Annual Report 2016
“If I had my child to raise all over again,
I’d build self-esteem first, and a house later.
I’d finger paint more, and point fingers less.
I would do less correcting and more connecting.
I’d take my eyes off my watch and watch with my eyes.
I’d take more hikes and fly more kites.
I’d stop playing serious and seriously play.
I would run through more fields and gaze more stars.
I’d do more hugging and less tugging.”

(Diane Loomans)
“Almost three out of four children in Kenya and Tanzania are victims of physical violence, often by the hands of their parents”

In 2016 our vision and strategic direction for the next 5 years, 2016-2020, was officially launched. We took a moment to reflect, celebrate our successes and map new opportunities and ways of working that speak to the aspirations of children and their families in our target communities.

Mid 2016 we received a letter from Julius, a standard 7 pupil from Tanzania. He was thanking us for enrolling his parents in the Skilful Parenting program. Because of this, he says “Life has really changed for better. I now feel safe and supported at home, I am no longer beaten, I am able to play, and I am able to consistently attend school.”

An opportunity to make a difference in the life of Julius and many other disadvantaged children in East Africa gives us a reason to wake up every day. Our goal is to make our evidence based Skilful Parenting program accessible to 1 million parents and caregivers in the next 5 years. A goal new aim to achieve by supporting and working together with community based organizations, NGOs, the private sector, UN Agencies and the government to sustainably prevent violence against children and promote children’s wellbeing.

Beatrice Ogutu, Director ICS-SP

Output results ICS-SP 2016

<table>
<thead>
<tr>
<th>Subject</th>
<th>Tanzania</th>
<th>Kenya</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parents &amp; caregivers trained on Skilful Parenting including child protection &amp; family budgeting</td>
<td>5,197</td>
<td>3,734</td>
<td>8,931*</td>
</tr>
<tr>
<td>Parents sensitized about birth registration</td>
<td>2,382</td>
<td>3,892</td>
<td>6,274</td>
</tr>
<tr>
<td>Birth registrations</td>
<td>950</td>
<td>2,843</td>
<td>3,793</td>
</tr>
<tr>
<td>Community members reached by awareness raising events on parenting and child protection</td>
<td>9,980</td>
<td>1,905</td>
<td>11,885</td>
</tr>
<tr>
<td>Schools reached on topics of child protection and child safety (incl. implementation plans developed by schools)</td>
<td>25</td>
<td>25</td>
<td>50*</td>
</tr>
<tr>
<td>Teachers trained on Lunch &amp; Learn incl topics of Skilful parenting and child protections</td>
<td>411</td>
<td>543</td>
<td>954</td>
</tr>
<tr>
<td>Other professionals in and around schools reached</td>
<td>642</td>
<td>91</td>
<td>733</td>
</tr>
<tr>
<td>Children trained on life skills</td>
<td>930</td>
<td>1,504</td>
<td>2,434</td>
</tr>
<tr>
<td>Speak out boxes installed in schools</td>
<td>25</td>
<td>25</td>
<td>50</td>
</tr>
<tr>
<td>Paralegals trained</td>
<td>20</td>
<td>20</td>
<td>40</td>
</tr>
<tr>
<td>Para social workers trained</td>
<td>25</td>
<td>-</td>
<td>25</td>
</tr>
<tr>
<td>Cases of violence against children handled by our legal &amp; social partners due to ICS investments</td>
<td>44</td>
<td>348</td>
<td>392</td>
</tr>
</tbody>
</table>

*Behind every parent there is a family with an average of five members and schools consists of approx. 600 pupils. That means we have had impact on at least 44,655 children through Skilful Parenting and 30,000 pupils through schools.
1. ICS-SP in a nutshell

**Context**

The environment where children grow up is of major influence on who they become later in life. Children that grow up in a nurturing, caring, safe and stimulating environment will have more chances to develop to their full potential than children who are growing up in a less supporting environment.

