

There's a better way to manage risk in global development.



MOVES THAT MATTER

risk leadership for humanitarian and global development professionals

How can risk **serve localisation**, not constrain it?

How do we make **defensible decisions** in ambiguous situations?

Can risk help **reconcile donor and local partner** needs?

How do we make the right decisions in a **changing world** moving faster than our systems?



Introducing Moves That Matter

Funding. Artificial Intelligence. Climate. Seemingly impossible trade-offs. In our complex and ambiguous space, many already suspect what the recent OECD review of Australia's aid program suggests: risk is too often managed defensively, not strategically. Decisions can be compliance driven, not impact focused.

Enter **Moves That Matter**, a high-impact, in-person learning experience for humanitarian and global development leaders.

Moves That Matter helps participants to make better, risk-based decisions amidst uncertainty, share them with donors and partners, collaborate through more locally led approaches to managing risk, and help close the gap between compliance and lived realities.

Moves That Matter is designed to complement existing risk frameworks and is built around 8 'moves' – collections of behaviours and techniques that support you in ambiguous situations to make defensible, risk-based decisions and talk about them with colleagues, partners and donors.

Not your usual risk training

- ☑ Focus on decision-making **behaviours**, not theory
- ☑ Interact through **simulations** of real pressures, constraints and situations
- ☑ Learn with and from sector **peers**
- ☑ Encounter **practical tools** for navigating trade-offs
- ☑ Designed specifically for the **humanitarian and global development** sector



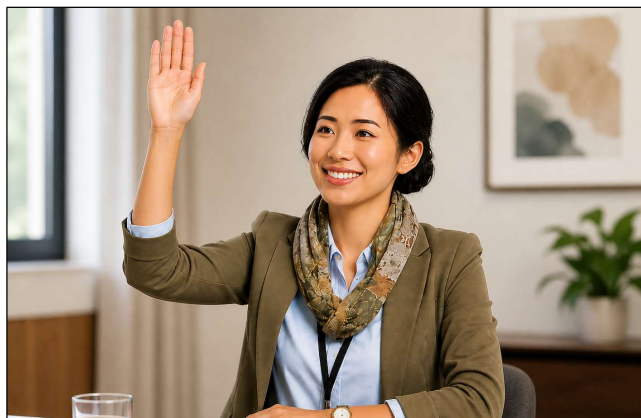
Practical risk training for real-world global development decisions



Explore defensible decisioning when the stakes are high and information is incomplete



Build judgement you can apply anywhere – across programs, organisations and contexts



What to expect

Moves That Matter is delivered in-person through a lively, one-day workshop with cross-sector peers. Your delegate package includes:

- Materials to prepare you for the experience
- A morning focussed on exploring the Moves together through discussion, sharing and exercises
- An afternoon simulation applying the Moves
- Morning and afternoon tea, lunch
- The **Moves Manual** and **Moves Memoire** to take away, giving you a toolbox to use again and again.

Learn about the 8 Moves

On the day, you'll explore how to use the Moves to cut through ambiguity, unlock defensible decision making and practice better risk management.



Act, don't admire



Start digging



Go local



Trade shoes



Suspend self-interest



Phone a friend



Remove something



Check altitude

Who should attend

All humanitarian and global development decision-makers can benefit from **Moves That Matter**, particularly:

- NGO and contractor program directors and managers
- Contractor representatives
- Partnership managers
- Australian Government APS 6, EL1 and EL2.

Learning outcomes

Moves That Matter aims to help you feel more confident to:

- Make better, risk-based decisions amidst uncertainty
- Collaborate through more locally led approaches to managing risk
- Navigate ambiguous, changeable and complex situations within existing risk frameworks
- Prioritise risks, make informed trade-offs and appreciate how system dynamics shape outcomes.

Meet the lead facilitator



Oli May
Founder,
Koala International Development

Oli is a leading specialist on risk and integrity in humanitarian and development programs.

Oli combines deep expertise with lived experience throughout the program lifecycle to help leaders navigate uncertainty and make confident, defensible decisions about risk.

A former Deloitte partner and senior leader at Oxfam and The Fred Hollows Foundation, Oli has worked in 23 countries and his experience across more than 20 years spans program design and management, risk, audit, compliance and the NGO, private and government spaces. He is the author of two books on risk issues in global development.



Cohort 1
Canberra
18 June 2026



Cohort 2
Melbourne
7 July 2026

Book now and save \$\$!
Join the first cohorts



Earlybird* 950.00 Standard 1,150.00 Group** 1,050.00

AU\$, per person, GST exclusive

Click to book or drop us a line to find out more. **Moves That Matter** is also available for standalone delivery to your organisation - contact us to discuss your needs.

* Earlybird prices close 15 May for Canberra and 23 May for Melbourne/Naarm. ** Group price available for 3 or more participants from the same organisation booking together.

Workplace learning with Koala

The needs of modern learners have changed. So we do things differently.

Time and attention is precious. AI and online sources often give the basics. Boring Powerpoint lectures and long, hot days of 'discussion exercises' don't cut it anymore.

At Koala, we do things differently.

Our learning experiences are designed with **human factors** at the heart to maximise engagement, comprehension and retention.

You can expect:



The power of story

Case studies, anonymised examples and simulations bring learning to life.



Active engagement

We remember experiences, not slides. Expect exercises, games and lively, approachable facilitators who know they need to hold your attention.



Our 1:3 rule

It's rare that we can **receive** new information, **relate** it to our situation, and then **retain** it in the same moment. We keep to one '**R**' at a time.



Peer sharing and learning

Learn from each other's experience and ideas in a safe environment.



Augmentation

We'll help you keep the learning alive with follow-up activities.



Senior, experienced facilitators

AI might give you the basics, but application needs the lived experience of people who have been there, done that and have the scars to prove it.

Drop us a line to find out more about our learning products to help your team tackle risk, strategy and governance issues.

