



Multi-annual Strategy 2019-2024

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Table of contents

Foreword.....	2
ICBS mission and vision	3
CBS briefly explained	3
New internationalism and self-management	4
SWOT analysis ICBS	5
Changes in the organizational structure.....	6
Fundraising.....	7
Financial management	7

Foreword

The International Institute for Community Based Sociotherapy has been established in 2019. The idea of setting up a foundation to guarantee the quality of community-based sociotherapy (CBS) projects developed over the years while implementing CBS in various countries. With the increasing interest in CBS worldwide, the demand arose for a central organization that can act as a knowledge institute and network organization and can offer support to anyone who works or wants to work with CBS. ICBS can provide training, program and project development, translation of the approach into a different cultural context, fundraising, and research and evaluation of the effects of CBS. ICBS works according to the criteria laid down in the *Handbook Training in Community-based Sociotherapy* of Cora Dekker (2018), in order to guarantee the quality of the method.

“We all need the sense of connectedness to build peaceful societies”

In this multi annual strategy we describe the objectives of ICBS, analyse the strengths, weaknesses and ambitions of ICBS, and our strategic direction. Since the publication of the first version of the multi annual strategy 2019-2024, there have been some major changes in the organisational structure. Therefore, we deemed it necessary to update the multi annual strategy and elaborate a bit more on the choices made.

ICBS mission and vision

Vision

People whose lives have been disrupted by war, violence, natural disasters, or other daily stress factors have the ability to live their lives in peace and to have meaningful relationships in their social environment

Mission

contribute to the social well-being of people living in areas that are disrupted by humanitarian crises, by providing access to community-based sociotherapy: a methodology based on group dynamics that strengthens and restores feelings of safety, trust, and dignity and contributes to social cohesion in the community

ICBS aims to build a network and knowledge institute for community-based sociotherapy professionals, and organizations that are interested in implementing community-based sociotherapy on the basis of quality standards.