A significant number of families in developing countries are struggling because poverty, violence and health challenges are part of their daily lives. Many parents continue to focus on the physical part of childrearing (nutrition, hygiene, housing and clothing) with less attention to stimulation, attachment and cognitive development. Parenting is primarily based on traditions and local standards, a few of which are harmful including harsh parenting, corporal punishment, early marriages and child labour.

Most parents do want the best for their children, but only have their ancestors as an example and often don’t have access to new information about parenting and child development. While the world is changing, the demands for childrearing is also changing.

*It is in this context that parents are very open to new information and willing to change their attitudes towards parenting. ICS-SP is providing parents with not only information about all aspects of parenting, but also provides a platform for reflection and sharing.*

**Mission and vision**

Our **vision** is a world in which every child grows up in a safe and nurturing family environment to develop to their full potential.

Our **mission** is to empower and facilitate parents, caregivers, and other stakeholders in rural areas of Africa to ensure they can provide children with a safe and nurturing environment.

**Skilful Parenting: a unique program**

Skilful Parenting is a unique parenting program, specifically designed in and for the rural context of Africa. Its main goal is to work with parents to improve family life in a way that children will grow up to their full developmental potential. The program has a strong focus on preventing violence against children and promoting early childhood development. Unique elements of skilful parenting include:

1. **Combination of economic and social support**

   We realise the important role of parental investments to promote child development, along with supporting the same parents to improve their agricultural practices to promote productivity and increase family income. Most parents are also reached by *Agrics*, where they are able to buy high quality farming inputs (seeds & fertilizer) and training to improve their yields (food security) and income. In our experience, the combination approach maximizes impact on family wellbeing and thus on reducing and preventing violence against
women and children. We continue to seek opportunities to connect Skilful Parenting to other economic interventions, including social protection schemes that target vulnerable families.

2. **Relation based, community based & bottom up approach**

Skilful Parenting doesn’t tell parents how to parent. It simply provides with a variety of information and creates platforms where parents can interact, reflect, exercise and share their experiences. Often this is the first entry point where a community starts interacting with each other on the subject of parenting.

3. **Evidence based**

In 2014-2015 the University of Utrecht conducted a research on Skilful Parenting, where it concluded the program has a positive impact on parenting skills in general, it promotes family relationships, parent–child relationships and changes attitudes towards harsh discipline, corporal punishment and violence in general. In 2015-2016 the University of Oxford together with NIMR and University of Glasgow have conducted a RCT on the effects of Skilful Parenting in combination with agricultural support for families. In March 2017 we expect to have final results, but the intermediate results shows positive results especially with regards to reduction of child maltreatment.

**Skilful Parenting is a unique parenting program, specifically designed in and for the rural context of Africa.**

Where we work

Skilful Parenting and our other programs like Strengthening local Child Protection Systems, the Lunch & Learn Model, aimed at addressing violence in school settings, and Life Skills for schools are mainly developed with and for families in rural Africa.
East Africa In 2016 we implemented and expanded our program in Kenya and Tanzania. In Kenya we work in and around Kisumu, Siaya, Kakamega and Busia. In Tanzania we work in the region of Mwanza and Shinyanga.

We aim to expand to Uganda and Ivory Coast.

West Africa In 2016, we have conducted a landscaping mission in West Africa with the ultimate wish to start implementing Skilful Parenting in the West Africa context. There are strong signs that we will be able to expand our work in West Africa in 2017, specifically in Ivory Coast or Ghana.

Asia The program is also contextualized and implemented in Cambodia and Nepal. In 2016 we've conducted a consultancy with a local NGO in Nepal. This local NGO has been licensed to implement Skilful Parenting in Nepal in 2017-2019.

What we have achieved over the past years
Over the last 4 years we’ve become a leading expert in parenting in Africa. We have trained over 35,000 parents, over 70 parenting facilitators and indirectly reached 1,000,000 people through community campaigns and other interventions. We have become a partner of many local organizations including local government and schools to address and create better conditions for children so that they can grow up healthy and happy. Even in countries where we do not work, we have been training NGO’s in implementing Skilful Parenting.

