



# ICDP ORGANIZATION

---

# International Child Development Programme (ICDP)

---

ICDP was founded in Oslo, Norway on 6 January 1992. Founding members: Karsten Hundeide (chair), Amund Hoff-Berge (treasurer), Nicoletta Armstrong (secretary), Pedro Mendes, Henning Rye, Wilbert Verheyen and Pnina Klein.

ICDP is a private foundation operating under the Norwegian Foundations Act of 15 of June 2001.

See "[Early history](#)"

## ICDP - OBJECTIVES AND PHILOSOPHY

The objectives of ICDP are to work for the healthy development of children and youth worldwide.

The work of ICDP is based on the principles that are laid down in the UN Convention on the Rights of the Child.

*See webpage for all related documents mentioned in this one.*

*See: "ICDP Code of Conduct"  
"ICDP Child Protection Policy"  
"ICDP PSEA Policy"  
"ICDP and children's rights"*

ICDP may participate directly or indirectly in activities run by other humanitarian organisation having corresponding objectives.

ICDP is non-political and non-denominational.

The ethos of ICDP is to provide human care through activating empathy, sensitivity and education of both caregivers and their children and by strengthening and sustaining local competence and initiative.

See "[\*ICDP Ideology and Strategy\*](#)"

The point of ICDP training is to sensitise, build competence and confidence in members of a community or an existing child caring system so that it becomes possible to withdraw after some time and to transfer the project to the local resource persons.

## STATUTES

Revised statutes - International Child Development Programme

### **Section 1 OBJECTS**

International Child Development Programme (ICDP) is a private foundation, the object of which is to work for the healthy development of children and youth worldwide. ICDP may participate directly or indirectly in social activities run by other humanitarian organizations having corresponding objects.

### **Section 2 BASIC CAPITAL**

The foundation was established on 6 January 1992 with a basic capital of NOK 50 000 donated by Karsten Rukman Hundeide, Henning Rye, Wilbert Verheyen, Nicoletta Armstrong, Amund Markus Hoff Berge, Pedro Icksan Mèndes, Teresa Irina Mèndes, Luciano Hamid da Silva and Pnina Klein. NOK 10 000 of the basic capital shall not be touched; the rest may be used for the objects of the foundation.

### **Section 3 THE BOARD**

The Board shall consist of a chairman, secretary, treasurer and up to four members. Deputy board members may also be elected.

The Board shall be elected by majority vote of the persons mentioned in Section 2 for 4 years at a time. Alternations in the composition of the Board may also be resolved during an election period. In the event of a parity of votes, lots shall be drawn. The Board shall function until a new board has been elected. The auditor shall be elected in the same manner.

The Board shall administer the foundation's assets in the best interests of the foundation's objects, directly, or indirectly via other organizations. The Board may employ personnel and shall otherwise exercise general supervision of the foundation's operations in compliance with No. 59 of the Norwegian Foundations Act of 15 of June 2001.

The Chairman of the Board or the Secretary in his absence shall convene and chair board meetings. Board meetings shall be convened by at least 14 days' notice as often as work tasks necessitate this or if two board members demand that a board meeting be held. The Board forms a quorum when more than half of its members are present.

The Board shall keep minutes of the board meetings. The persons mentioned in Section 2 may demand to see the minutes.

### **Section 4 ACCOUNTS AND AUDITING**

The Board shall ensure that accounts are kept that shall be audited by a chartered accountant, and that comply with Chapter 5, No. 59 of the Norwegian Foundations Act of 15 of June 2001. The accounting summary shall be included in the board meeting minutes and sent to the persons mentioned in Section 2.