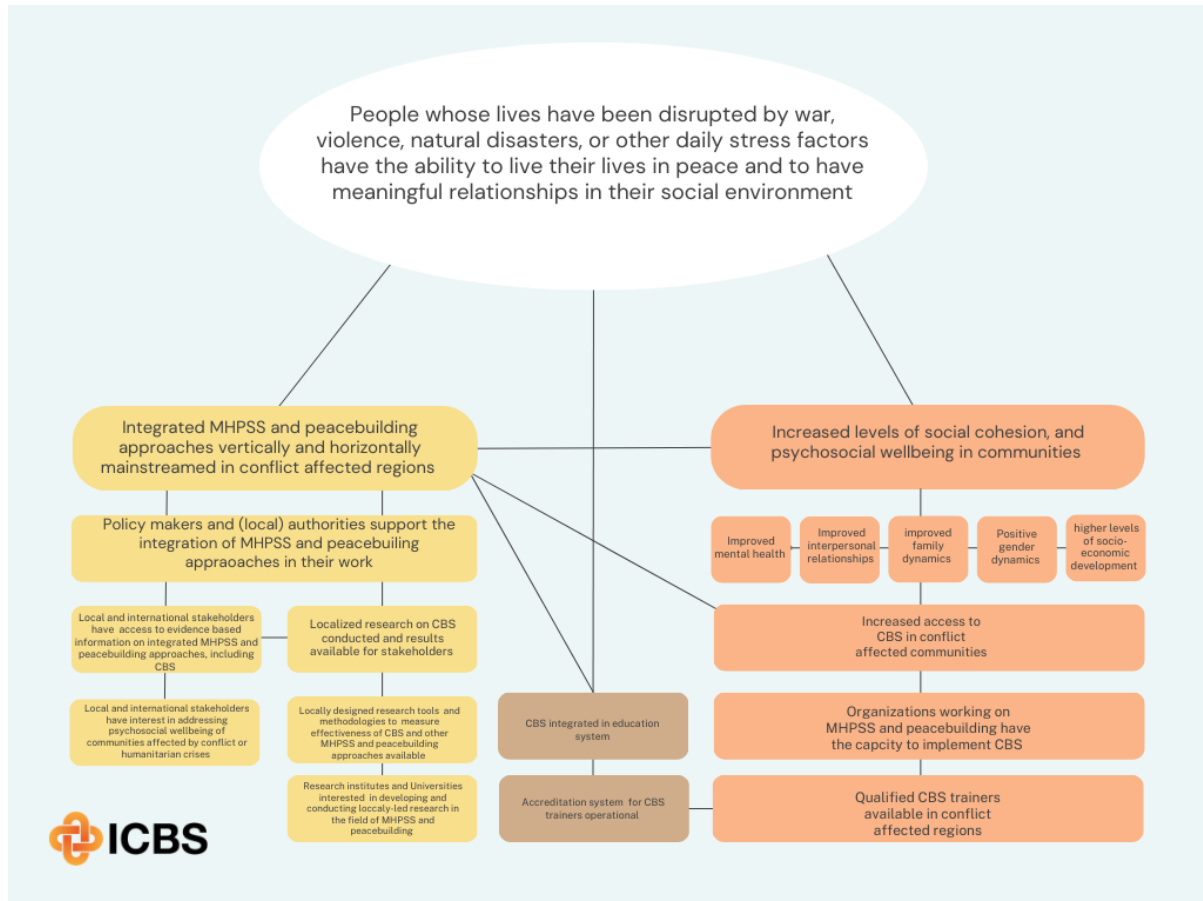
CBS briefly explained

Community based sociotherapy (CBS) is a psychosocial methodology aiming at restoring and strengthening safety, trust, dignity and social cohesion in societies affected by violent conflicts or natural disasters. CBS is a method that is carried out in groups of 10-15 people who voluntarily participate, facilitated by two trained facilitators. The facilitators, who guide the groups, are selected on the basis of selection criteria. The facilitators originate from the communities where the methodology is applied, therefore they have a profound understanding of the cultural sensitivities in this area. The CBS cycle lasts 15 weeks, during which the group goes through six phases: safety, trust, care, respect, new life orientation and processing emotional memories. The method is based on seven principles that recur throughout the 15 weeks in all exercises and steps that the group makes. The seven principles are: equality, democracy, participation, responsibility, here and now, learning by doing, and inter-est.

The community based sociotherapy approach was developed by Cora Dekker together with the staff from the Anglican Church of Rwanda Byumba Diocese (EAR-D/Byumba). CBS was implemented in Rwanda for the first time in 2005. Since then, the approach has been implemented and evaluated in various regions in Rwanda, the Democratic Republic of Congo, Liberia, Ethiopia, South-Sudan and Uganda. The methodology and results are further

elaborated in a dissertation that was published (*Terugvinden van waardigheid*, Cora Dekker, 2016, Amsterdam).

Theory of Change



New internationalism and self-management

One common denominator of our team is the view that there is a need to change the paradigm of international cooperation. We recognize a struggle on how to shift power from the “global north” to the “global south”, or better: how to share power between global actors, regardless where you are located. There is a need to decolonize the (humanitarian) aid system, building new forms of international solidarity. We believe the best results can be achieved only if we join the knowledge and experiences from people from all parts of the world together. One of ICBS’ ambitions is to operationalize a movement of *New Internationalism*. For practical reasons we are registered in the Netherlands, but we operate as a global organization, represented by a group of passionate professionals with expertise in the field of community-based sociotherapy. We have no permanent office, as we work from wherever our people need to be. Organizations or institutes invite ICBS to support them with the implementation of CBS by contextualizing the approach, providing training and expertise which will enable them to continue implementing independently. However, a temporary office in the area or region of implementation can be established to monitor and support the local organizations to embed the CBS approach in their system.