2. Performance, developments and impact in 2016
It’s been a year where we have reached not only a lot of parents, caregivers and children, but we were also able to expand to support NGO’s, CBO’S, schools and local government with knowledge, skills and financial resources to implement evidenced based programs for children. To achieve this, we also invested in human resource management, process improvements and financial management of our projects.

Impact of programs
While the core of our business lies within the Skilful Parenting program we also have impact through our other projects to a variety of organizations working with children:

1. Skilful Parenting
ICS-SP worked with 68 trained and certified parenting facilitators drawn from the communities to train 8,296 parents and caregivers on skilful parenting. Through community dialogue sessions, road shows and awareness campaigns, 11,885 community members were sensitized on child safety and protection, birth registration and the
role that each community member can play to ensure that children are protected and their rights upheld. Skilful Parenting training and awareness campaigns also targeted 50 schools where Lunch and Learn Model was implemented with teachers, support staff and school management teams. This was aimed to promote open communication and collaborative engagement between home, schools and community. This will contribute to strengthen the safety nets that exists within the communities.

2. Education & social services

ICS-SP has developed a whole school approach model “Lunch and Learn Model” to ensure that there is a pool of teachers and non-teaching staff per school who are knowledgeable on VAC and basic counselling and thus can anticipate, recognize and respond to child protection concerns in and around schools. This ultimately made schools and surrounding communities safer for children’s wellbeing.

Given the array of VAC related issues, we initiated Life Skills education in selected schools in both Kenya and Tanzania. This was to ensure that guidance and counselling teachers are equipped to provide emotional, social development, academic and special support to children. A combination of Lunch and Learn Model and Life Skills contents were thus employed to train teachers, School Management Committees (SMCs), and support staff from each school in both Kenya and Tanzania. Key areas of discussion included but not limited to – child abuse and neglect, critical safety issues in and around schools, positive discipline, identification of safety practices and child protection service providers.

As a result 50 primary schools are implementing different action plans and adopting safety plans and are collaborating better with parents. ICS-SP also collaborated with the Ministry of Education and the Teachers Service Commission in both countries. Through this collaboration, apart from support and guidance, we have made different circulars and code of conduct to teachers accessible in the target schools.

The needs of pupils/students often exceed the counselling resources of the school, and to bridge this gap, ICS-SP implemented life skills activities in schools to reach the wider pupils/student population. The life skills activities aim to empower pupils/children with social skills that enable them to have positive and respectful interactions with their peers, teachers and parents. Life skills project aims to
equip children with 3 categories of life skills: Skills for Knowing and living with self (self-awareness), skills for knowing and living with others (negotiation, effective communication and conflict resolution) and skills for decision making (critical thinking, decision making). Over 2,460 children are actively involved in life skills activities in different schools.

To ensure that children get any opportunity to voice their views without coercion or fear of intimidation on issues affecting them both in school and at home, ICS-SP established Speak-Out-Boxes in 50 primary schools. Child Rights Clubs and Children’s Councils were strengthened or established as learning platforms. During the club and council meetings, children are sensitized on rights and responsibility and life skills issues. In Tanzania, children moot courts are also organized in schools to inculcate conflict resolution skills among children. Trained teachers oversee the moot courts.

Today, children not only voice their views but are also engaging in a meaningful contribution in implementing key actions on child protection issues.