### **Section 5**

Dissolving of the Foundation is to be done in accordance with Chapter 6, No.59 of the Norwegian Foundations Act of 15 of June 2001

## PRESENT BOARD

Nicoletta Armstrong, chairperson  
Santana Momade  
Karl-Peter Hubbertz  
Guillermo Navas  
Ane-Marthe Solheim Skar  
Einar Columbus Salvesen  
Tatiana Compton

**ICDP Foundation:** Registration number 92/04227  
Org.no.971259906N

## Executive contacts:

Nicoletta Armstrong: [nicolettaarmstrong@gmail.com](mailto:nicolettaarmstrong@gmail.com)

Dahlani Drejza, office manager: [dahlani7@gmail.com](mailto:dahlani7@gmail.com)

## Accounting:

<b>Bank:</b>	Bank: Sparebanken More
<b>Account name:</b>	ICDP
<b>Account No.:</b>	3910.4498187
	SWIFT: SPARNO22 IBAN: NO9539101788222
<b>Auditor for ICDP:</b>	Jon Heger <a href="mailto:jon@joneger.no">jon@joneger.no</a>

## OBJECTIVES AND FUNCTIONS OF THE ICDP FOUNDATION

### ICDP's objectives are to:

- ❖ Promote the welfare and psychosocial care of children in different parts of the world.
- ❖ Network and/or co-operate with or participate directly or indirectly in the activities of other humanitarian organisations with corresponding objectives.
- ❖ Start ICDP in new countries in cooperation with partner organizations who will be using the ICDP methodology and provide inspiration, educational and moral support.
- ❖ Represent ICDP as a global presence.
- ❖ Set and maintain the professional standards of ICDP and oversee all adaptations to the programmes (research, development, evaluation, and publishing) throughout the world.
- ❖ Provide services to strengthen and evaluate ICDP implementation in the world.
- ❖ Protect the use and legal rights of the ICDP materials internationally.
- ❖ Serve as the professional body that liaises and negotiates on behalf of ICDP with organisations like UNICEF, WHO and other international sources of funding.
- ❖ Assist with the establishment of ICDP national organisations when required.
- ❖ Co-ordinate the relationship between the university/research aspect of ICDP and the field application.

The ICDP's objectives are reflected in the key functions of the ICDP Foundation, and these are reflected in the yearly Action Plan.

### Key functions and actions:

1. Define ICDP implementation philosophy, vision and standards
2. Define ICDP training policy and procedures (revise it from time to time)
3. Define agreements for cooperation with partner organizations
4. Train and coordinate international trainers who start ICDP in new countries
5. Provide ICDP materials, including audio-visuals as a basic pack for worldwide use and local adaptations
6. Approve local adaptations of the ICDP basic programme
7. Provide evaluation and monitoring tools for international use (opening the possibility for cross country studies in the future )
8. Assist in fundraising with project proposal templates and budget builders
9. Provide a forum for projects to inform and share about their work through website, newsletter, facebook
10. Provide opportunities for coming together to share experiences

## POLICY WITH REGARD TO THE ICDP PROGRAMME

ICDP will supervise, control and protect the copy right, identity (name and continuity), quality and new developments of the ICDP programme.

Therefore, the focus of the ICDP operation is to:

- Organize and decide on the agenda and the content of international training workshops in order to train new groups in the ICDP programme
- Decide and set criteria for the different levels of qualification (caregivers, facilitators, trainers). If there are deviations from these general criteria and new levels are suggested adapted to the local conditions, these should be presented to ICDP for approval.
- Ensure the quality of the implementation and the sustainability of the ICDP programme by establishing monitoring and evaluation tools, procedures for supervision and follow up.
- Provide updated documents and training in the ICDP Code of Conduct, ICDP Child Protection Policy and ICDP PSEA Policy.
- Evaluate and approve proposals for adaptations of the ICDP programme (accept or reject), or suggest changes and improvements when necessary.
- Evaluate and approve publications in the name of ICDP before they are published.
- In cases when a decision about the adaptation of ICDP materials for a particular country has to take place, the person from that country (if part of the ICDP board) should not be involved in the decision making process.

## ICDP PRINCIPLES AT THE ORGANIZATIONAL LEVEL

The ICDP principles are implemented on the level of the ICDP foundation and any ICDP body/organization.