One of the strategies that came forward while developing our organizational structure in line with this movement of *New Internationalism* and the philosophy of CBS, is that we desire a structure with less hierarchy, more equality. An environment in which all team members feel encouraged to take initiatives in working towards a common goal. Where people feel safe to reflect on what is working, and what is counterproductive and how changes can be made to improve a status quo. The co-founders have searched for an organizational structure that aligns with the CBS philosophy. After they participated in a workshop on self-managing organizations, they were convinced that a similar form could work for ICBS.

The ambition for the coming years is to further operationalize the organizational structure inspired by self-managing organizations and sociocracy. A more detailed manual of procedures will be developed and aligned with organizational policies. New staff/volunteers will be encouraged to participate in the further development of ICBS towards a self-managing organization. One of the key characteristics of this form of management is that it is not static but is flexible and adaptable to a changing context.

SWOT analysis ICBS

To understand the position of ICBS, we have conducted a SWOT analysis to give insight in the potential and weaknesses of the organization.



The ambitions for the coming years for ICBS are derived from the weaknesses and threats of

Action Plan



this analysis. See table below on how we aim to address the weaknesses and threats.

Changes in the organizational structure

New members of the supervisory board joined ICBS in July 2022. We took time to do the official hand over of responsibilities, as we were still developing our organizational structure. We believe in organic transition, rather than rushing decision making, so that people can adapt to the new situation, and finding a suitable working flow as a team. The members have been identified based on their extensive expertise and experience in the humanitarian field and work, other boards of non-profit organisations and recommendations. And of their interest and affiliation with the CBS approach.

The supervisory board currently consists of five members:

Mukasa Moses Bwesige
MHPSS advisor & Chair
Mukasamoses52@gmail.com

Nina Goricar
Organizational capacity & Secretary

Goricar.nina@gmail.com

Christine Ogutu
Financial advisor & Treasurer
tinaogutu@gmail.com

Hendrik Kaptein
Financial advisor
hjrk@xs4all.nl

Annemiek Richters
Research expert
jmrichters@gmail.com

The Supervisory Board of ICBS is responsible for supervising the organization's policies, the strategic direction and financial accountability. The most important objective is to ensure that all activities of the executive circles are contributing to the organization's overall purpose. More details about the organizational structure, supervisory board (mission circle) and executive board (general circle) can be found in the Manual of Procedures.

Fundraising

One of the strategic objectives for 2019-2024 is to devote time and attention to increase visibility to enable the foundation to become eligible for donations and subsidies. Building relationships with donors and partners is part of this strategy.

At the time of incorporation, the financial resources are limited, and the assets consist solely of donations. However, the foundation will work on generating more income from donations, consultancy contracts and other fundraising activities. ICBS can offer its services as partner organization or subcontractor for organizations and institutes that wish to implement CBS. We are also looking for collaboration with universities and other foundations and institutions that are active in the psychosocial and peacebuilding field to investigate where we can develop joint projects and make use of each other's expertise. More than 90% of the purpose and actual activities of the foundation serve the public interest.

Financial management

ICBS is obliged to keep a clear administration of income and expenditure with regard to the donors and target group, but also to comply with the obligations associated with obtaining ANBI status. The annual figures will provide insight into the nature and size of ICBS' income and assets. The funds of the foundation are managed by the treasurer of ICBS.

The board guarantees that financial contributions to a specific project are used for those particular activities. The Board chooses a suitable destination for income without a specific purpose. The foundation was established in July 2019. We will announce the first annual figures at the end of the second quarter of 2020. We hereby comply with the legal requirements for reporting. A budget and annual statement will be prepared annually.

When the goals of the foundation have been achieved, or when the foundation is dissolved for other reasons, it is obliged to donate the positive balance to an ANBI foundation with the same objective based on the articles of association and the regulations.

For more specific information about the financial management and the work of ICBS, we refer to the financial and administration policy, and the annual reports of the foundation.