3. Facilitating quality child protection services through child protection systems strengthening

Child Protection Information Management System (CPIMS) Under the leadership of the County Children Coordinator in Busia County (Kenya) refresher training, real time monitoring, and support for cloud hosting were realised in 2016. At least 1,310 children were registered in the system. Above that, 1,317 cases were reported, 853 cases are in progress and 464 cases were closed. Lessons learnt from Busia County CPIMS will support us in rolling out the national CPIMS platform launched by Department of Children Services. In Tanzania the District Child Protection Team underwent a refresher training to strengthen capacity on data collection and utilization. Also two desk top computers were procured and installed in pilot districts (Maswa and Meatu) to facilitate the operationalization of the CPIMS. All close in collaboration with the Ministry of Health, Community Development, Gender, Elderly and Children through the Department of Social Welfare.
Case management and referral guidelines: the case management & referral guidelines that were developed in 2015 in Kenya underwent a review and amendments have been incorporated. The guidelines await publication. The guidelines were developed in partnership with Childline Kenya (CLK) and the Department of Children Services and thereafter subjected to national validation that involved relevant government departments and CSOs. In Shinyanga (Tanzania), child protection teams were also trained on case management.

The CPIMS and the Case Management guidelines have enabled end-users to track child protection trends over time, individual child protection cases, provide reports and analysis of child protection concerns, adherence to laws protecting children and create linkages between existing protection actors and service providers.

Increased access to quality, specialized Child protection services (Busia, Shinyanga and Simiyu). ICS-SP has continued to work in partnership with CLAN, REEP and Child Line in Kenya and AGAPE in Tanzania together with Department of Children Services in Kenya and Department of Social Welfare in Tanzania to provide the required support to survivors of violence. To fast track cases that require legal assistance, court users committees remain functional in Busia and Shinyanga. These committees meet quarterly to discuss case management and how to fast track referrals. The committees are made up of social welfare, probation, police, children, magistrates, public prosecution officers, lawyers and representatives of NGOs. The members were trained on their specific roles in the referral system. AGAPE and CLAN have continued to build the capacity of paralegals to provide legal education, mediation and to facilitate referrals at community level.

For psychosocial support, ICS partnered with local NGOs (REEP, CLK) and social/children officers to ensure that psychosocial counselling services are of adequate quality and are accessible to children.

Child cases that need to be handled in court are now given priority to ensure children will not only be more reliant in their witness stories, but can also start at working on their recovery sooner.
4. HIV/AIDS

Families play an important role in providing a caring and supportive environment for children, adolescents and women. Skilful Parenting improves parenting health behaviours and attitudes, remove parental barriers that hinder children, adolescents and partners from openly discussing and accessing SRH & HIV/AIDS services and enhances parent child relationships. Studies of parenting support programmes continue to show that improved communication between parents and children especially around sexuality delays age at which adolescents start having sex and increases their ability to engage in safe sex if they start. This also increases their chances for accessing available services. During the year we were named winners of the DREAMS innovation challenge. Through the DREAMS initiative, we aim to strengthen CBO’s capacity in Siaya County (Kenya) and Kahama dis (Tanzania) to reduce new HIV infections with 40 percent by the end of 2018 among 15,000 adolescent girls and young women. CBOs will gain capacity and resources to deliver a set of evidence-informed behavioral interventions, coordinate with local government for health services, and link beneficiaries to the private sector to address food insecurity and poverty.

5. Strengthening capacities of CBOs and local NGOs

Strengthening and mobilizing community action is at the centre our strategy. In 2016 we have strengthened capacities to enhance their operational and project performance to innovatively address local needs in the context of Skilful Parenting and ending violence against children. In Kenya representatives of 4 CBO’s trained on skilful parenting, family budgeting, case reporting and project reporting. In Tanzania 8 CBOs were trained on Skilful Parenting and supported to develop child protection policies, revised constitutions and project documents, financial management frameworks and personnel management policies.

Capacity building resulted in an increased commitment by the CBOs on Skilful Parenting initiatives, evidenced by deliberate inclusion of SP as an intervention in their own projects.