Colleagues working on the organizational level all receive training in ICDP and the aim is to practice the ICDP8 guidelines and 7 principles in adult to adult relationships. This means that in the ICDP organization colleagues try to listen and respond back in a way that is meaningful and sensitive – thus adhering to the principles of reciprocal dialogue instead of dominance and monologue.

There is a common awareness by those who work in the ICDP organization that reciprocity takes place both at a verbal and non-verbal level as attunement to the emotional state and timing of the other – this we understand as the empathic approach at work.

Sharing sincere, open, direct, meaningful and sensitive conversations is practiced in order to reach common ground and understand each other fully; this involves identifying and describing what and how one experiences the work situation concerning the agreed task in the ICDP organization.

When there is a negative experience there is willingness by ICDP colleagues to identify, share and recount what happened and this helps to dispel associated fears and anxieties. Everyone is made to feel free to share their opinions with everyone else and at the same time all are willing to listen attentively and respectfully to the other party. Rather than power based, the conversation is empathy based with a conscious intention of wanting to understand the other person's point of view. The goal is to find common ground based on empathic understanding and willingness to construct positive solutions through a shared process.

The focus is on assessing the positive and not dwelling on the negative; i.e. the point is to identify positive resources that can build the organization.

Colleagues working in the ICDP organization know that it is important to allow each other space for action and to allow others to have a sense of control over their own tasks. There is a culture of respect for each other's ideas and initiatives, thus making room for self-initiated efforts, creativity and innovative activities.

There is also an understanding that it is through guidance, support and expansion of the colleagues' initiatives and activities that the institutional development takes place.

The ICDP organizations are run by people who come from different areas of the world but are respectful and sensitive to each other's customs and values, there is sharing and learning from each other's multicultural experiences.

The ICDP foundation facilitates the development of projects by our partner organizations by encouraging them to adjust the ICDP programme to their cultural and socio-economic contexts and target groups. ICDP code of conduct, child protection and PSEA policies are designed to help maintain safe and healthy environments in all ICDP endeavours.

## RESPONSIBILITIES OF ICDP AND WORKING RELATIONSHIP WITH PROJECTS

ICDP assumes varying degrees of responsibility with regards to its working relationship with projects that are receiving ICDP training, depending on the level of ICDP involvement in each particular project. The level of involvement is specified in the contract agreement for training.

There are several categories of involvement:

### Training and name:

A. ICDP takes responsibility to train and give ICDP diplomas to project trainers and the project will be responsible for respecting the name and content of ICDP. This applies to all projects, since all projects need to have qualified ICDP trainers.

### Implementation:

A. ICDP trains a group of trainers who then take responsibility for further implementation.

B. ICDP, after the initial training of trainers continues to have a supervisory role during the implementation of the project, as stipulated in a special agreement.

C. ICDP undertakes to oversee the whole training and implementation.

### Financial:

A. ICDP raises all the funds for the project.

B. ICDP helps raise a part of the required funds for the project.

C. ICDP is not involved in fundraising.

### Project holder:

A. ICDP is the project holder.

B. ICDP is not the project holder.

C. ICDP creates a partnership with the project holder with defined responsibilities.

COUNTRY	PROJECT HOLDER	FINANCE	IMPLEMENTATION	TRAINING	NAME
	A.	A.	A.	A.	A.
	B.	B.	B.	A.	A.
	C.	C.	C.	A.	A.



## TASK OF ICDP TRAINERS AND FACILITATORS

- Trainers and facilitators are responsible for the quality of their work and making sure it is in line with ICDP principles.
- The task of ICDP qualified trainers is to train and supervise the work of facilitators so that the overall ICDP standards are sustained.
- The ICDP facilitators can use the name and the content of the ICDP programme to work directly with caregivers and children, but they are not entitled to train other facilitators for certification.
- Before issuing diplomas to trainers and facilitators ICDP will ask them to sign an agreement of cooperation with ICDP.
- Experienced trainers may train new teams of trainers as agreed with ICDP.

