion with the host and other associates following each training session. The templates and resources shown in the training can only be used on inFocus projects.

2. eLearning courses

The courses have been designed by experienced IMM practitioners and experts in Digital Education from the University of Edinburgh.

IMM Introduction

A brief introduction to the topic of IMM and why it is important. The course includes 2-hours of online content and the option to join a 90-minute group tutorial.

IMM Foundation

The course builds on the IMM Introduction to help organisations to understand and speak confidently about key IMM topics. The course includes 8 hours of online content and the option to join 4 weeks of 90-minute group tutorials.

IMM Builder

This course builds on the IMM Foundation, taking users on an in-depth journey into how to develop the tools and processes needed to effectively measure and manage impact. The course includes 20 hours of online content and the option to join 8 weeks of 90-minute group tutorials.

3. Monthly Team Exchange

Each month associates will also have the option to join a 90-minute facilitated webinar digging deeper into a particular topic related to inFocus services, for example, exploring different approaches to sampling or the pros and cons of random control trials. This is an opportunity to share knowledge with other inFocus associates and benefit from different experience and expertise from around the world.

4. Group Training: Marketing and Promotion

Every 2 months, inFocus will also run a webinar on how to promote inFocus services for associates interested in referring clients to inFocus. The webinar will cover; targeting clients & buying personas, inFocus services and their respective value propositions, the best approaches to connect/ approach your networks- email/ social media/ phone etc, how to make a 1 to 1 referral ask, how to ensure your referral is tracked, dos and don'ts of passing over referrals, what happens after you submit a referral and the overall process and communication.

Next Steps

There are four steps to becoming an inFocus associate:

1.

Join an associates workshop

The first step in becoming an inFocus associate is to find out more by attending a 90-minute webinar that introduces inFocus and the associates scheme. Please contact kellyc@impactinfocus.com for the date of the next webinar.

2.

A 'Good fit' Conversation

A 1-to-1 meeting to better understand your business needs and aspirations for the future. We would also share our hopes and vision for working together. We would mutually identify the level of involvement in marketing and delivering inFocus Services that would be best for you, and discuss the best model to suit the situation. This could range from your inclusion as a local delivery sub-contractor in proposals and responses to tender led by inFocus, through to you actively marketing inFocus services and running campaigns to secure delivery work for you in your region.

3.

Agree terms of the relationship

Once both parties are confident there is a good mutual fit that will support each parties longer term goals, we will put in place a 'Heads of Agreement' that frames the nature of the relationship and defines commercial terms and joint accountabilities. We're always keen to make things as clear and transparent as possible, whilst also leaving some space to learn what works best and adjust the approach to best fit the situation. Once the terms are agreed your photo and profile will be added to the inFocus website.

4.

Create a 12-month roadmap for moving forwards

inFocus will then develop a plan with you to jointly achieve our respective goals for the cooperation.

We will aim to provide you with the optimum level of support and training for your role and a 12-month commitment to ensuring the partnership has the best chance of flourishing over the longer term. We will discuss simple ways that we can get started and work towards a fully developed model of cooperation over time. If there are things we need to take care of along the way, like new marketing resources, translation of materials and other practical steps, we will work with you to find an acceptable route and timeframe to make the most of our respective talents and abilities.

FAQs



Can I continue to deliver services outside of inFocus when I'm an associate?

Yes! Becoming an inFocus associate is not a commitment to work exclusively with inFocus. It is all about finding mutual benefit in working together and our associates remain independent consultants able to pick and chose what they work on .



How much time will it take to be an inFocus associate?

It is really up to you how involved you get, the minimum input would be to go through the steps on the previous page and wait to see if opportunities come up to work with inFocus (e.g. on an evaluation tender). Alternatively you could get involved with the training and discussions with other associates and actively go out and promote/refer inFocus services.



Can I use the knowledge and templates from the inFocus trainings in consultancy work outside of inFocus?

The inFocus templates, guides and resources (e.g. presentations) cannot be used outside of inFocus projects but we hope that from attending, and contributing, to the inFocus trainings that you will gain insight and knowledge that will help your work more generally.



Will inFocus still work with consultants that are not associates?

Yes! We will still work with consultants that are not associates on our projects, although we will always turn to our associates first to see if there is expertise that would fit a particular project before looking for consultants more widely.



How big are the projects that inFocus will take on? Would you be interested in taking on a 1-2 day project?

We are interested in projects of any size, often a smaller 1-day project can be a great way of starting a relationship with a new client.



What counts as a referral? What if I send inFocus a Terms of Reference (ToR) for an evaluation that inFocus bids for and wins – would I still get a referral fee?

A referral has to be an introduction to an individual/organisation that are interested in purchasing inFocus services – unfortunately sending over a ToR would not count as a referral, although might provide opportunities to explore working together on a bid.



What if there is more than one inFocus associate working in my area – how will you decide who to work with?

When putting together a project team inFocus we select the balance of consultants most suited to the bid, this can sometimes mean selecting associates to perform very specific roles that add value to the overall team.



Do I have to attend the IMM training to become an inFocus associate?

You do not have to attend our training to become an inFocus associate and we do not use our training to assess the knowledge and skills of associates. The training is available for our associates to learn how we deliver our services and interact with other associates and for inFocus to learn more about our associates.