6. Developments & research

We continuously evaluate our work processes, organization and the content of our programs. In 2016 we received the final thesis of the University of Utrecht who has conducted a research on the effects on experience of parental competence through Skilful Parenting program. The list all proven benefits described in the thesis is too long to place here, but in general one can conclude that parents experience more parental competence after participating in the Skilful Parenting program. There were also recommendations on the program, such as to develop a follow-up program and additional modules to improve quality and sustainability. There was also a recommendation addressing the need for a referral system for parents and families in more extreme need. In some area’s we are already
partnering with organizations who are more specialized in responsive care. On the organizational side there were recommendations to work towards a stronger proposition in regards to the stakeholders. And also to improve the connection between Agrics and Skilful Parenting.

7. Social media engagement
Through social media we were able to reach even more people on issues of parenting and violence against children. With this, we aim to raise more awareness on Skilful Parenting topics. Social media helps us being visible even for those persons and organisations who are currently out of our reach. The following were reached through various channels;

@ICSAfrica
- As at January 30, 2017:
  - Followers - 995
  - Average impressions per day – 355
  - Total impressions 10.0K in 28 day
  - Audience - Gender: 80% (Male), 20% female

Facebook Page: ICS Africa
- Likes - 6,925,
- Response rate 78%
- Average post reach 2,925

LinkedIn: ICS Africa
- Connections- 652

3. Broadening impact by working together

“Unity is strength. When there is teamwork and collaboration, wonderful things can be achieved” - Mattie Stepanek

With our ambitious strategy for 2020, we sought to increase our visibility, demonstrate impact of our work and strengthen the relationships with our current and potential partners, donors and colleagues.

Partnerships
We are exploring and implementing new projects with our new partners such as Bernard van Leer Foundation, Firelight Foundation and the Jacobs Foundation. Our existing partners, UBS Optimus Foundation and US based donors continue to support our program and organizational development efforts. During the year we were also named winners of the DREAMS innovation challenge. A program aimed at empowering adolescent girls and young women. We are proud winners of the Klaus J. Jacobs Best Practice prize 2016 for our unique approach, aimed at improving early childhood development, parenting and agricultural practices in rural areas.
Our resource mobilization strategy will be refined in 2017 also to ensure that we are able to secure institutional funding in addition to project funding. Plans are underway to consolidate our advising and consultancy services to generate new income streams for ICS-SP as well as a way to reach our strategic goal of reaching 1 million parents.

*These milestones continue to create a positive environment and culture of hard work and commitment among team members as we journey towards our 2020 goal.*

**Networks**

We continue to strive to build a broad base of partnerships to help us realize our 2020 ambitions. ICS-SP networked with a number of technical and funding partners identified through a donor mapping exercise conducted in partnership with TDH 2016. New partners and networks were also introduced to us by our current partners. To date, ICS-SP participates in the National Task Force for Parenting in Tanzania and is significant player in strategic forums/networks for ending Violence against Children (VAC) regionally. For example in 2016, we joined the CPC network learning platform, a global platform that brings together PR actioners and researchers to promote learning and sharing and to advocate for the rights of children and families. In this network, we are able to share our programs and get connected with researchers. In the context of implementing the new SDGs, we were also part of the discussion that led to the establishment of the African Partnership to end VAC under the leadership of African Child Policy Forum. Other Networks that we participate in to lend our voice and experiences in child and youth development include; Ascend at the Aspen Institute, Coalition of Children Affected by HIV/AIDS (CCABA) and Parenting in Africa Network.
In Tanzania, ICS-SP has partnered with Save the Children to address violence in schools in Shiyanga. In 2016, ICS-SP partnered and trained Kidogo (a social enterprise aimed at providing quality ECD in informal settlements in Nairobi) on child protection and assisted them in developing their child protection policy. Keeping Children Safe Coalition trained one ICS-SP representative on organizational standards and policies for keeping children safe. This will help us improve our child protection policies and practices.

Partnership with government and related institutions remain paramount in accomplishing our work. Together with the Teacher Service Commission in Kenya, we are exploring how to keep children safe in school and we are currently supporting them to develop their child protection policy.