See “*ICDP basic training procedures*”

## COUNTRY REPRESENTATIVE - OFFICES IN OTHER COUNTRIES

In countries with several ICDP projects, an ICDP country representative may be appointed to act as a liaison between projects in the country and ICDP international organisation. After consultation with the ICDP international consultants and the ICDP local trainers in a country, the ICDP Board may approve a locally selected country representative. The country representative may set up an office when there is a need for it and appoints the office staff. In some countries, however, there could be up to three ICDP organizations working independently but together representing ICDP, i.e. providing training to others, in line with ICDP policies and procedures.

## SUBSIDIARY ORGANISATIONS IN OTHER COUNTRIES

Expansion of the ICDP programme in a country may sometimes lead to registering of a subsidiary/national ICDP organisation in that country. This is decided upon between the ICDP international foundation and a local team, depending on circumstances. The ICDP Board may then approve a local team to form an ICDP National Body (NB) for that country. A national ICDP board may be registered as an independent organization and sign an agreement with ICDP foundation - See “*ICDP Terms and Agreements for Cooperation*”, section ICDP agreement with partner organizations.

The NB will be asked to keep a record of all ICDP certified facilitator and trainers. ICDP foundation will decide together with a new ICDP national organisation on its specific tasks, but in general it is to co-ordinate the overall development of ICDP in the country.

This includes: to protect the ICDP name, policies and quality of work. In some cases, the task may also include to organise training, keep accounts, distribute funds and contribute to ICDP (as agreed with ICDP foundation). All national bodies are expected to provide news for ICDP Newsletter and to send annual reports to ICDP international.

## ICDP PERSONNEL POLICY AND ADMINISTRATIVE PROCEDURES

### EQUAL OPPORTUNITY POLICY:

Equal opportunity policy is reflected in the objectives of the ICDP foundation as commitment to work for the benefit of children and young people, regardless of gender, race, colour, religion, social background or ability.

Commitment to equal opportunities policy is expected from all those involved with ICDP, the trainers/facilitators, project staff, volunteers, executive and board.

Jobs are advertised publicly and made available to applicants in accordance with the job description criteria, regardless of their gender, race, colour, religion or social background.

See: *“ICDP Code of Conduct”*  
*“ICDP PSEA policy”*

### SALARY SCALE:

The salary for trainers in different countries corresponds to the generally accepted local salary per hour for part-time work or for full-time work in that particular country.

The country representative informs the board about the local salary standards, which is checked against the sums outlined in the project proposals.

Preference is given to part-time employment in ICDP, as an addition to people’s existing jobs.

ICDP has a standard salary for the work of international trainers, see *“ICDP basic training procedures”*.

### **EMPLOYMENT CONTRACTS:**

All ICDP personnel are entitled to have employment contracts.

### **OTHER TYPES OF CONTRACTS:**

When necessary, ICDP may enter into different contracts, e.g. rental contract, security contract, legal assistance, vehicle rental and/or maintenance, telecommunications etc.

### **STAFF PERFORMANCE:**

See: “*ICDP Code of Conduct*”  
“*ICDP Child Protection Policy*”  
“*ICDP PSEA Policy*”

### **PROJECT MONITORING AND EVALUATION:**

#### **Monitoring:**

Internal monitoring (inside the project): Checklists are used on regular basis and shared in group for self-monitoring by facilitators/trainers of the ICDP programme\*.

External monitoring (by trainers/consultants from outside the project): The quality of the work of ICDP facilitators/trainers inside a project is checked by visits from other trainers/consultants with the role to supervise from outside of the project. This is particularly relevant for projects in which ICDP assumes the responsibility for project implementation (and not just for the training). There are schemes designed for this purpose.

*See Evaluation section, on the webpage.*

#### **Evaluation:**

The quality of every ICDP project and the impact of the work of its staff will aim to be evaluated; this may involve a team of experts from a local university. ICDP has developed different tools for evaluation and these are available on demand.