In The Netherlands we participate in the steering committee of the Better Care Network Netherlands. The BCNN aims to promote alternative care for children who are not under direct care of parents, by sharing knowledge, stimulate discussions and improving policies.

4. What we learnt in 2016

Successes comes with lessons. You’ll never learn to walk if you never fall. As we continue to grow and reach impact, both by implementing our programs ourselves and by training other organizations on our programs, it is a challenge to keep high quality of work and also to improve efficiency. Sustainability, efficiency & effectiveness, are a few our key-challenges for the future.

Work process improvements
We continue to implement the project approach. All of our work at organizational, operational and field level is implemented in the form of projects. Existing projects have clear plans and budgets and for better project planning and management, a new online project management system was developed and a staff time registration/writing system introduced to aid in establishing the level of staff efforts per project. We have also reviewed our financial procedures and processes to improve our lead times and accountability.

Lessons learnt examples:
- Having secured USG funding for the 1st time, we were able to reflect on our policies and procedures against global compliance requirements. We have reviewed our policies and
procedures to meet minimum standards and this has enhanced greater accountability, transparency and credibility.

- Participating in conferences, webinars and high profile speaking engagements provides an important opportunity for ICS-SP to have significant strategic influence in child, family and youth development. We aim to be a thought leader in these themes.
- The ultimate success of our 2020 ambition lies in our effectiveness in driving decisions at all levels. Each action, initiative and budgetary decision should always be checked on whether it supports our strategic priorities as defined in the plan. Reflection and board meetings are useful in discussing alternative ways to allocate limited resources.
- By entering a new theme with skilful parenting & HIV/AIDS we were able to rethink and broaden our proposition with our programs.

### Challenges

<table>
<thead>
<tr>
<th>Challenges</th>
<th>How it was addressed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff changes at national and county government (departmental and ministerial) affecting institutional memory</td>
<td>ICS-SP planned strategic meetings at national and county level to re-introduce programme objectives and gains made in partnership in the previous years to spread ownership and buy-in to the program overall objectives</td>
</tr>
<tr>
<td>During the national election period in Tanzania it was difficult to engage in Community work</td>
<td>Activity plans were adjusted to reflect these realities</td>
</tr>
<tr>
<td>Insufficient and unpredictable funding</td>
<td>Mapping of donors was done and strategies meetings organized with potential and current donors to explore long term partnerships</td>
</tr>
<tr>
<td>Long and bureaucratic registration process at the NGO council</td>
<td>All paperwork required provided and outside consultant identified to support process</td>
</tr>
<tr>
<td>Persistent social norms that allow violence to thrive</td>
<td>The social norms research conducted and the findings will inform program (re) design and enhance our capacity to develop and implement social marketing campaigns to correct misperceptions, foster healthy norms and protective behaviours that will promote safety in and around schools.</td>
</tr>
<tr>
<td>Interested profit organizations had questions about the sustainability of our work as they are mostly interested in programs that will sustain without funding after implementing.</td>
<td>This question is a continues challenge for us. The sustainability of our programs depends of a variety of factors on which we do not always have influence.</td>
</tr>
</tbody>
</table>
5. Our ambitions and plans for 2017 and beyond

Children in low income countries continue to be at risk of maltreatment. Violence against children (and women) comes in many ways. We believe that the impact of skilful parenting is even beyond the already proven impact. With an ambitious strategy, we keep working on increasing our visibility, demonstrating the impact of our work and strengthening the relationships with our current and potential donors. We will continue exploring and implementing new projects with our new partners but also exploring new geographical areas, new themes and gateways of implementing our programs.

Exciting 2017!
As we are expanding our work and reach of our work to reach our strategic goals, as said in chapter 4, one of our challenges is improve our efficiency without losing quality and also think about long term sustainability. Doing so we will continue to work on improving our own organizational structures and work processes in order to become a lean organization with minimum overhead coast.

On the content of our strategic plan and also on our programs we aim to work on measuring our impact on a more structural level without too much of administration hazards. The burden of evidence of positive impact doesn’t need to be on academic level only. We will also need to work on developing and implementing a smart instrument on monitoring and evaluating on both our strategic plan and the programs / projects each time we implement. Therefore we’ve recruited an M&E officer.
2017 will be an interesting year as we have a great opportunity to implement Skilful Parenting not only in a new geographical area, but also in two new “themes”. In West Africa we are planning to implement skilful parenting in cocoa companies with the ultimate goal to reduce child labour, increase school attendance rates and increase women empowerment. This will create great potential for the future of ICS-SP, especially if we manage to provide evidence on those goals. Reducing child labour in the supply chain of profit organizations (such as cocoa companies, mining, fishing and textile) will become a main challenge for these organizations in the following years, as not only consumers but also international politics are opening eyes on this themes.

Our DREAMS project will provide us new gateways to work with other organizations active in preventing & reducing HIV/AIDS. Worldwide there is growing evidence that the combined approach of economic development with social support, such as ‘Agrics with Skilful Parenting’, has significant impact on preventing new HIV infections. At this moment there are not many NGO’s working with this combined approach. In 2017 we will gain experience in this field and expand our networks and partnerships.

Our ambition for 2017 in short:

- Expanding to West Africa;
- Develop SMART metrics for the strategic plan and develop an organization wide monitoring and evaluation framework;
- Sharpen our resource mobilization strategy;
- Implement the scale up plans;
- Implement the project plans;
- Finalize review of pending policies and procedures, specifically the communications strategy, quality management guidelines and partnerships strategy;
- Increase visibility of our work through various channels;
- Consolidate advising and consultancy service;
- Develop proposition papers and continue to build on expertise on the different themes such as HIV/AIDS, ECD, VAC, GBV and child labour.

6. ICS-SP: the organisation

Organizational structure and governance

Several strides have been made as the organization transitioned towards registering an independent local African NGO. The organization’s constitution was revised and a new board (5 board members) identified and registered to provide advice and support in reaching our ambitions going forward. The board was able to meet 4 times in 2016. Registration of ICS-SP as a local African entity is ongoing and will be finalized in 2017. With a new name, and identity (ICS-SP), we focused on raising our visibility nationally, regionally and globally through a number of channels including a brand new website, social media platforms, joining relevant networks and participating in conferences and webinars. To position ourselves for scale up and partnership engagements in the larger western Kenya region, ICS-SP opened new offices in Kisumu town.
**Human resource management**

In-order to improve employee morale, teamwork, competencies and skills, all team members were taken through training on teamwork, performance management and managing change. All staff were also taken through the new strategic plan to get everyone on the same page. The director also attended the executive directors Roundtable meeting where leaders shared innovative ideas to take their organizations to the next level. A new monitoring and evaluation position was created to promote a culture of continuous learning and improvement and a new finance manager recruited to strengthen our financial planning and accountability. A key success is the alignment of the staff structure and job descriptions with substantive work as reflected in our new strategic priorities. New key performance measures were also developed for the finance and operations staff. In 2016, we have managed to do more with less staff but we do realize that we need added staff capacity to effectively realize our targets.

**Organisation chart**

The organisation chart shows how are structured. The director is working under the direct mandate of the board with currently 5 members. All employees, except for the community facilitators, are ICS-professionals. The community facilitators are not ICS employees, but are often professionals of partnering organisations or volunteers who are trained by our SP trainers to implement Skilful Parenting within the community. They will receive transport cost and a small day allowance.
Financial Management
We have in place a good financial and program management system that captures the linkage between resources and results. In 2016, we have reviewed our finance and procurement policies to reflect global compliance standards and developed key performance indicators for the finance and operations unit. For our audited 2016 financial reports have a look at our website:
www.icsafrica-sp.org/organisation/annual-reports

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